Business growth literature is plentiful, as are specific methodologies from various consulting firms. Yet there is no widely accepted general model for growth of the likes of Clay Christensen's 'disruptive innovation'. We introduce below an approach for framing growth in general terms – that is industry, market and company-size independent.

We propose that key to growth is stand-alone value 'units'. Units can be products, solutions, patents or even practice areas in the case of professional services firms. They have to be operationally viable – that is they generate revenue and profits. They have intrinsic value and can be regarded as 'liquid' assets that have the potential to be sold and acquired between companies. A unit's value is basic revenue generating ability based on core value proposition, plus brand value (if any), plus proprietary intellectual property (if any).

Using the notion of stand-alone value unit, we classify companies into three broad growth categories:

- ➔ A ***first order growth*** enterprise has a robust market value proposition and grows at a pace commensurate with that of its respective industry; it however has no clearly distinguishable value units;
- ➔ A ***second order growth*** enterprise focuses its value proposition into stand-alone value 'units'; knowledge acquired in the process of serving customers is fed back and packaged into new value unit; some value units spawn further value units; products might morph into services and services turn into solutions, leading to multiple revenue streams and a highly resilient aggregate business model;
- ➔ A ***third order growth*** enterprise leverages ecosystems of highly synergistic stand-alone value units to drive exponential growth; a single customer that enters the ecosystem is likely to bounce around between products and services resulting in multiple sales; examples of such companies are Amazon, Apple, Google;

Our primary customer is a first order growth enterprise looking to undergo the transition to a second order growth dynamic. Our clients are typically midmarket companies that have robust management governance and solid market presence, yet struggle to out-grow their competition.

We start a consulting engagement by assessing the value-proposition and business model. We review all assets: knowledge, backlog, brand, intellectual property, etc. We proceed to evaluate distinguishable features in each individual asset, as well as distinguishable 'patterns' across asset portfolios (e.g. multiple projects are engaged in modeling, suggestive of new modeling capability offering). In doing so, we apply our intimate knowledge of end-customer needs, market trends, and competitive landscape as well as our personal experience in roles ranging from corporate development to start-up entrepreneurship.

The resulting features and patterns are evaluated for stand-alone profit-and-loss potential. Gaps are identified and investment strategies developed with risk/return profiles. Growth roadmaps are subsequently developed, with investment points and clear operational targets. We also infuse out-of-the-box strategies such as acquisitions.

The organizational 'fit' is taken into account for executing the growth roadmaps. Quantified and qualitative organizational constraints are brought up in candid discussions with executive management - e.g. risk aversion, talent incentivizing, centralized vs. distributed decision making, etc.

We participate actively in the execution of the growth strategy and are open to partnering with our clients in risk-return collaboration models.