

Beyond the Core

How businesses create value beyond their traditional roles, sectors and operating models

FORMAT

Board briefing

STRUCTURE

11 slides

PILLAR

Growth

ACCESS

Free preview

THE PROPOSITION

Most established businesses do not run out of opportunity. They run out of willingness to look past what already works. Beyond the Core shows how leaders grow through capability the business already owns, and how to test every opportunity before the money is committed.

Only 11% of companies sustain profitable growth over a decade, and around one in five moves beyond the core succeeds. The difference is rarely the idea. It is the discipline.

WHO IT IS WRITTEN FOR

Founders, CEOs, boards and senior leadership teams in ambitious, owner-managed, family and PE-backed businesses that have built a strong core and now need the next source of growth.

WHAT MAKES IT DIFFERENT

It is practitioner-led, not academic. The focus is the decision in front of the board, built on decades of operating experience and UK evidence, and it replaces optimism with a clear test of whether the business has a right to win.

WHY NOW

The best time to look beyond the core is before the market forces it. These are questions to settle before the next budget cycle, not after it.

THE QUESTION TO TAKE AWAY

If a competitor copied our core capability tomorrow, what would still be ours? The answer is your real advantage, and it is where the next growth opportunity is most likely to sit.

WHAT IT COVERS

- **The trap.** why success in the core becomes the reason not to look elsewhere
- **The numbers.** the uncomfortable evidence on sustained growth
- **The principle.** three ways to grow, and why adjacency is not diversification
- **Right to win.** four tests every growth move must pass
- **UK case study.** Rolls-Royce, from engines to outcomes
- **The route.** build, buy or partner, and how to choose
- **The method.** a repeatable four-stage growth map

TOOLS INCLUDED

- The Right-to-Win Test
- Build, Buy or Partner decision framework
- The Beyond the Core Business Growth Map
- Five board questions for future growth
- Adjacency versus diversification test

GO DEEPER: THE FULL PACK

- Extended presentation with additional slides and a second UK case study
- Detailed written report expanding every framework, with board-ready guidance
- Right-to-win scoring guide with thresholds and evidence prompts
- Governance stage-gates for funding, reporting and exit criteria
- Available on demand at acumen-partners.co.uk

STRATEGY DAYS

Frame the board strategy session around capability and right to win, not around a list of attractive markets.

BUDGET CYCLE

Test how much investment protects the core and how much tests beyond it, before the budget is set.

M&A AND PARTNERSHIPS

Decide whether to build, buy or partner, and set the decision points before any funding is released.

"The strengths that built your business will not, by themselves, secure its future. Tomorrow's success demands the courage to grow and evolve."

GOVERNANCE · GROWTH · SUCCESSION · STEWARDSHIP · LEGACY