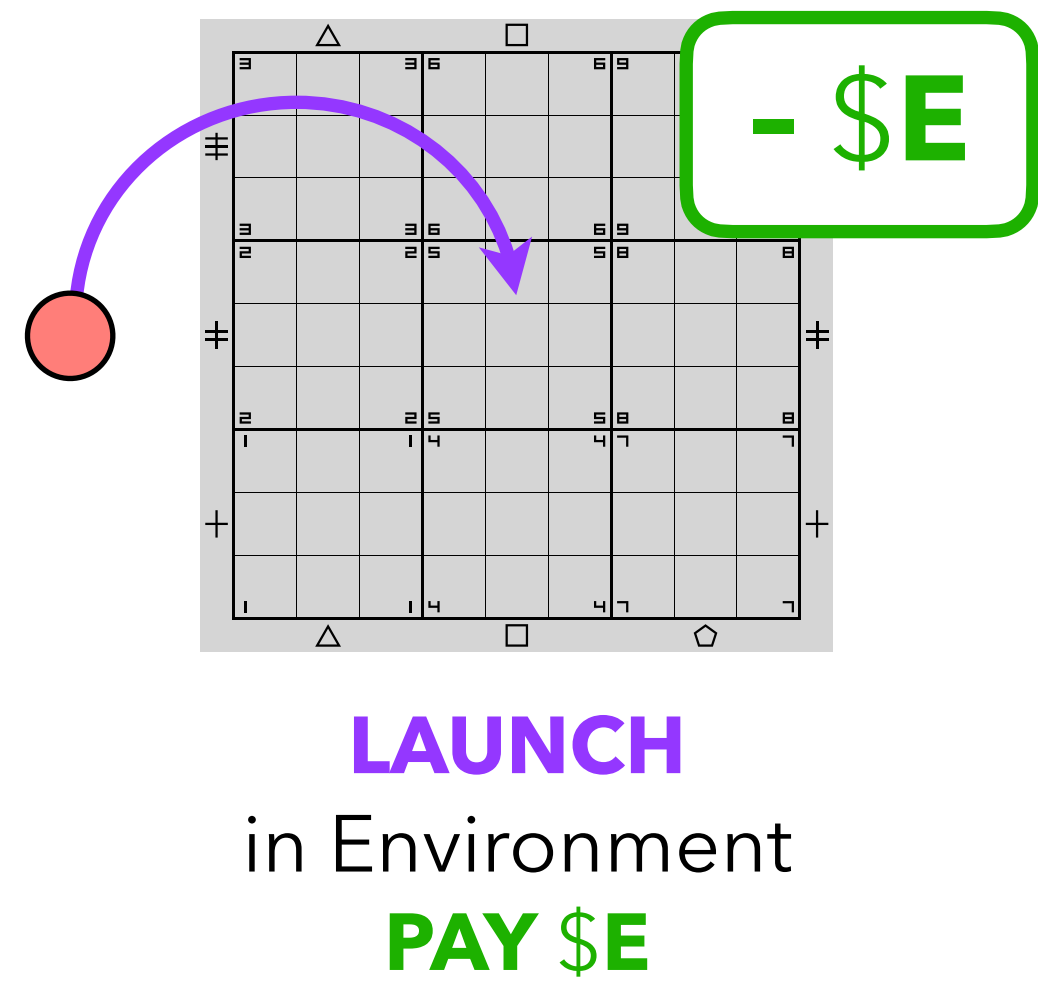
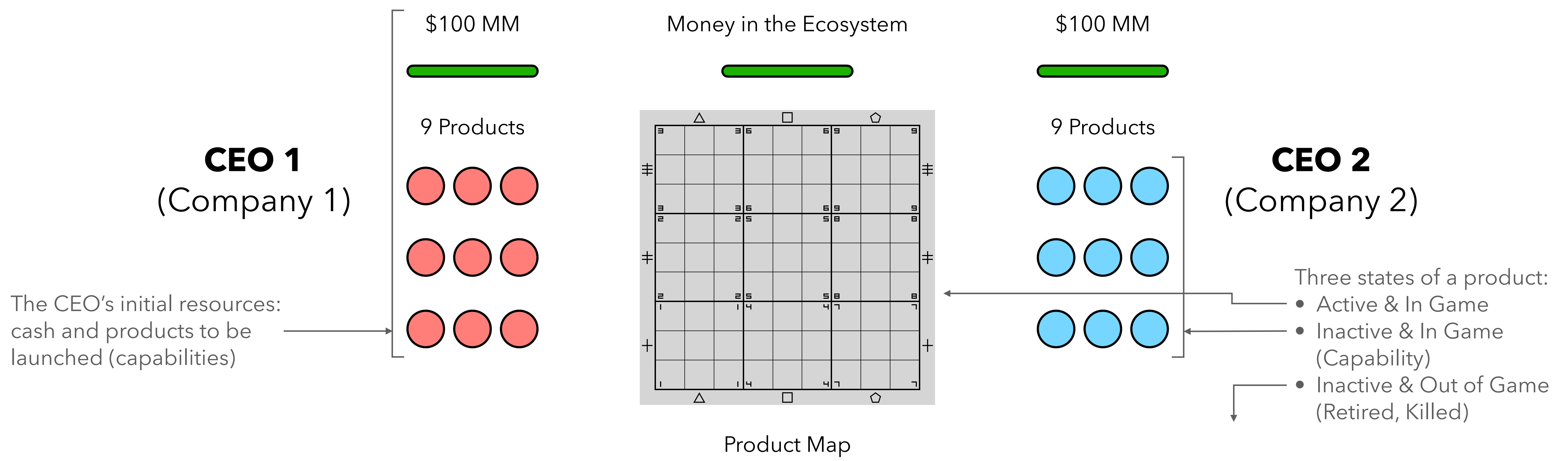
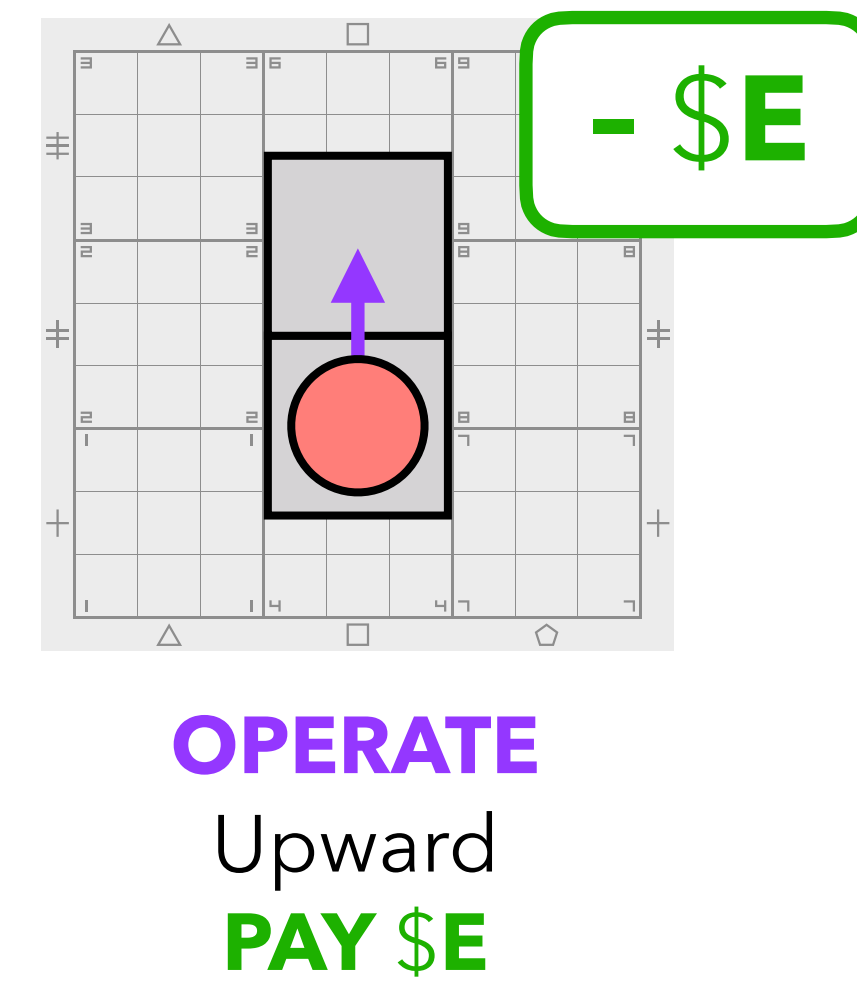


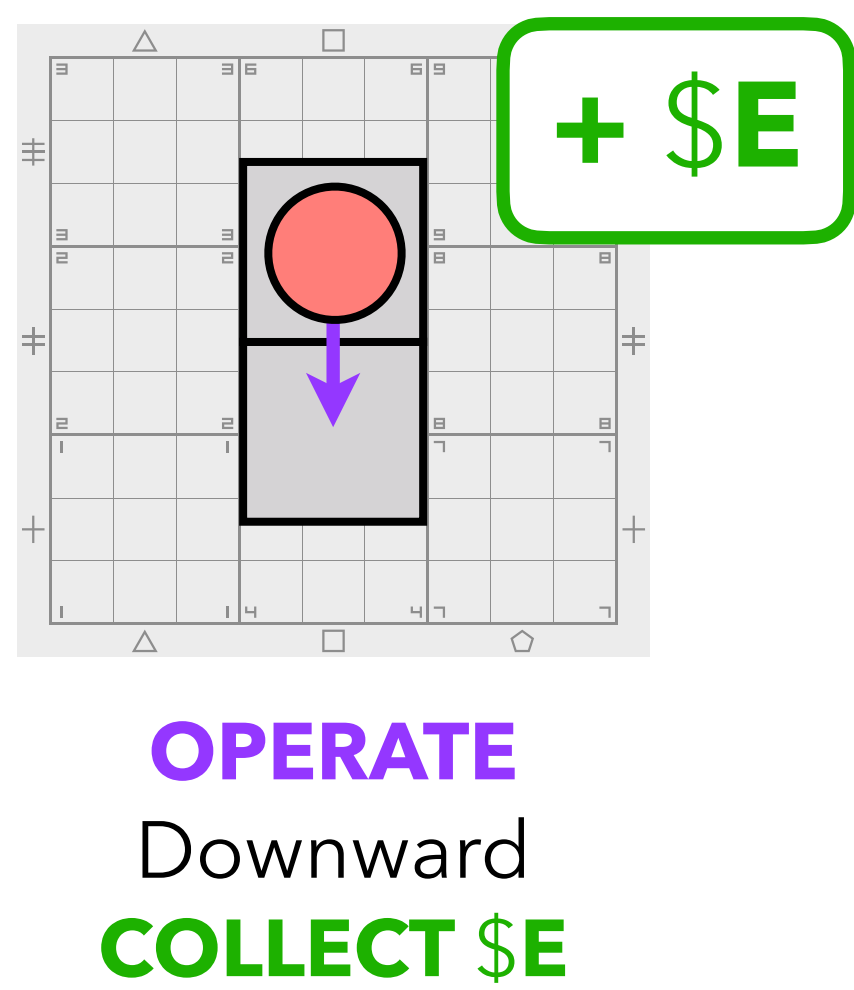
# BUSINESS CONCEPTS



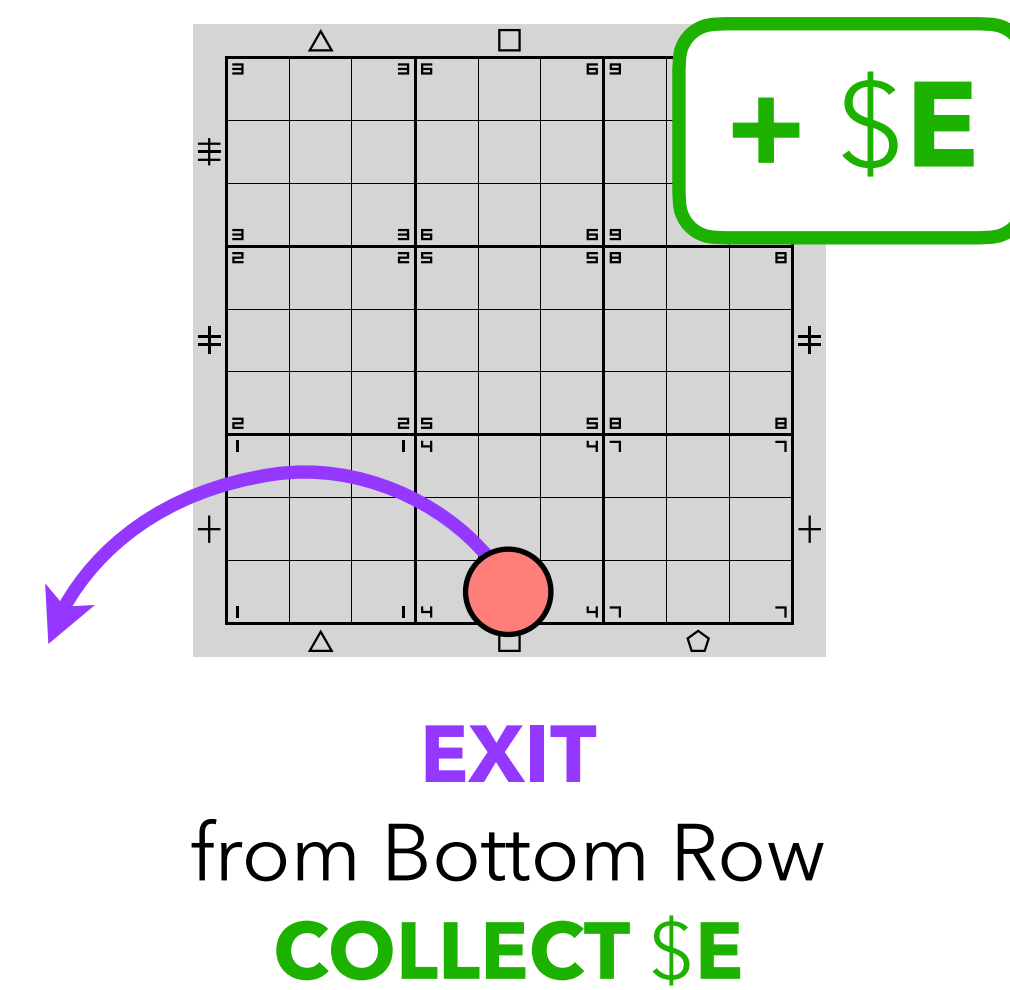
- Think of all products from the perspective of both inherent complexity and perceived value.
- Launch and position a new product in a given business environment.
- Incur new product launch expenses.



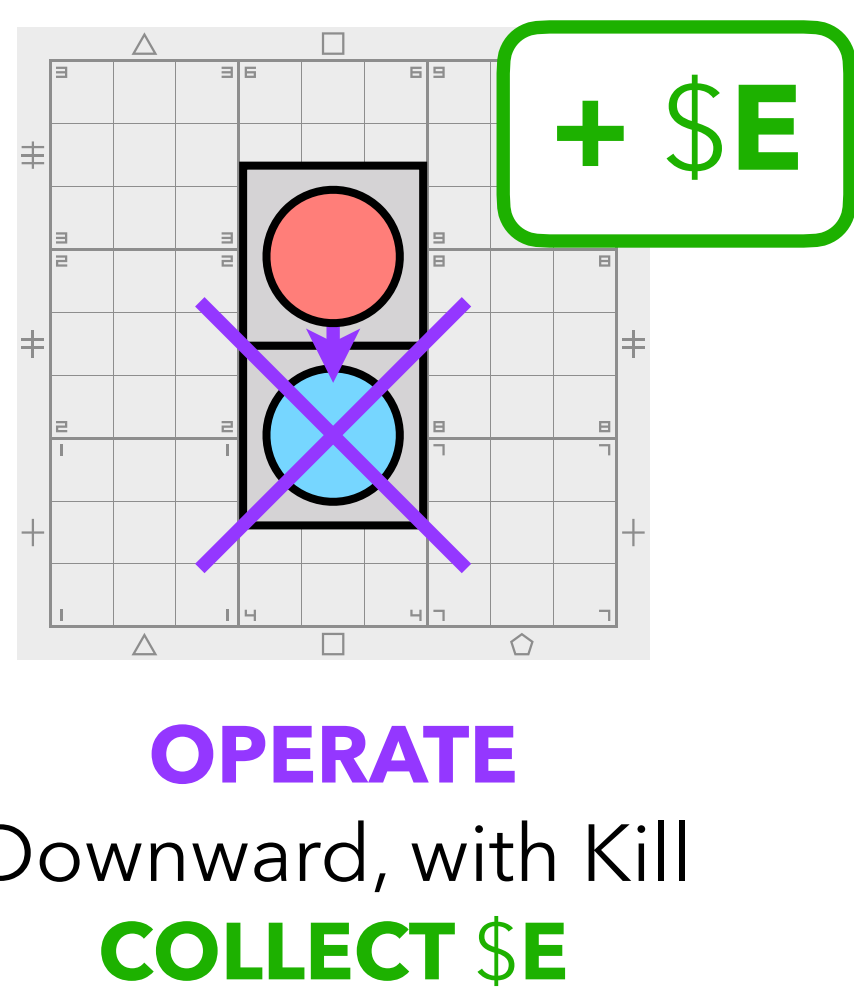
- Operate a business unit and sell the product in that period of time.
- Invest in market innovation and alter the product's perceived value.
- Incur the higher costs of changing perceptions in the marketplace.



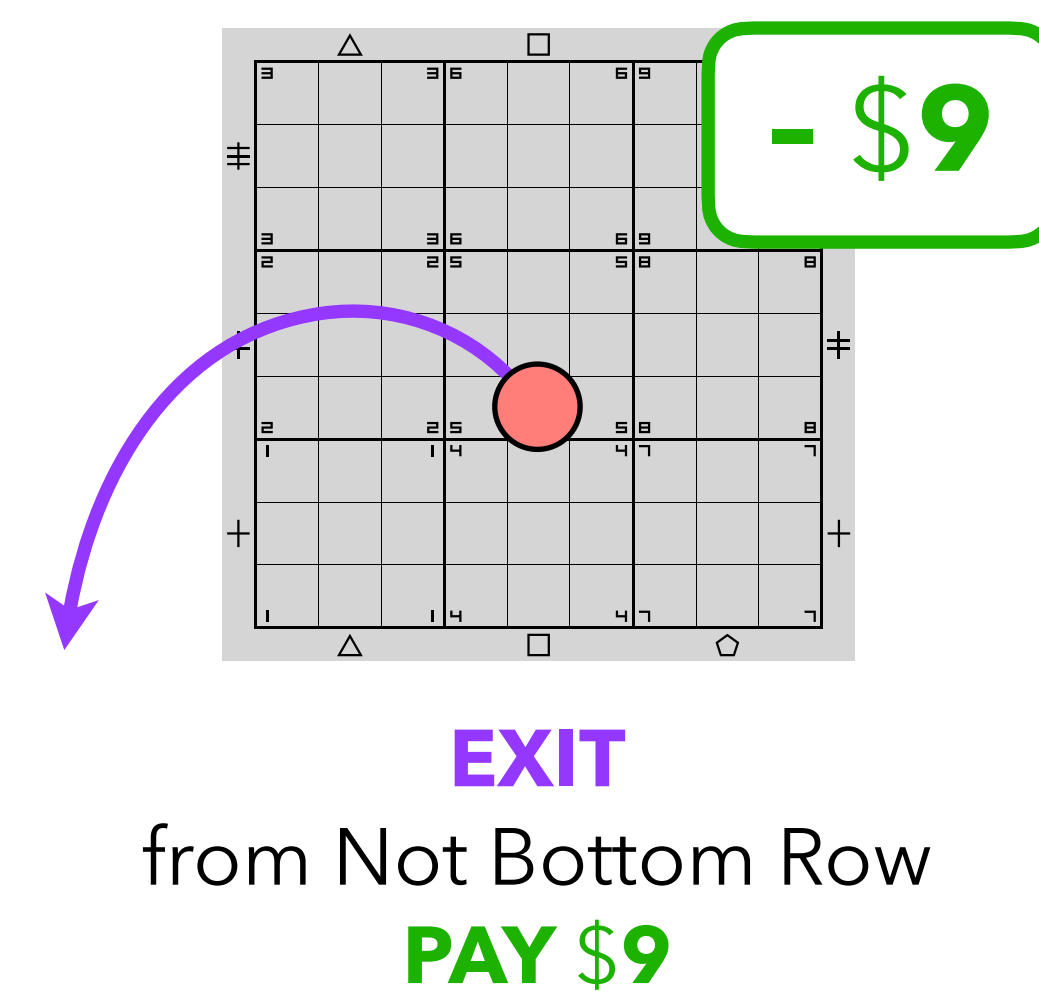
- Operate a business unit and sell the product in that period of time.
- Mind the commoditization, as the product's perceived value drops.
- Collect the resulting profit.



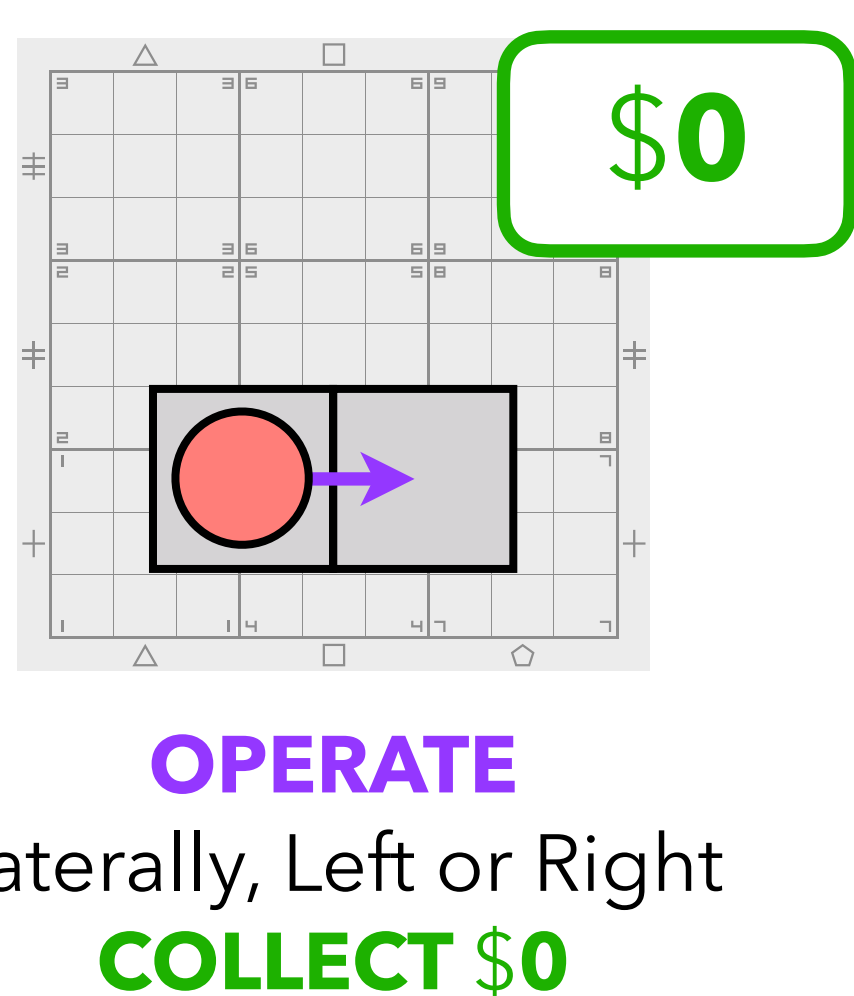
- Identify a highly-commoditized product, at the end of its life cycle.
- Retire an obsolete product and orderly close down the business unit.
- Collect the last profit, minimizing the potential losses from the closure.



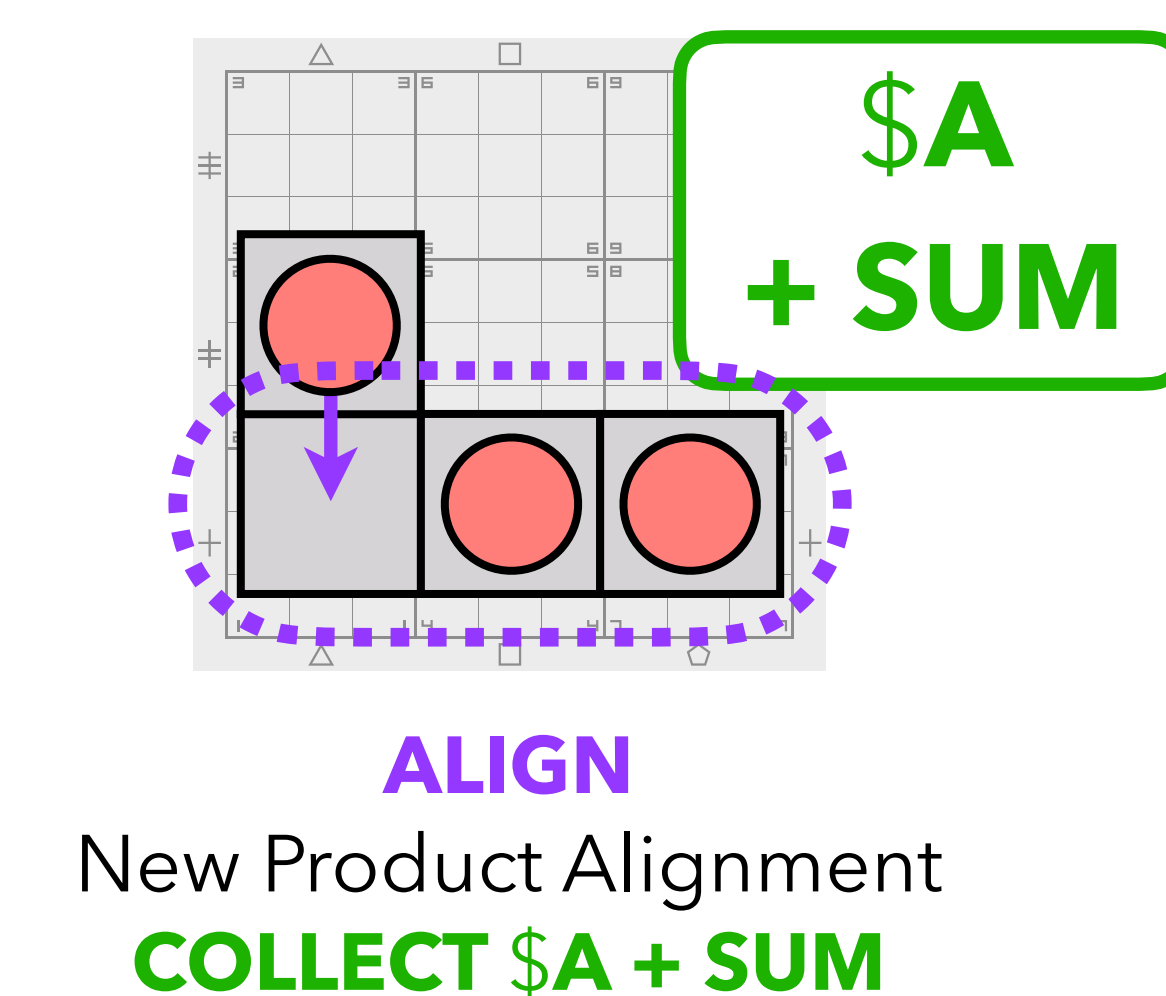
- Operate a business unit and sell the product in that period of time.
- Mind the commoditization, as the product's perceived value drops.
- Eliminate the direct competition.
- Collect the resulting profit.



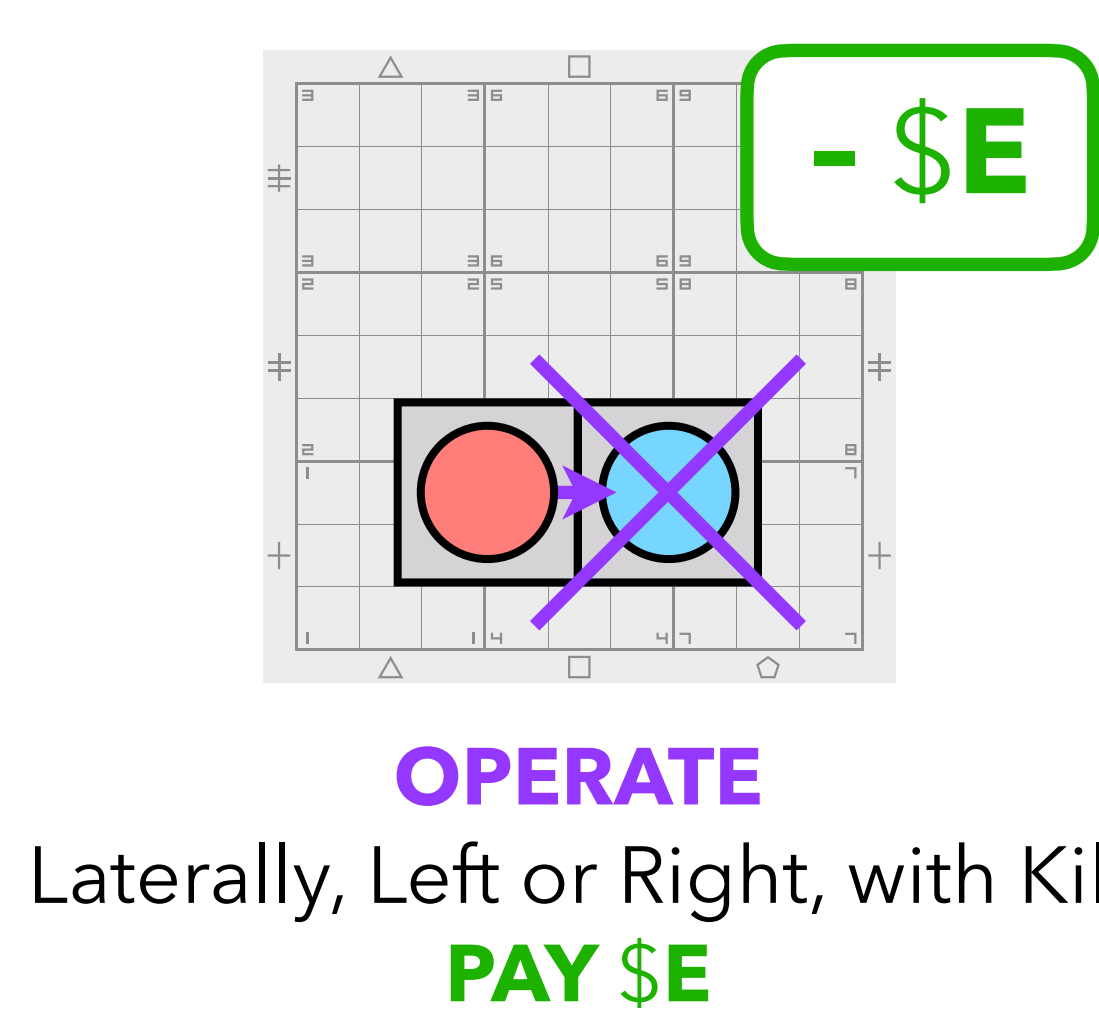
- Prioritize the strategy at the entire product portfolio level.
- Identify a product and business that should be divested.
- Incur the high cost of leaving a business early.



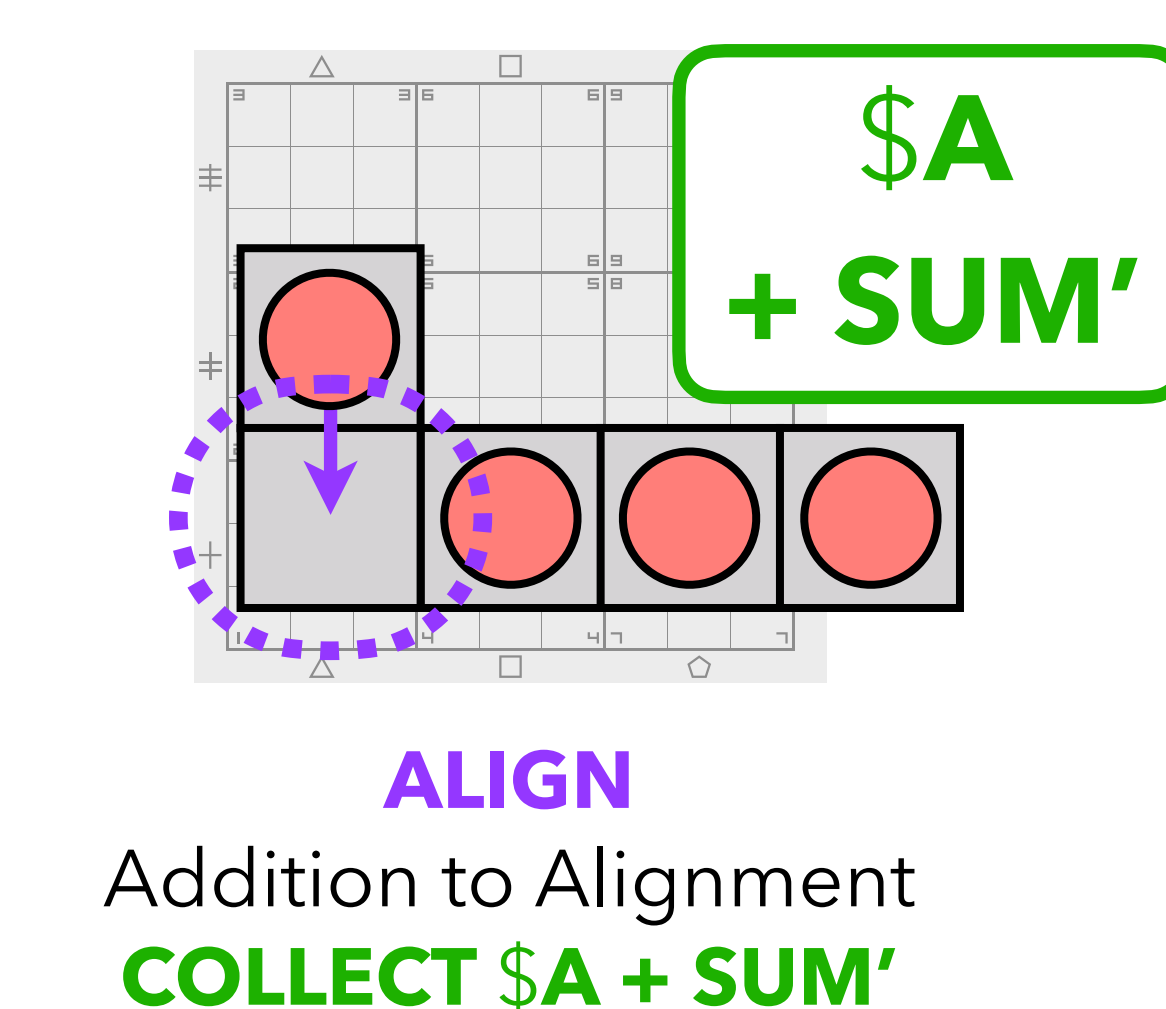
- Operate a business unit and sell the product in that period of time.
- Innovate and reposition the product by changing its complexity.
- Break even, covering the costs of product innovation.



- Operate a business unit and sell the product in that period of time.
- Share resources among products to create strategic and operational efficiencies, achieving more with less.
- Reap the financial reward as a bonus for the newly-created synergy.



- Operate a business unit and sell the product in that period of time.
- Innovate and reposition the product by changing its complexity.
- Eliminate the direct competition.
- Incur the higher costs of entering a competitive market.



- Operate a business unit and sell the product in that period of time.
- Share resources among products and expand existing efficiencies.
- Reap the financial reward as a bonus for the new addition to the synergy.



# SCENARIO THINKING

