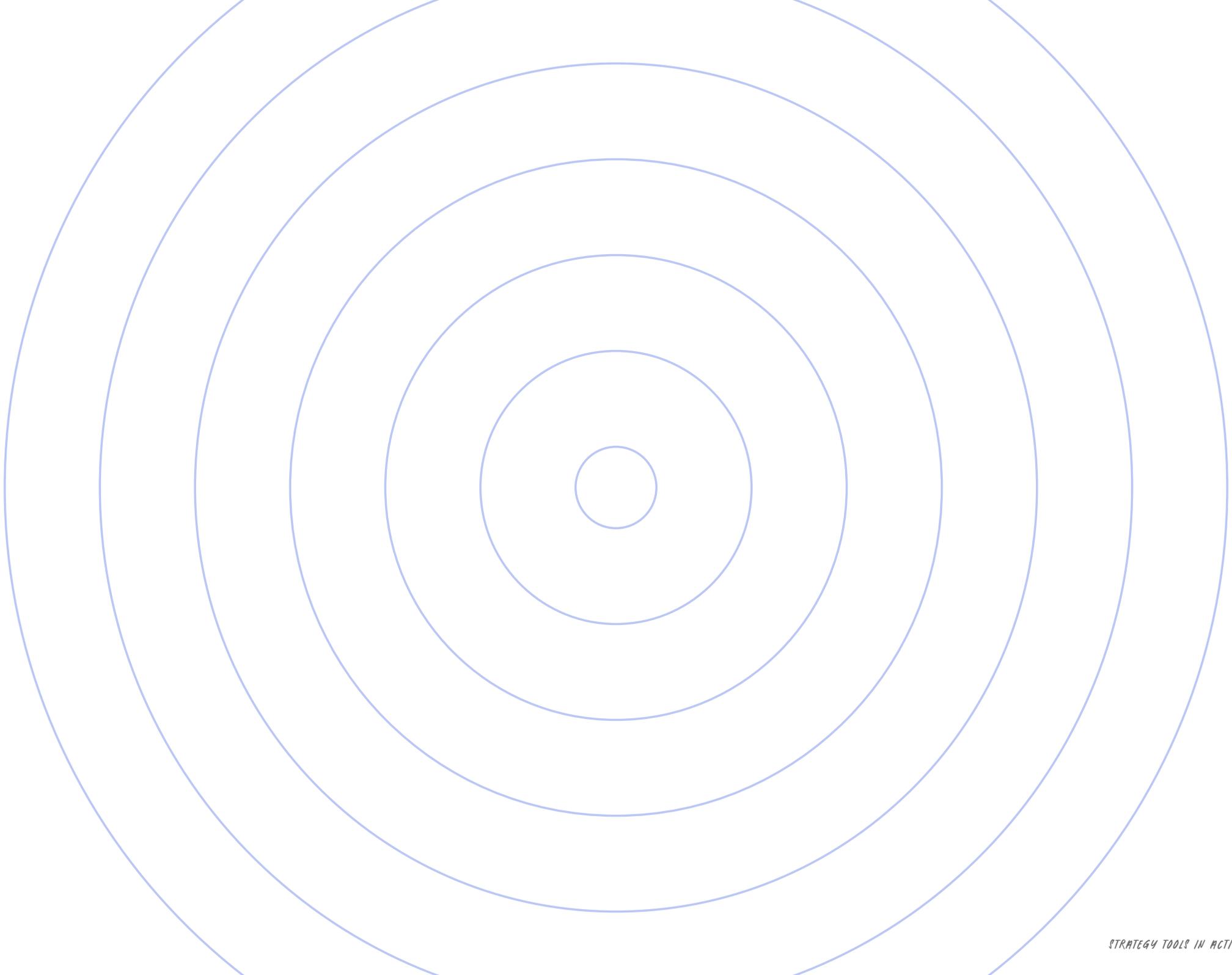


# STRATEGY TOOLS IN ACTION

*How consultants  
across the globe  
create impact with  
Strategy Tools*



# STRATEGY TOOLS IN ACTION

VOLUME 1

## About Strategy Tools in Action: Volume 1

This report is a collaboration between Strategy Tools – the Modern Strategist’s Platform and members of the global community.

Based on the community’s work on strategy, innovation and transformation over the past two years, the report aims to showcase new tools, new perspectives and new voices shaping the future of strategy.

This publication is funded entirely by Strategy Tools.

[www.strategytools.io/reports](http://www.strategytools.io/reports)

#STRATEGYTOOLS



Strategy Tools is a global strategy tech platform that enables companies to rethink and change how they work on strategy.

We combine a new playbook on strategy, with new tools and solutions to drive a new way of doing strategy.

The enterprise software platform has users in 100+ countries, customers in 65+ countries and runs large platform projects in multiple countries.

Together with our global partner network, we serve clients and projects from all over the world.



A key part of Strategy Tools' mission is to develop an extensive, global community of strategists, strategy leaders, business school faculty, innovators, coaches and leaders, all shaping the future of strategy.

The majority of people in the community use the Strategy Tools toolkit with their own clients, companies or students.

With more than 120 new strategy canvases, four strategy simulations and a growing software, community members find new and unique ways to put Strategy Tools into action every day.

[www.strategytools.io/global-coaches](http://www.strategytools.io/global-coaches)

<b>7</b>	<b>FOREWORD</b> by Rita McGrath	<b>35</b>	<b>GLOBAL CONSULTANTS SHAPING THE FUTURE OF STRATEGY</b>
<b>11</b>	<b>WHY WE WROTE THIS</b>	<b>39</b>	Mykola Takzey, Ukraine
<b>12</b>	<b>HOW DO WE HELP SHAPE THE FUTURE OF STRATEGY</b>	<b>44</b>	Javier Sevilla, Mexico
<b>15</b>	<b>EXPERT VIEWS ON THE SHIFTING STRATEGY LANDSCAPE</b>	<b>49</b>	Victor Haze, the Netherlands
<b>18</b>	<b>DIGITAL DISRUPTION COMES OF AGE FOR THE CONSULTING INDUSTRY</b> by Scott B. Newton	<b>54</b>	Dr Nicola Watts, Australia
<b>21</b>	<b>ON THE EVOLUTION AND FUTURE OF STRATEGY</b> by Ian Pallister	<b>59</b>	Harvey Wade, UK
<b>25</b>	<b>FIVE PARADOXES OF STRATEGIC CHANGE</b> by David Lancefield	<b>64</b>	Roberto Chaverri, Costa Rica
<b>30</b>	<b>THE FUTURE IS BLENDED</b> by Christian Rangen	<b>69</b>	Ole Sverre Spigseth, Norway
<b>33</b>	<b>WHO YOU'LL MEET</b>	<b>74</b>	Enrico Maset, Belgium
		<b>79</b>	Tiago Grandi, Brazil
		<b>84</b>	James van der Westhuizen, South Africa
		<b>89</b>	Allan Bertram, Canada
		<b>94</b>	Scott Newton, Italy
		<b>99</b>	Andy Green, UK
		<b>104</b>	Rick Rasmussen, USA
		<b>109</b>	Hege Langaas, Norway
		<b>114</b>	Jason Molesworth, USA
		<b>119</b>	Matt Kerr, Australia
		<b>124</b>	Carlos Gallegos, Costa Rica
		<b>129</b>	<b>MASTERING A NEW GENERATION OF STRATEGY TOOLS</b>
		<b>131</b>	<b>WHAT IS STRATEGY IN 2020?</b>



**To me, the next wave of work in strategy is to rigorously develop the toolkit that companies are going to need for this brave new world of transient advantage.**

Rita McGrath  
2014

# FOREWORD

Imagine enrolling in a traditional course on strategic management, because you need to or want to understand something about the topic. You hope the course will help land you a job in an exciting industry – perhaps high tech, advanced materials or consulting or other professional services. You're excited about learning to cut through the strategy fog and discover tools and frameworks that will illuminate the choices you know you'll need to make.

So what do you find as you scan the syllabus for this exciting course?

You'll start with Gillette's launch of the Sensor razor from 1990, a session that never gets as far as the 2010 founding of Dollar Shave Club and the direct-to-consumer revolution in retail. Then you'll move on to a famous case from 1992 about airline pricing wars, ignoring the mergers that consolidated the industry and allowed the top 6 airlines to spend 96% of their free cash flow (some \$47 billion dollars) on stock buybacks in the decade leading up to 2019. Next up is a 1998 case about Anheuser Busch and the U.S. Brewing industry, which proceeds in blissful ignorance of the later 2008 acquisition by Belgium's InBev which preceded drastic cost-cutting, and a retreat by the whole beer category in light of more skillful strategic thinking by spirits companies.

Then, let's talk pricing, which you will approach by examining the 1990 price war between Maxwell House and Folgers. At the time, Starbucks had just 84 stores, but its growth trajectory was already noticeable. You'll move on to a year 2000 case about Airbus' decision to build the world's largest commercial jet. Then, it's Minnetonka (the moccasin people?) getting into SoftSoap in 1988 and toothpaste, followed by an in-depth discussion of decisions surrounding innovation in 16-bit video games.

And it goes on, with strategy apparently frozen in time. Lest you think I am exaggerating, these are actual cases taken from this year's syllabus for an undergraduate strategy class at a top-drawer school.

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This is but a symptom of a much larger problem. Strategy as a field has not itself adapted to an interconnected, digitized world in which barriers to entry have changed, capital is abundant and information and knowledge, rather than raw materials, are the inputs in scarcest supply. The use of outdated tools, and the outdated assumptions they rest on, perhaps help explain why there is so much disappointment with the strategy process.

This is one of the reasons I am delighted to be working with the team at Strategy Tools to update the essential tools of strategy into modern use. Let's understand what these tools help you to do.

### **Make strategy choices tangible**

At the end of the day, the reason one needs a strategy is because we have to make choices under conditions of competition and limited resources – if you had no competition and unlimited resources, just try everything and see what works. For most of us, unfortunately, we're not in such a benevolent position.

The difficulty is that strategic clarity, in the sense of what we will and will not consider doing, is hard to create. It's even harder to be clear with others as you widen the circle of people who need to make choices at their own levels. By the time you get to the “edges” of the organization, where big strategic shifts first make themselves felt, it is highly likely that the level of clarity that seemed so obvious in the boardroom has eroded completely. Instead, we see that strategies are still being informed by old assumptions, new strategies are trying to be crammed into old structures, and the incentive system in the organization has not been redesigned to bring people into alignment.

Part of the problem is that strategy can seem like a very intangible thing that few people in the organization actually “touch.” By using the Strategy Tools toolkits, the strategy of any organization can be made very concrete and people can build their confidence in making strategic choices without having to take huge amounts of time or risk.

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### **Creating critical mass quickly**

In an organization of any complexity, getting the majority of stakeholders on board with a new strategic direction is a daunting challenge that can, if the transformation is big enough, take years. Well, guess what – we can't be thinking about years of implementation in a world that is moving at a pace of weeks – or even days. What the toolkit helps to do is bring a critical mass of people, quickly, to an understanding of the situation the organization is in and to a grasp of what needs to be done considering those circumstances.

### **Linking decisions to outcomes**

The real world can be a harsh teacher. It is entirely possible to follow best practices, use good processes and do the right thing and then to find out that an external force beyond your control is decimating your business. That has, in fact, happened with any number of sectors that depend people being in close contact with strangers. Conversely, you can do everything wrong and be in the right place at the right time. There is, in other words, a lot of noise in the system around what actions lead to what results.

With the simulations, on the other hand, people can experiment and see the outcomes of their decisions immediately. They can experiment with multiple decision frameworks and learn quickly, without making the big bets in the real world.

### **Making an impact**

In this report, you'll be learning from strategy practitioners – people working in or with companies that need to reconsider their strategic directions. They'll share which tools they used and why, how the experience went and what the results are. Along the way, you'll see how the old world of strategy has given way to the new. And as we work our way through the aftermath of a global pandemic and economic disaster, these tools will be even more valuable.

### **Foreword by Rita McGrath**

Best-selling Author, Speaker,  
Professor at Columbia Business School

[www.ritamcgrath.com](http://www.ritamcgrath.com)



# WHY WE WROTE THIS

Over the last three years we have seen a rapidly growing community of users of Strategy Tools.

From former executives-turned-consultants in Latin America, business school faculty in the US, Asian accelerators, Swiss ecosystem builders, Norwegian government agencies, Australian innovation clusters, Brazilian automotive manufacturers, global energy companies, Italian consultants, to Finnish startup hubs; we have witnessed an exponential rise in use of the Strategy Tools platform around the world.

Today, with 120+ new strategy canvases, four strategy simulations, a growing digital platform and a thriving community, users are creating new use cases and new success stories every day.

This drove our curiosity; how are people using Strategy Tools in action? How are companies changing the way they do strategy, based on the tool-kit? How are global consultants building their business with the help of the Strategy Tools platform?

This report is dedicated to answering these questions. In this very first volume, we explore how 18 global consultants are using Strategy Tools to create impact with their clients. In Volume II, we will explore how organizations are using Strategy Tools to create impact for their customers (coming in 2021).

But, to understand new Strategy Tools in action, we first need to understand how the world of strategy is changing. We are proud to gather a series of new expert views, from Professor Rita McGrath, to Ian Pallister, David Lancefield and Scott B. Newton to share their views on how strategy is changing.



A handwritten signature in black ink that reads "C. Rangen".

**CHRISTIAN RANGEN**  
STRATEGIST, ADVISOR, FACULTY  
FOUNDER OF  
ENGAGE // INNOVATE,  
STRATEGY TOOLS,  
X2 INC

# HOW DO WE HELP SHAPE THE FUTURE OF STRATEGY?

**How do we shape the future of strategy?** That original question has been with us since the very first days of Strategy Tools, back in 2010.

What originally started out as a PhD-outline research question, built around ‘Strategy Tools for the Next Generation’, has morphed into a global community, a robust strategy platform and 1000’s of companies putting the tools into action.

Yet, it is still very much ‘day one’ for our development. We see a huge need for and interest in new solutions helping shape the future of strategy.

So far, there are three key factors that have shaped our work – and hopefully will continue to shape our work for the coming decades.



## Powered by curiosity

Our main driver is without a doubt curiosity. Curiosity to why companies make the choices they do. Curiosity to how a rapidly changing strategy landscape is forcing C-Suite members to rethink fundamental assumptions (and curiosity as to why that is so stubbornly difficult). Curiosity to how we can design better tools, processes and ways of working on strategy. Today this curiosity is taking us very much in the direction of digital, blended and AI-powered solutions.



## Driven by client challenges

While our original work started as a PhD outline, it quickly ‘left the lab’. The large majority of our work, tools and simulations has been a direct response to client challenges. Working closely with Chief Strategy Officers, CEOs, CFOs, Board, Innovation Clusters, Government Agencies; we listen deeply for challenges, we seek to truly understand those challenges and we work to design solutions to those challenges. The tools you will find in this report all started out as ‘somebody’s challenge’.



## Action research – in action

From a methodology point-of-view, we are fully committed to action research.

From studying challenges, testing early solutions, debriefing learning and co-creating new solutions, close client collaboration and constant feedback loops have driven our methodology over the past decade.

While we are not in any kind of way researchers, we are actively trying to bridge academia with the real world, through an ever-faster learning cycle.

# LOOKING BACK... AT 2013

In July 2013, working with the corporate strategy team at a leading energy company, we developed a visual sketch of 'how the world of strategy is changing'.

Little did we know how strong impact this visual sketch would have over the years that followed.

In 'how the world of strategy is changing' we identified five key drivers, affecting companies big and small.

**#1 Broken Business Models**

**#2 Declining lifetime of large firms**

**#3 Exponential increase of speed of change and complexity**

**#4 Disruption is becoming the 'new normal'**

**#5 Leading firms are learning to cycle through business models**

These five drivers quickly found an interested audience with clients, executive students and partners. Since 2013, we have continued to work on and explore these five drivers. This work has continued to fuel our passion for new tools, new thinking and new solutions to shape the world of strategy.

Over the coming pages you will hear four experts share their views on the future of strategy, and meet 18 consultants, actively going to work every day equipped with new tools, new simulations and new ways of working to help

# THE CHANGING WORLD OF STRATEGY

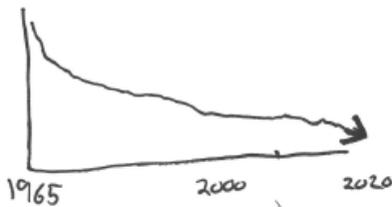


✓ DISRUPTIONS  
= THE NEW NORMAL



LEARN TO CYCLE  
THROUGH A  
SERIES OF  
BUSINESS MODELS

LIFE-TIME  
OF LARGE  
FIRMS



Speed of [x]  
& complexity

JULY 2013



# EXPERT VIEW

ON THE SHIFTING STRATEGY LANDSCAPE

## FROM

Resource extraction economy

Value chains

Moats and barriers to entry

(Assumed) stability

Focus on core business model

## TO

Data-driven economy

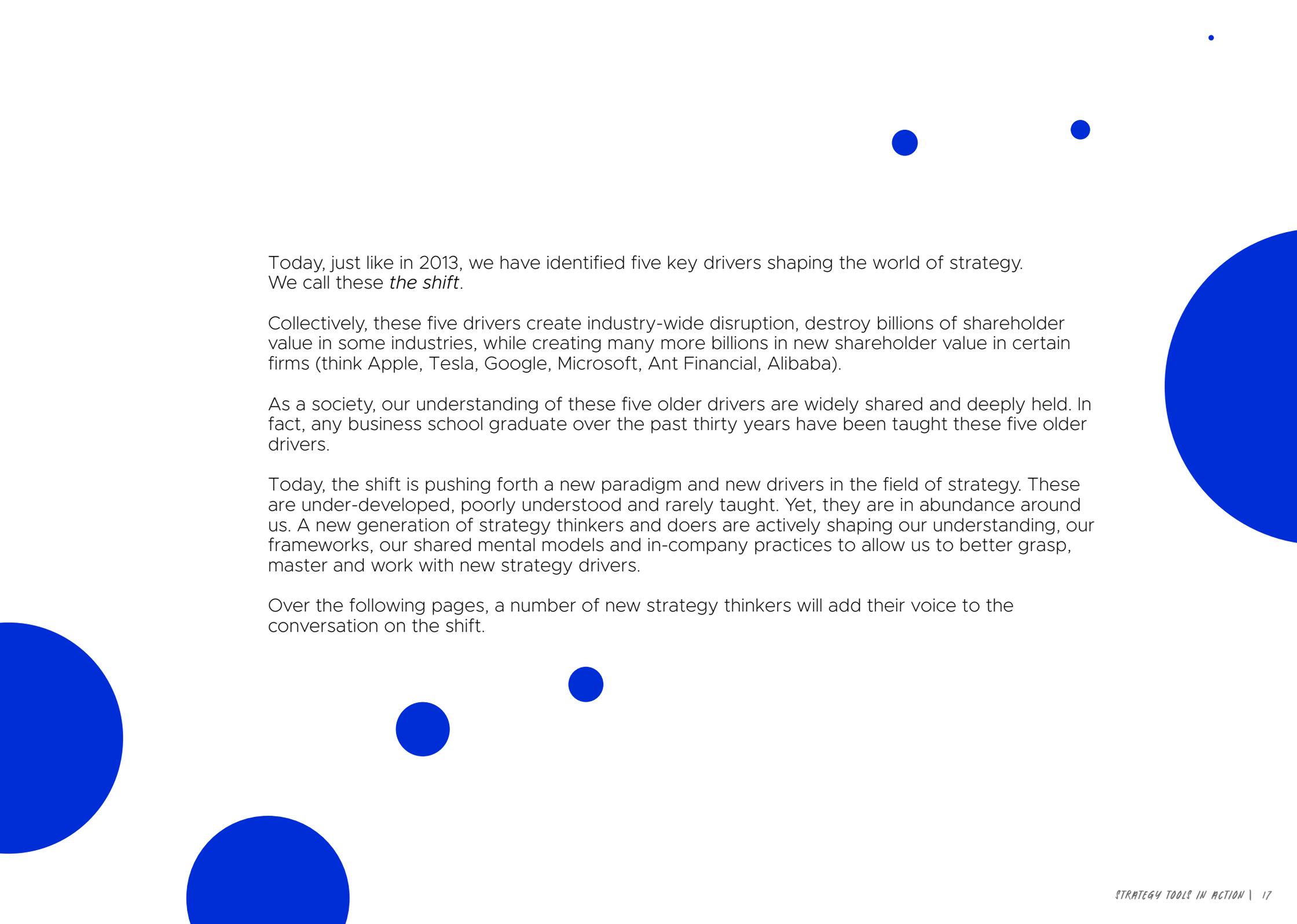
Platforms

Collaborative ecosystems

Transformation, strategic agility

Business model portfolio across  
Core-Growth-Explore

# THE SHIFT



Today, just like in 2013, we have identified five key drivers shaping the world of strategy. We call these *the shift*.

Collectively, these five drivers create industry-wide disruption, destroy billions of shareholder value in some industries, while creating many more billions in new shareholder value in certain firms (think Apple, Tesla, Google, Microsoft, Ant Financial, Alibaba).

As a society, our understanding of these five older drivers are widely shared and deeply held. In fact, any business school graduate over the past thirty years have been taught these five older drivers.

Today, the shift is pushing forth a new paradigm and new drivers in the field of strategy. These are under-developed, poorly understood and rarely taught. Yet, they are in abundance around us. A new generation of strategy thinkers and doers are actively shaping our understanding, our frameworks, our shared mental models and in-company practices to allow us to better grasp, master and work with new strategy drivers.

Over the following pages, a number of new strategy thinkers will add their voice to the conversation on the shift.

A portrait of Scott B. Newton, a man with curly hair, wearing a light-colored shirt and a dark tie. The image is overlaid with a blue gradient and a white circle on the left side.

# Digital Disruption Comes of Age for the Consulting Industry

by Scott B. Newton

The consulting and advisory industry have remained relatively unchanged for centuries. A leader or board perceive a problem and they call for the best trusted advisors who promptly arrive and provide them with an answer and roadmap to resolve the issue. Relationships and reputation, built over decades, determine who receives the most prestigious assignments and largest fee structures.

I think of the consulting industry mindset today as similar to the IBM advertising campaigns of the 1970s when the company famously ran advertisements titled “Nobody ever got fired for buying IBM.” The message was simple in that it effectively conveyed that managers and boards should not take risks with computing when the “best” solution was already known to everyone. This type of communication, while propping up the sales of IBM for years, is an example of the complacency that ultimately disrupted the firm and is disrupting consulting and advisory globally today.

Digital disruption in consulting is accelerating due to three key points:

## **1. The customer now understands their pain points better than many suppliers**

Customers are better informed than ever before on what their challenges are, and how a consulting organization can help to solve the biggest issues. Many of the people leading successful businesses today have a background in consultancy and advisory and are aware of the most effective ways they can use professional services. As the customer has become more aware of their problems, they are discovering that a large number of consultancies are no longer meeting their requirements, and are turning to new solutions.

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## **2. The shift towards ecosystems and platforms has created new business models**

The previous business model of professional services relied on a “mark up” of costs for professionals, and a talent pool largely driven from top universities willing to work long hours for the potential road to partnership. Talent exchanged certainty of highly competitive salaries and quality training and leadership programmes for the opportunity to become an equity partner one day in the firm. Customers accepted higher mark ups as a guarantee for quality, and assurance that their decisions would be validated by well-respected outside parties. Today, technology has enabled the disintermediation of the full service consultancy and allowed a large number of highly-talented individuals and niche-focused teams to create new ways of working, new routes to the customer, and the ability to provide highly competitive services with compensation and flexibility models that are a far better match for the best professionals in the business.

## **3. The speed and timeframe of business have changed**

The calendar where the preparation of a Strategy and Budget commenced in June/ July and was approved by the board in November/December had worked for decades. Organizations had the time for wide-scale consulting “interventions” where large teams would descend on the firm and draft PowerPoint “decks” of 150 pages loaded with the latest “best practices.” Today, even the largest multinationals need to work quickly, with focused small teams, and the ability to recognize and capture value with new opportunities that did not exist even three months ago. Organizations are looking far outside their industries and verticals and rewarding curiosity and risk taking to drive their value creation.

We can consider consulting today as similar to where Tesla was in 2008. Car makers were thinking with one mindset and Tesla proposed a completely different arena. Consulting today has many organizations proposing similar solutions, and yet the buyer is actively seeking a new and different answer. Great opportunity.

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## ***Will you become the Tesla of Consulting?***

Technology is now being touted by the largest industry players as the solution that will ensure their businesses stay profitable and relevant. There are five key considerations which point to the industry facing a more disruptive shift, and one in which we will see new ways to serve the market and new companies becoming the first choice:

1. AI is not a “silver bullet” and will not work miracles by itself
2. The technology almost always works- it is the people part that is a challenge and that is not yet answered
3. Poorly defined problem statements make for insufficient solutions - the questions being asked are still missing the actual challenges that must be solved to increase Total Shareholder Return (TSR)
4. Business Model Fit: What is the business model (how will we make money) and how well does it align with the capabilities and the nature/direction of the firm?
5. Network effects: How likely is a network/ecosystem effect to be activated for creating larger value? What is the magnitude of this impact?

**The biggest error is focusing on the technology and not the people.**

**Secondly - still today there are many solutions looking for a problem.**

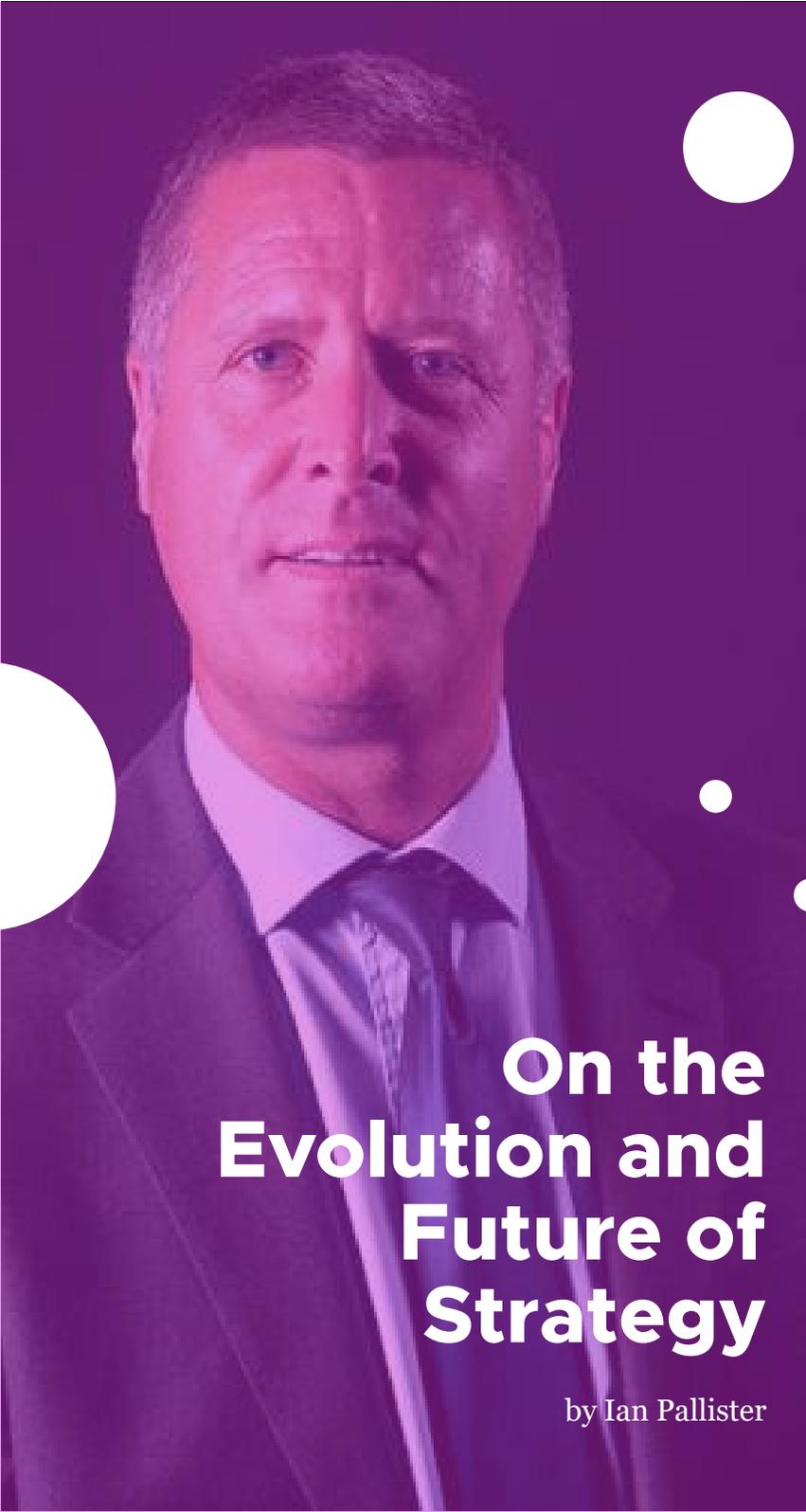
**Lastly - there is so much opportunity! The focus on people, and how we can all collaborate, will deliver long term profitable success.**

Boards and Management know that they must develop their own internal capabilities to be successful in the long term. Shareholders are highly aware that the companies they invest in are spending billions with poor results and negative outcomes. PR scandals involving advisory and consultancies are hitting front pages of newspapers and court documents around the world.

Digital Disruption for Consulting has arrived today.

### **ABOUT THE AUTHOR**

Scott Newton works with boards, CEOs, private equity, family office, senior leaders and company owners in Fortune 1000 businesses with a particular emphasis on Middle Market mid-sized companies with annual sales of 100 million-3 billion USD to impact sustainable growth and profitability opportunities.

A portrait of Ian Pallister, a middle-aged man with short grey hair, wearing a dark suit, white shirt, and dark tie. He is looking directly at the camera with a neutral expression. The background is a solid purple color with several white circles of varying sizes scattered around him.

# On the Evolution and Future of Strategy

by Ian Pallister

The essence of strategy, as applied to the business world, has always been about finding a sustainable competitive position in chosen markets so that an acceptable return is made for shareholders. That fundamental premise is unlikely to ever change greatly.

However we have seen how, over the last 20 years, the role of strategy has evolved to become broader and deeper as markets have become more volatile and the competitive arenas have become more complex and challenging.

I expect that trend to continue and I see five areas where the role of of strategy will continue to evolve and change to provide greater impact for the organisation.

## **Strategy = Digital (Plus)**

The gradual digital transformation of the organisation has been happening ever since the advent of widespread internet technologies some 20 years ago. This is nothing new. What is new is the rapid enablement of all aspects of current technologies - artificial intelligence, robotics, massive data analysis, and other Industry 4.0 technologies.

All of these technologies are fundamentally changing the way organisations conduct their business operations and this is disrupting many traditional industries. But strategists must look beyond the current wave and look to the enabling technologies 5-10 years out and consider what impact they will have on the firm's ability to compete and sustain their business model.

What are the likely industry shifts? What are the competences and assets that we will need to utilise? How do we obtain them? Do we bring them in-house or do we partner? These are just a few of the fundamental strategic challenges that organisations will face. This does not mean that strategists will need to become technology experts but it does mean that it will become increasingly important for strategists to be 'tech-savvy', to work closely with technology colleagues, to be aware of medium and long-term trends, to recognise weak signals and to continuously model the possible implications, and responses, for their organisation.

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## **Strategy = Aligned Innovation**

The link between strategy, as a provider of corporate ambition and direction, and innovation, as a driver of new products and services has never been more important. However, our research tells us that 90% of organisations do not obtain the desired impact from innovation activity. And one of the key reasons for that is that innovation activity is not correctly aligned with corporate strategy. Traditionally, innovation activity has been closely linked to R&D departments, resulting in more of an inside-out approach to innovation activity. What is needed, especially in difficult economic times, and with rapidly changing technology opportunities, is a formal cascade from strategic ambition through to the products and services in-market.

Strategists need to work closely with innovators and ask the questions, 'Which Strategic Domains should we focus upon, and why?' 'How do we compete successfully and sustainably in these domains?' 'What is the portfolio of products, services, new business models required in each domain?' 'How do we enable success in these domains?' 'What core competences and assets will drive innovation?' And most importantly, 'How can we maximise the impact from innovation activity by ensuring there is a clear alignment up and down the organisation?'

## **Strategy = Building Resilience**

Strategy is about choice. It is about generating a range of plausible options and then choosing the most optimal so as to minimise risk and maximise return. And, of course, we have tools to help us to understand risk and calculate returns. And we also have methods to allow us to build scenarios that inform our decision-making. But thus far the role of the strategist has not been to specifically seek to build additional resilience into the organisation. That was traditionally seen as increasing cost in a non-linear, non-competitive manner.

However, recent events have taught us that those organisations that have considered how to build resilience have fared much better and have better long-term prospects. Organisational Resilience is the ability to react to unfavourable circumstances such that there is a sustainable and profitable operation and business model. And, of course, this ability to react only comes about from a mindset that is 'pro-active' in terms of planning for different scenarios and market changes.

The implication for the strategist is that it is not enough to consider scenarios and use them for option development and strategic choice BUT they must also be used to build resilience - to broaden customer and market positions, to implement alternative business models, to identify and develop multiple relevant competences and to drive culture change so that employees are as adaptable as possible, and to generate plausible Plan B strategies in case of major business and societal shifts.

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## **Strategy = Social & Environmental Impact**

A key element of strategy is identifying the key drivers of customer choice. As is reacting to, and planning for, a changing regulatory system.

No one can doubt that one of the key drivers of customer behaviour, and one of the main influences on government policy, is climate change. Allied to this are other aspects of social awareness that are changing consumer behaviours and affecting government policy. Social and environmental issues will consistently be the biggest drivers of change over the next 20 years. And almost all value chains will be impacted by factors such as micro-plastics, ocean pollution, modern slavery, animal welfare, plus many many others.

Of course, this is not new, and strategists have been factoring 'green issues' into their decisions for the past 40 years, but as with the new digital wave, there is now an increased need for strategists to be more informed and be able to be pro-active in the way they consider the opportunities rather than respond reactively to such perceived threats.

Our research shows us that strategists under-estimate the speed of change in this area and over-estimate their ability to react to changing customer demands and regulatory systems. Value chains are being rapidly de-carbonised. The automotive industry is moving quickly to an electrified model. And Tesla is the most valuable automotive company. Why did Big Auto not move quickly enough?

What is the implication for strategists? As with other major disruptive forces, the answer is to listen intently, constantly model scenarios and options, build broader competences, adopt an innovation mindset, experiment and learn quickly, and execute with conviction.

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## ABOUT THE AUTHOR

With over 25 years track record across a range of sectors including energy, high tech, life sciences and financial services, Ian Pallister helps organizations create new, innovative concepts and develop breakthrough ideas.

He had held senior positions in both boutique and large consulting firms. He was Global Head of the Palladium Innovation Practice, as well as Head of Europe for Strategos Inc., the renowned strategy and innovation consultancy founded by Gary Hamel.

## Strategy = Fresh Challenges, New Tools, Different Mindset

How will the actual process of doing strategy change? How can strategists analyse and manage the vast amount of data available to them and make sense of it? How can they make use of the new tools that are required to deal with new challenges and new competitive arenas? And how can they work collaboratively with experts and stakeholders outside of their immediate strategy team and outside of their organisation or sector?

One of the answers lies with the emerging Strategy Platforms that seek to provide fresh tools, a collaborative online environment, and access to a broad range of problem-solvers. Again, whilst versions of such platforms have been around for many years, these new platforms are pushing the boundaries of technology to provide an enhanced analytical service and real-time access to a broad array of expert problem solvers whose input can be efficiently and effectively managed. Such platforms will potentially disrupt traditional service offerings in the strategy area, such as consulting, corporate finance, venture start-up, by providing strategists with the ability to work with the optimal external partner as well as using the optimal combination of tools and processes.

So, rather than working with one preferred advisor who attempts to provide all required services, usually sub-optimally, there will be a move to more of a 'cherry-picking' approach where strategists can quickly, and probably virtually, access a range of key advisors. The implications for the strategist is clear - they need to know the right questions to ask rather than feel they have to provide the answers themselves, and they need to be open to a new way of doing strategy which is more open, more collaborative but ultimately more productive.

A portrait of David Lancefield, a man with short dark hair and a light blue shirt, smiling. The background is a solid blue color with a white circle in the top left and another white circle on the right side.

# Five Paradoxes of Strategic Change

by David Lancefield

Ask any leader what it takes to execute their strategy and it's likely that they'll mention behavioural change – or culture, for short. Mindsets, norms and practices (including their own) have to evolve, if not be reinvented, for the organisation to become more capable, resilient, adaptable and, ultimately, more successful.

They know that a top-down, directive approach to strategy doesn't work; it becomes outdated soon after it's developed; it's often not connected to day-to-day activities so people don't know what they should be doing differently; and incentives don't encourage them to change. As Rita says, strategy isn't something they typically 'touch' or engage with – it's done to them.

Instead, leaders encourage self-expression, listening, participation and experimentation, identifying and harnessing the [informal influencers](#) across the organisation to do this. To varying degrees, this process involves people re-evaluating their beliefs, learning [new skills](#), breaking [bad habits](#), stepping back from activities they have some emotional attachment to, getting friends, collaborating in new ways and taking risks.

## **Harness the energy and ideas systematically**

All of this needs careful support, management, and channelling. Otherwise initial interest, engagement and buy-in can turn sour as people feel frustrated that their ideas are not being acted on. Without clarity on priorities, they feel confused, if not overworked, overwhelmed and anxious – which can also have collateral damage on their personal life (health, relationships). The initial “sprint” in the strategy process – focusing on exploring and exploiting new opportunities - can even have a negative impact on day-to-day operational performance.

So what does it take to avoid this?

Strategic change is only successful if people engagement is combined with enabling structures.

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Promising ideas and initiatives have to be scaled up, organisational structures simplified to make it easier for people to contribute and collaborate, and some legacy activities stopped to create the funding and the space for innovation. Leaders have to reduce the institutional lag, as [Professor Lynda Gratton](#) puts it, in order to harness individual behavioural change. This is where a toolkit comes in – a common way of experimentation, learning and participating, at scale.

### **The five paradoxes of strategic leadership**

Whilst this may sound intuitive, it means leaders have to play a number of paradoxical roles in the strategic process. Inclusive one moment, directive another. Look to the big picture in one setting, and in the “weeds” of the business in another.

Inspired by the work of Gary Pisano and Blair Sheppard, I’ve come up with five paradoxical roles strategic leaders have to play.

#### **1. Empowering obsessive**

Set the “bar” – the quality you expect from your people – and stick to it (if not surpass it). Talk about the company you want to (and may need to) create – a company that can do things it can’t do now. Don’t just talk about threats or “burning platforms.” Fear paralyses and distracts people. It creates a toxicity that can take years to remove.

Immerse yourself in the opportunity or the problem, establish a process for working it out, convene the best possible people and set an expectation. And then let them get on with it, encouraging them to show their “[best selves](#)” without being suffocated by micro management.

[Sir Mark Elder](#), the principal conductor of the Halle Orchestra, who led its creative and commercial transformation, said *“Of course, I let them play, but there’s sometimes when I have to impose because the music demands or the orchestral discipline demands that I’m very clear and positive and leading here.”*

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## **2. Composed dynamo**

Create more dynamism into working patterns – by organising shorter meetings, making faster decisions and giving quicker responses. Communicate what needs to change vividly, and role modelling new behaviours.

One FTSE 100 CEO told me that it was her role was to “wake up a sleeping giant”. That’s certainly the case for many traditional, incumbent organisations.

But there are often difficult issues and dynamics to grapple with. Make the time to reflect, consult and think carefully, even when there is always pressure to act.

Tim Davie, known to be a dynamic individual, told me “I think the honest truth is you just have to hose yourself down and listen. The big prize here is over 2-3 years, it is not over the next 2 months. And you just have to calm down...So if you are in a rush, you just have to work out that actually your velocity at the start could be slightly slower because you are building capability to save you time later.”

## **3. Grounded futurist**

Set up new, short-term initiatives that help create momentum and credibility, and provide funding of other aspects of the transformation journey. Avoid too much managing the existing business means that you’re unlikely to be doing much forward thinking. And, worse, you may be focusing on a business that’s not worth [saving](#). Similarly, avoid spending too much time on the future as this can leave you disconnected from the immediacy of what’s important today; and may lead you to divest parts of the “legacy” business that are actually worth saving.

This combination sounds intuitive but is hard to practise. In terms of [neuroscience](#), the “transactional” part of the brain – the “low-road” – focuses on immediate decisions, changes to structures. The “strategic part” – the “high-road” – focuses on why people think in a certain way, and what might happen in the future (this is called ‘[mentalis-ing](#)’).

[Jeremy Darroch](#), the CEO of Sky, well-known for continual reinvention said that “you need to have your eyes to the horizon and your feet on the floor. At all times. And it’s quite a discipline to do that”.

It requires reinventing the existing core business, and inventing the new core business – at the same time, connecting the two carefully through a coherent set of capabilities. [Xavier Rolet](#) did this at the London Stock Exchange, increasing its market cap from £800m to £14bn in eight years – restructuring the existing business, creating new assets, and integrating a series of acquisitions.

#### **4. Caring entrepreneur**

Craft a clear, coherent and differentiated strategic identity for the organisation – as you see in the likes of Apple, Honda, IKEA, Lego, Starbucks. Make an absolute commitment to a single overarching way of doing business. This shows how the organisation will act [responsibly](#), purposely and profitably, delivering substantial value to shareholders and society.

This should come with a deep-rooted appreciation of, and care, for the people involved.

Call out the trade-offs you face, and the difficult choices you have to make. Name the opportunities you're not going to pursue, and explain why. Be transparent, be real. And make it [safe](#) for people to disclose how they feel, and what they think – to encourage participation, and emotional regulation at what can be a [traumatic](#) time. Give them the support to [upskill](#), and to [craft](#) their own roles and progress. This helps to sustain the initial momentum and build a culture of continual renewal.

[James Timpson](#), CEO of the Timpson Group, is known for being generous to his staff (who run shoe repair and key cutting shops). They can take a day off for their birthday, get a loan if they're facing short-term financial difficulties or use one of the company holiday homes for free. It comes from a belief that looking after his staff is the right thing to do and it pays off in their performance; it also comes with an expectation of very high standards in the shops.

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## ABOUT THE AUTHOR

David Lancefield helps leaders unlock value by transforming themselves and their organisations.

He serves as a catalyst, strategist and coach. He has advised more than 35 CEOs, structured 15 digital ventures and has 14 years' experience as a strategy partner in PwC.

He is a Board Advisor to LeaderEQ, a contributing editor of strategy+business, a contributor to Harvard Business Review and the director of a forthcoming Digital ecosystems programme at London Business School.

[www.davidlancefield.com](http://www.davidlancefield.com)

## 5. Curious architect

Apply your curiosity systematically and energetically. Leaders of transformation should have a high Curiosity Quotient (CQ), a hungry mind that generates lots of ideas, seeks out ideas from others, goes back to first principles and is comfortable with ambiguity. I remember a new chairman of a TV organisation asking two simple questions at the beginning of his tenure: “why do we sell advertising in this way? And what new approaches could we try” No-one else had thought to ask it, focusing instead on day-to-day improvements.

Reach out to the voices that are not often heard, give a platform for the original thinkers and the “rebels”. After all, people are more likely to adopt what they help to create.

Craft experiments to test which ideas bear the most fruit – whether new products or services, entries into new markets, operational improvements, new ways of tracking results, explorations of new business models, or new ways of working that emulate (or improve on) those of upstart technology companies.

Master the ‘pivot’ from exploration to exploitation. Be decisive about which ones to select and then syndicate those that prove themselves, implementing them at full scale across the organisation. You will probably have a small, authoritative senior group set up to pick which ideas get scaled — not all at once, but when each is ready. Then they have to land on the designs or formats to scale. The senior group may assign new team leaders at that point; the characteristics of experimenters and implementers are very different. Provide enough guidance for teams around the world to implement each new approach wholeheartedly.

### A personal endeavour

Leading strategic change in an organisation can be an incredibly hard, long drawn-out, personal endeavour. It’s full of trade-offs and tensions. All five paradoxical roles are required at different points along the journey, and even in a working week! It would be hard, if not impossible, for a single leader to be able to excel at all of them. That’s another reason why it’s important to create a diverse, capable leadership team.

# The Future is Blended

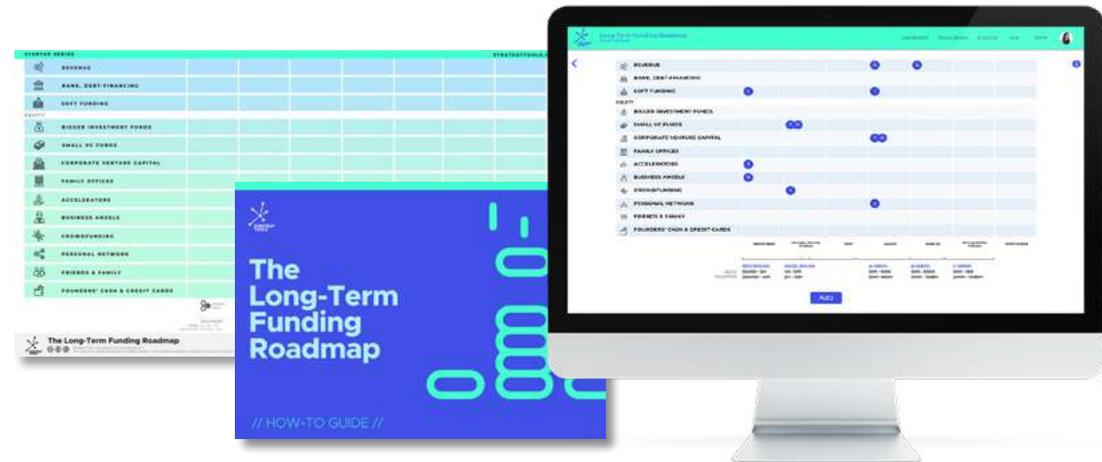
by Chris Rangen

***For strategy, the future is already here. And it is blended.***

In March 2020, when the implications of COVID-19 washed over the western world, everyone scrambled to digital. It was digital chaos. Now, five months later, we are seeing digital turn serious.

Trends and market development that we predicted would take 5-6 years, all unfolded in less than five months. For strategists, the implications are profound. The shift from in-person to cloud and live digital collaboration solutions have shifted how millions of people around the world work.

## From Canvas to App



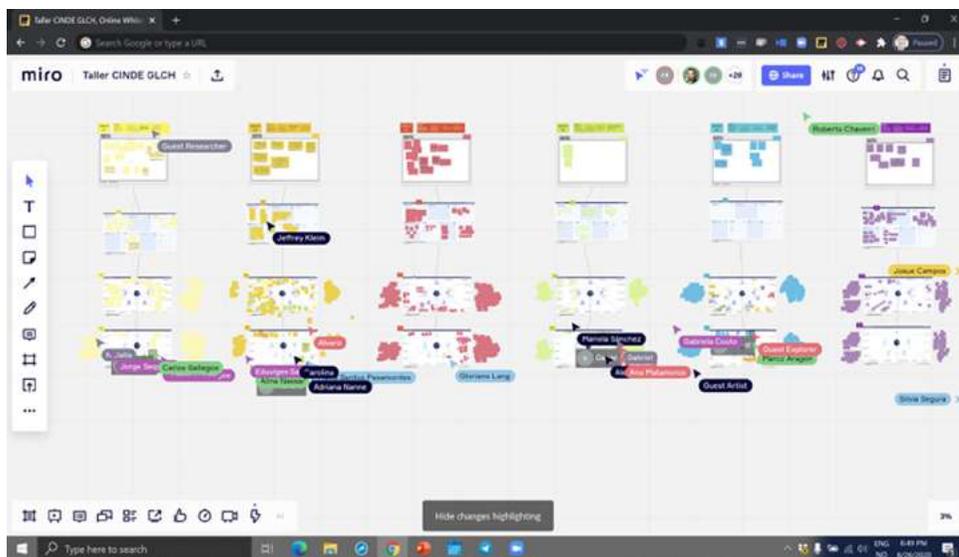
*Digital first*

## Strategy. Multiplied.

Since March, we have:

- Led large scale strategy projects ..... 100% digital
- Delivered national transformation programs ....100% digital
- Trained 100's of global leaders .....100% digital
- Built new, digital platforms for national transformation .....100% digital
- Supported global clients from more than 20 countries .... 100% digital
- Developed brand new tools and solutions.... 100% digital

CONTINUED ON NEXT PAGE



National Transformation Project - 100% digital

## Rethink!

Today, with a profound newly-earned knowledge under our belts, we are forced to rethink! Rethink how we shape the process of strategy in a 100% digital world. Rethink how to shape next generation digital solutions. Rethink how we shape high-energy digital experiences.

Up to now, we have adapted old ideas (albeit, great ideas) and old ways of working into the digital space. No more. Now, we start with a digital first mindset, and shape the process, solutions, tools and experience from there. As we continue to test, iterate and reshape, we are pushing ourselves to rethink every step of the process, the experience and the user journey.

## Implications for strategists

So what are the implications for strategists? I believe we can summarize three main implications that are upon us:

- Master new formats
- Design for digital experiences
- Always, think digital first

### Master new formats

PowerPoint and Teams are no longer sufficient. Strategy leaders, facilitators and coaches need to work just as naturally and easily in Mural, Miro, Strategy Tools App and Zoom breakout rooms. These new platforms must become just as comfortable as the old 365 suite.

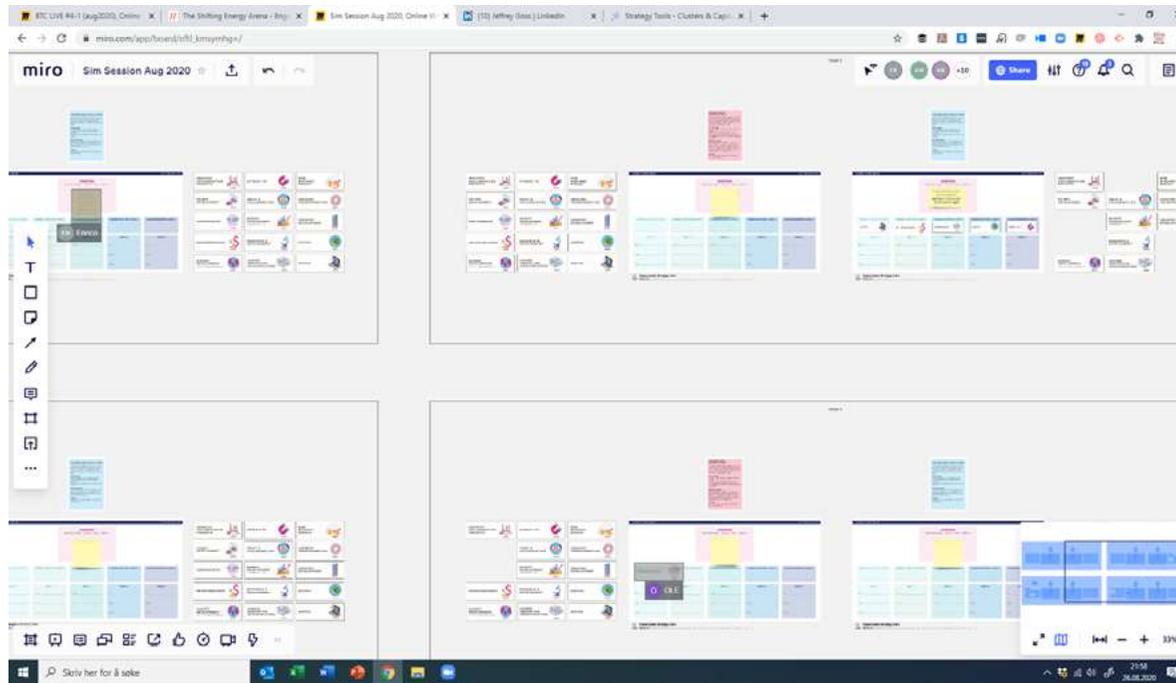
### Design for digital experiences

Most are experienced in designing workshops. No longer valid. Today, we need to learn how to design for digital experiences. We must understand the space, the journey and the experience the user has. Multiply this with 100's of participants, all logging in with different devices, quality of laptops, with poor connections, bad light and worse speakers, and we understand that a successful outcome requires us to design around these challenges.

### Always, think digital first

Post-COVID, these digital ways of working will become a new standard. We will never revert to our 2019-formats. Moving forward, this will push us all to think digital first, and having in-person sessions as a far second. This is going to create entirely new formats, new platforms and new user experiences over the coming months and years.

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### *Rethinking the Digital Experience*

For the foreseeable future we are ‘in-Covid’. Eventually, this too will come to pass, and we will genuinely get into the ‘post-Covid era’. But experiences and user growth over the past five months have shown us, digital solutions are here to stay. When it comes to designing strategy processes, large-scale change programs, bootcamps and growth programs; the future, my friends, is going to be blended.

### **ABOUT THE AUTHOR**

Christian Rangen is a serial entrepreneur, strategy expert, business school faculty, speaker, author – and most recently founder and CEO of Strategy Tools.

Over the past 18 years, he has advised companies and governments globally on strategy, innovation, transformation and developing Innovation Superclusters.

At Strategy Tools, he is building out a global strategy tech platform and an extensive global community of strategists.

He is based in Norway, but Zooms globally for digital client projects.

The world of strategy is changing. We have known this for more than a decade.

But the people 'doing' strategy are changing too. In this report, we explore some of these people breaking new grounds and helping shape the future of strategy.

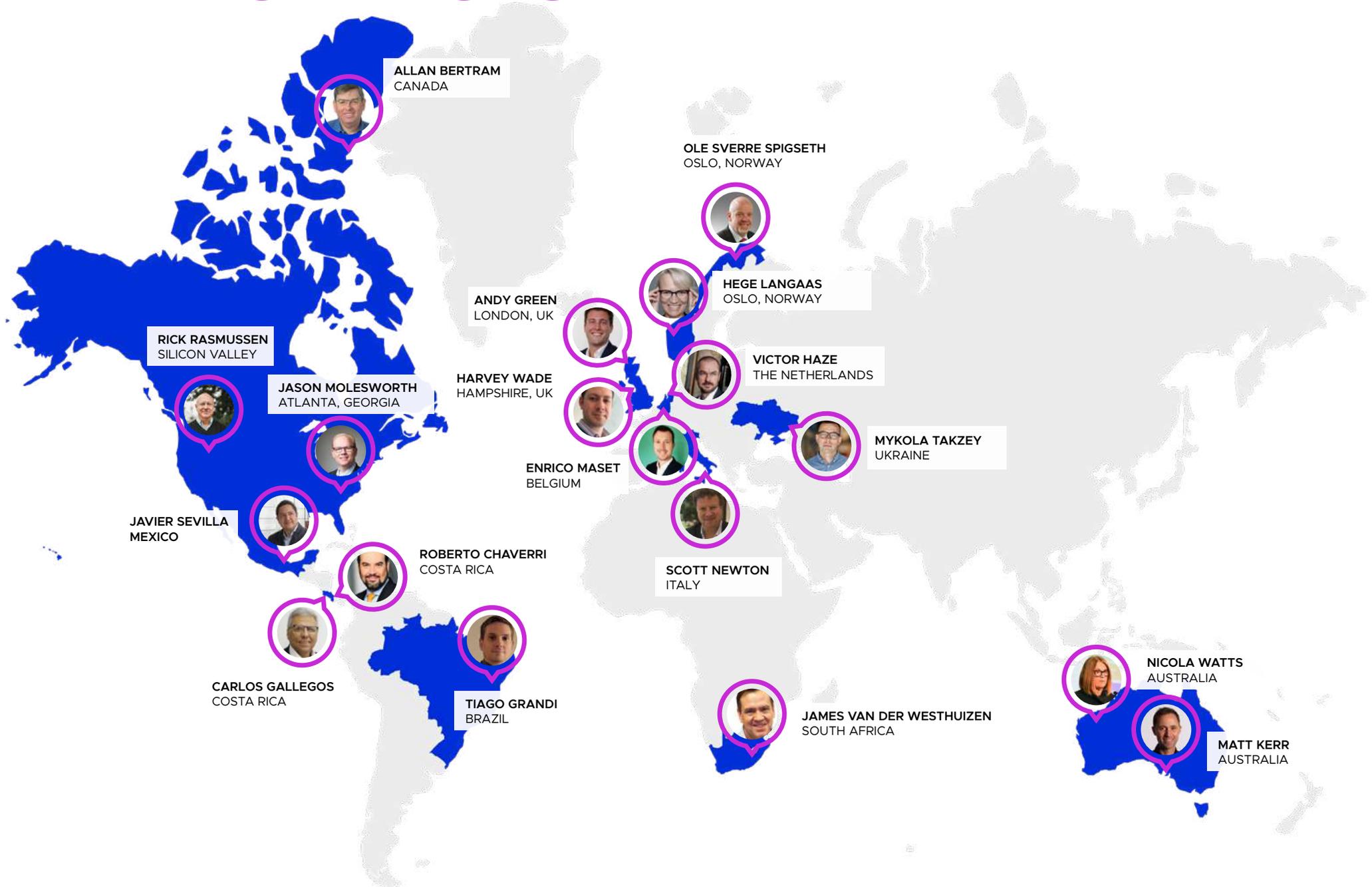
Strategy of the future will not be realized in a research paper, will not be written up in a popular management book or presented in a compelling keynote. Sure, we will see all of these. But that is not what is going to create the future.

Instead, the future of strategy will be driven, shaped and created by the people 'doing the work', on the ground, in the meetings, in those challenging board meetings or late night CEO 1:1 sessions or large-scale transformation programs with 1000's of managers, all trying to transform a giant. The future of strategy does not happen in an ivory tower, but in millions of moments of micro-change across companies big and small.

The future of strategy happens when the board of energy giants grasp the scope of the industry shifts they are facing. When tech companies truly understand the implications of building a transformational company. When automotive companies understand that their strategic timeline has been cut by decades and all their assumptions are being proven wrong, and they launch new accelerated strategy sprints to race to the future.

This work is being done, being led by 100's and 1000's of people around the world. Here, you will meet 18 of them.

# WHO YOU'LL MEET





**GLOBAL CONSULTANTS**  
SHAPING THE FUTURE  
**OF STRATEGY**



**SCOTT B. NEWTON**  
MANAGING DIRECTOR  
THINKING DIMENSIONS  
ITALY

Scott Newton works with boards, CEOs, private equity, family office, senior leaders and company owners in Fortune 1000 businesses with a particular emphasis on Middle Market mid-sized companies with annual sales of 100 million-3 billion USD to impact sustainable growth and profitability opportunities.



**RICK RASMUSSEN**  
INDUSTRY FELLOW  
UC BERKELEY  
UNITED STATES

Rick Rasmussen is a Silicon Valley native with direct experience and thought leadership across industry, government, venture capital and academia. He's been on executive teams of three separate companies that started with zero revenue, raised rounds from leading VCs, went public, gained Fortune 500 status, and sold for a collective \$12B.



**HARVEY WADE**  
FOUNDER & DIRECTOR  
INNOVATE21  
UNITED KINGDOM

Harvey is an experienced transformation leader who has delivered business impact from innovation and change programs for over fifteen years, working across multiple industry sectors, from mining to retail, manufacturing to retail. He drives and improves innovation performance, creates engaged cultures, which enables sustainable, successful, future-fit organisations.



**ROBERTO CHAVERRÍ**  
PARTNER, HEAD OF LATAM  
ENGAGE//INNOVATE  
COSTA RICA

Roberto is a senior consultant and experienced Executive with more than 20 years of international experience in Strategy, Corporate Business Development, Innovation, General Management and Marketing. His work includes high-impact innovation projects, complex long-term growth initiatives and business model design advisory for multinational and large regional companies across Latin America.



**HEGE LANGAAS**  
FOUNDING PARTNER  
MINDBOOST.NO  
NORWAY

Hege Langaas has over 20 years of experience in business development activities, innovation and change. She has extensive experience from leading roles in corporates within change intensive industries like media, telecom and finance. Her special area of interest is tailoring development processes to the need of the client.



**JAMES VAN DER WESTHUIZEN**  
MANAGING DIRECTOR  
KNOWHOUSE  
SOUTH AFRICA

James is an experienced business transformation, innovation & change facilitator with a passion for Africa as the continent of the future. He has built partnerships across the continent & the world with top companies, leaders and business thinkers over 21 years. He balances his consulting and family life with his role as MBA Faculty at Johannesburg Business School.



**ENRICO MASET**  
STRATEGY & PERFORMANCE  
OFFICER  
STEEP CONSULT  
BELGIUM

Enrico Maset has a 10+ years experience on Performance, Efficiency and Transformation; he worked in Italy, Ireland and Belgium for multiple industries: Manufacturing, Banking & Insurance, Gaming, Energy and Telecommunication. He recently moved from Internal to Consultancy where he is helping CSOs develop new approaches to Innovation. He is currently busy building new offers with a mix of foresight and Strategy.



**JAVIER SEVILLA**  
FOUNDER & DIRECTOR  
NOVAREK  
MEXICO

Javier Sevilla is the founder of Novarek, a boutique consulting firm, that helps their clients in their growth efforts. He's been involved in consulting, tech and management, for almost 20 years in projects in USA, Argentina and Mexico in the private and public sectors. Engineer, wine enthusiast, salsa lover and entrepreneur. Always eager to question, help and learn.



**ANDY GREEN**  
DIRECTOR  
THE GREENCOOK  
ENTERPRISE  
UNITED KINGDOM

Andy is the founder and Director at The GreenCook Enterprise as well as the Senior Director, Software GTM at NTT Ltd. Andy has over 20 years extensive sales experience through his time at start-ups and corporates, before moving into Business Transformation at Cisco and then joining NTT Ltd where he runs their Software Transition and GTM.



**DR. NICOLA WATTS**  
PRINCIPAL  
C 4 IMPACT  
AUSTRALIA

Dr Nicola Watts is a Strategic Management & Innovation Ecosystems Consultant/Project Manager, a former founder and leader of a successful Australian food cluster, a co-Chair of TCI Network Oceania Chapter (TCI is the global network of cluster practitioners), and an Adjunct Professor at Federation University's Business School. All her efforts are focused on supporting collective transformative impact for positive futures.



**OLE SVERRE SPIGSETH**  
MANAGING DIRECTOR  
SPIGSETH AS  
NORWAY

Ole Sverre Spigseth has more than 20 years experience as CEO and consultant, changing, transforming, developing and scaling up small and medium sized companies in Scandinavia. He is recognized for conducting successful business turnarounds, improving efficiency and ascertaining companies' competitive market position. His experience is from several industry sectors, mainly within B2B organizations.



**JASON MOLESWORTH**  
FOUNDING PARTNER  
BUSINESS AGILITY  
CONSULTING GROUP  
UNITED STATES

Jason Molesworth partners with Fortune 100 global brands and rising mid-market stars to help them thrive in fast moving, disruptive markets. His practice focuses on helping companies develop the targeted insights, adaptive technology, and Agile Ways of Working capabilities needed to understand emerging market trends, rapidly evolve their business models, and build the core Agility needed for sustained success and differentiated performance.



**ALLAN BERTRAM**  
OWNER  
ENTERPRISE SIMULATIONS  
INC.  
CANADA

Allan Bertram has over 20 years of experience in the Energy business with a background in engineering, economic evaluations and managing teams to implement large capital projects. Allan's area of interest in the last 10-years has been in technical and business innovation and has been building his knowledge and experience in business models and strategy tools.



**TIAGO GRANDI**  
DIRECTOR, COUNTRY  
MANAGER  
STRATEGY TOOLS  
BRAZIL

Tiago is a strategy enthusiast with over 20 years working as business consultant, interim executive, facilitator and speaker on the subjects of strategy, leadership and organizational culture. Affiliated to the International Leadership Association since 2013, he has been training and coaching executives, entrepreneurs and managers from different industries. Author of "Se minha empresa falasse..." and "Manifesto contra a burrice", Tiago writes weekly on his blog [tiagograndi.com](http://tiagograndi.com).



**VICTOR HAZE**  
INNOVATION MANAGER  
HEALTH VALLEY  
THE NETHERLANDS

Victor Haze has been working in ICT and project management for over two decades. His clients span industries, from Finance, Energy, to Oil & Gas. Currently, he works in healthcare cluster management, looking to align strategies of SMEs, Universities and HCOs using workshop settings with all stakeholders. When not working, he can be found on a bike riding up a mountain.



**MYKOLA TAKZEY**  
CIO, MANAGING PARTNER  
MHP, BRAINTUITION  
UKRAINE

Mykola is Strategy Tools' partner in Ukraine. He combines this role with the Chief Innovation Officer job in one of the largest poultry manufacturers in Europe, as well as his own transformation consultancy practice, Braintuition. Mykola spent 15 years in a leading multinational corporation advancing to a Marketing Director role followed by number of international assignments in four countries, including opening up a Corporate Innovation Center in Tel Aviv, Israel. Mykola believes in purpose-driven business and a human-centered approach in innovations.



**MATT KERR**  
INNOVATION & PRODUCT  
LEAD  
IE DIGITAL  
AUSTRALIA

Matt is a commercially driven product and innovation consultant with expertise and experience in product management, corporate innovation, commercial modelling and pricing. Operating at the intersection of creativity and commercial impact, Matt specialises in product and innovation system design, business model design, innovation accounting, and product and innovation strategy.



**CARLOS JOSE GALLEGOS ECHEVERRIA**  
MANAGING PARTNER  
ENGAGE // INNOVATE  
COSTA RICA

Carlos has over 35 years of experience in Business Consulting and he is considered a specialist in Business Strategy, Enabling Technologies, Business Transformation, and Change Management. Mr. Gallegos has lead important engagements in most countries in Latin America. In the last years he has directed transformation processes at leading public institutions in Costa Rica.



# MYKOLA TAKZEY

Chief Innovation Officer, Managing Partner  
MHP, Braintuition  
**KYIV, UKRAINE**

*Strategy without  
an execution  
is a kind of  
hallucination*

**STRATEGY & TRANSFORMATION SERIES** **STRATEGYTOOLS.IO**

**1. What are industry shifts?**  
Industry shifts are deep, structural changes to an industry, industry norms or how an industry operates. Often, these take place over 10+ years before they fully materialize. By industry leaders and experts, these shifts are rarely taken seriously as they are minor how things are done in our industry. Industry shifts frequently represent significant disruption to incumbents. Often, they are only really understood in retrospect. Examples include the internet in the media industry, digital and social in the photo industry, low-cost airlines, distributed energy paradigms, Uber in transportation, clean energy and electric cars in oil & gas. Future-thinking, innovative firms can identify weak signals, invest to learn and develop new business models on major industry shifts.

**2. List the top 3-5 industry shifts your industry is facing or expect to be facing in the future**

#1 \_\_\_\_\_  
#2 \_\_\_\_\_  
#3 \_\_\_\_\_  
#4 \_\_\_\_\_  
#5 \_\_\_\_\_

**3. Place your 3-5 industry shifts into the Industry Shifts Map below.**

**STRONG & STABLE**  
You're getting it right. You've got the company in a strong position in an area with no major change. This is an excellent position to be in.

**FUTURE-FIT**  
You see the line before you. You're not just an innovator, you're a leader. You're ahead of the curve, you're ahead of the competition and you're a leader in an emerging business model in your space.

**SLOW CHANGE**  
Live power of change, low ability to identify its change. Are you slow to change and identify opportunities? Heavy lifts or change ahead?

**TROUBLE**  
Your company is in a trouble. You see the change coming, but you're slow to change to deal with them. Transformational thinking required.

**The Industry Shifts Map**  
© 2019 Strategy Tools. All rights reserved. This tool is a registered trademark of Strategy Tools. All other trademarks are the property of their respective owners.

# MY PREFERRED STRATEGY TOOL

## The Industry Shifts Map

I started using Strategy Tools right after founding my consulting business Braintuition. The eye opener was an Industry Shifts Map that clearly showed my clients how capable they were in terms of sensing the future. Most of the time, you can hear the silence in the room after we've completed working on the map. Why? Usually, the CEO's were shocked by how short-sighted their portfolio of strategies was. I usually jump to the Strategy Intro exercise – this gives an opportunity to fix the strategic agenda and brings a lot of optimism into the room.

In my current role as Chief Innovation Officer, I do appreciate the whole Strategy & Transformation series in combination with the Innovation Series. Why 'in combination'? Because the Strategy Tools portfolio provides flexibility to tailor your own strategy toolbox according to your unique business landscape.

# HOW I USE IT



## Establish rapport

I usually start with establishing rapport in the group. This is a combination of warm-up exercises and self-assessment. Tip: use the Transformational Company Index from the Building Transformational Company playbook.



## Let them work

I do love giving a brief explanation to the group and step back to let them work on their own. It takes some time at the beginning, but usually people get really excited about trends, signals and shifts as they start feeling how important they are for the business moving forward. Tip: pay attention to the mood. Some groups might get depressed when realizing that they really lag behind.



## Keep the engagement going

I switch to the Strategy Intro (or any other relevant tool from one of the Strategy Tools series) that moves the group forward from the 'reflection mode' into the 'creation mode'. Here you can immediately see how the engagement level explodes as the team sees potential future scenarios! Tip: keep it up. Ask questions and positively challenge the group. Add some fuel to the fire!



# CLIENT IMPACT

One of the leading IT outsourcing companies realized an opportunity to gradually move from the ‘body shop’ into the service provider of advanced IT solutions. They now expect their business to become more sustainable versus resource-based business design.

An FMCG beverage company rethought their brand strategy following Core-Growth-Explore paradigm. They started experimenting with flavors and formats following Industry Shifts analysis performed during a 2-day workshop. Yesterday I saw their brand new product not on the shelf, but... in the shopping cart.

An energy provider was talking about transformation for years. After going through a number of exercises from Strategy & Innovation and Transformation toolboxes we saw real gaps (not PowerPoint blah-blah). The team has now built a roadmap to address the gaps and finally started the change!

# RECOMMENDATIONS TO OTHERS

1

## **Use your Empathy.**

There is no 'one size fit all'

2

## **Keep it agile.**

Experiment with the tools, mix them together to get the best results

3

## **Be hungry for feedback and follow-up.**

Running the session is a good thing to start with, making the change happen might be a challenge.



# JAVIER SEVILLA

Founder & Director  
Novarek  
**MEXICO**

*The best time to transform your company is when you're at the top.*

*You have resources and no pressure, but it's the most difficult time because everything just seems to go great. So, why change?*

# MY PREFERRED STRATEGY TOOL



## The Transform! Simulation

The main reason is because it is so flexible, you can use it as you need it.

You want to stress the importance of understanding strategy as making choices? Just focus on “Strategy Intro Canvas”

You want to focus on the options companies have to use innovation to take advantage of market opportunities (where to play)? Then focus on the Minimum Innovation Strategy Canvas.

Transform! is so powerful and versatile that the limit is your imagination on how to use it.

# HOW I USE IT



## Discovery Sessions

This was the only discovery session we were able to do before all in-person meetings were shut down.

Here, the emphasis was to show the client how we could use Transform! to communicate their strategy to all regions and branches they have.

The client really loved it, the energy, the focus, the good vibes and the discussions on how the learnings from the sessions could apply to them.



## Discussions

You can discuss how your landscape is shifting, what are the weak signals you can identify, changes in the behavior of your clients, etc.



## Digital

Now we are exploring options to be able to use the Simulator on a completely online setup. This way we plan to conduct workshops and blended services using Transform!



# CLIENT IMPACT

The main impact was seeing how their previous strategy efforts were making sense, how the different pieces were coming together.

Where they were competing, what were their value propositions, why they needed to create the motor for new growth (growth & explore arenas)

Moreover, being able to reflect on the events on the simulation and discuss how those applied to them really drove great learnings.

In general, being able to translate the simulation learnings to their own companies is one of the most important aspects of Transform!

# RECOMMENDATIONS TO OTHERS

1

My first recommendation with Transform is you need to have a clear objective on what you want to accomplish when you use it (it's so flexible and fun, that you need to know what you expect from the session)

2

Don't call it a game. Even though it is implemented through a game and gamification plays a really important role, just avoid using the word "game", it's not easy but once you get over it, people around you see that it's not just "a game".

3

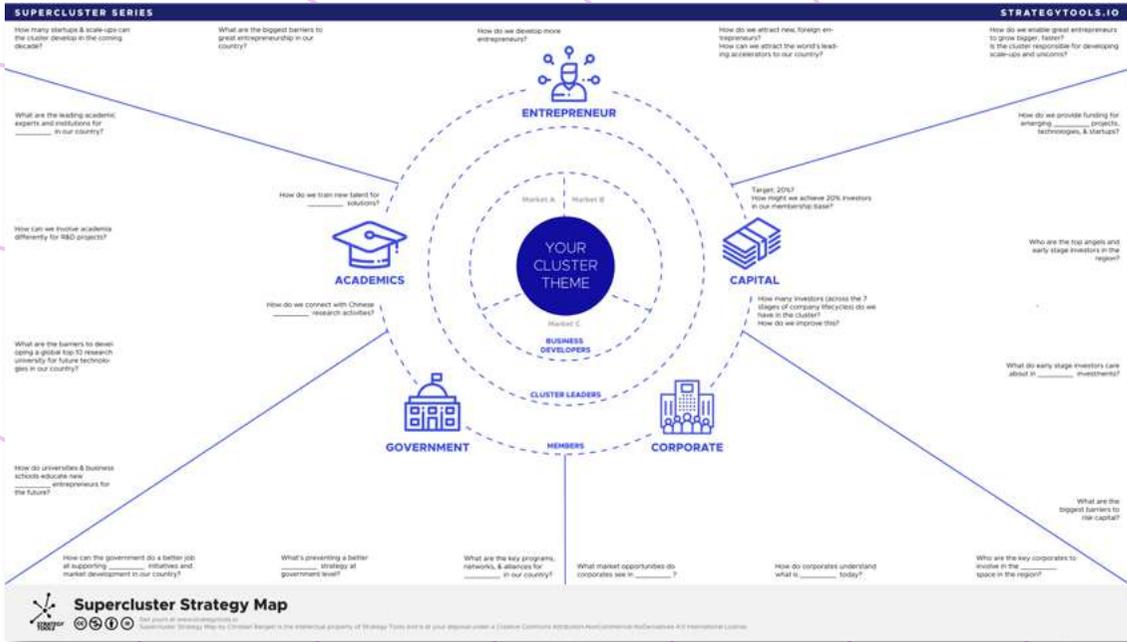
At least learn some of the stories that go behind all Boom and Bust events, when you are able to talk about the real stories, people get really interested and your position as expert really improves.



# VICTOR HAZE

Innovation Manager  
Health Valley  
**THE NETHERLANDS**

*This cluster developing toolset could very well be the 'common language' solution I have looked for all these years. It brings all the stakeholders, regardless of their past experiences, in one canvas, tool or simulation, at the same mutual starting point.*

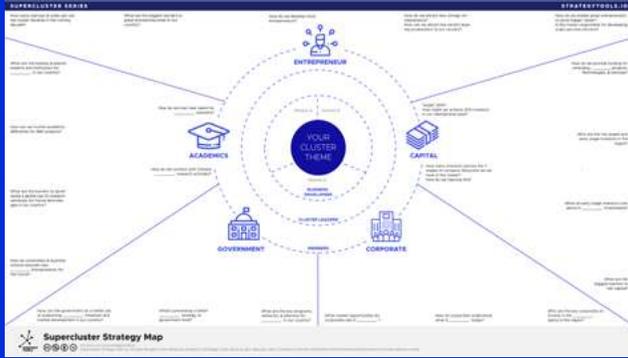


# Supercluster Strategy Map

For me the Supercluster Strategy Map is the most comprehensive One-Stop-Shop picture to explain a number of concepts around Superclusters, how to start them, who to involve and how to execute on them. Together with the Simulation this is a very powerful combination to kick off any cluster initiative.

**MY  
PREFERRED  
STRATEGY  
TOOL**

# HOW I USE IT



### Supercluster Strategy Map

I start with the Supercluster Strategy Map to get everybody literally on the same page. Once this coalition is formed and people see the possibilities, we can tie the broad picture to more focused ones.



### Supercluster Strategy Intro

Voicing the ambition of the whole cluster helps in establishing the next steps. It is a very clear cut and concrete target planning tool to set a multi-year development plan.



### Clusters of Change Roadmap

The CoC Roadmap is then a next step in bringing in more perspective over the upcoming years and a visually easy to understand building block of essential and logical follow up.



### Supercluster! Simulation

When I am using the Supercluster! simulation I make sure there are specific points in the 'game-play' that make it easy to transfer over to the canvases. This can be a specific question, remark or discussion by the participants. It is very easy and smooth then to step away from the table and work out the 'problem on the board'.



# CLIENT IMPACT

We started by using the Supercluster simulation for a group of regional stakeholders from government, university, development agencies. Right away it became clear that the simulation is a way to facilitate discourse in a much easier way.

We worked a long period on developing the different clusters in the simulation and it became clear to the participants “how-to-play-the-game”.

That transformational aspect in real life taking place at the actual table was an eye opener not only for me but also for the actual participants themselves.

Feedback afterwards stressed the aspect of the multi-layered approach that you can introduce in the session. So the simulation, the canvases and the software platform really has all angles covered.

# RECOMMENDATIONS TO OTHERS

1

Bring in the tools one by one. Be aware of trying to cram in too much in one session.

2

Take time to get everybody on board of the visual aspect of the toolset. Their mileage may vary and you may need to 're-sync' everybody to the same level. Re-syncing participants will highly increase everybody's participation effort!

3

Make sure you have thought about a logical build-up in using the tools. The sequence of what you are using has to make sense to the group.



# DR. NICOLA WATTS

Principal Consultant  
C 4 Impact  
**AUSTRALIA**

*In the current turbulent environment where businesses are constantly challenged to respond to the challenges of SHOCK-SURVIVE-TRANSFORM, it's fantastic to belong to a global coaching community that is constantly and openly sharing tools and strategies to support them.*

STRATEGY & TRANSFORMATION SERIES STRATEGYTOOLS.ID

STRATEGY AS ANALYSIS		STRATEGY AS INNOVATION	
Analytical, logical & linear	MINDSET	Creative & disruptive	
Logical	AMBITIONS	Offensive	
Stable, expect it to be much like the present	THE FUTURE	Unstable, expect it to be different	
Rational actor	PEOPLE PERSPECTIVE	Passion	
Preserve & tune existing business model	BUSINESS MODEL	Develop & test a portfolio of new business models	
SWOT PESTEL Value-Chain Five-Forces	MAIN TOOLS	Disruptive Innovation Business Model Canvas Strategy Innovation Canvas The Innovation Pyramid	
Difficult, creates resistance	CHANGE	Love to create it, make change happen	
Michael Porter	LEADING PROponent	Gary Hamel, Rita McGrath	

**Two Lenses on Strategy**  
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# MY PREFERRED STRATEGY TOOL

## Two Lenses on Strategy

I've got lots of favourite strategy tools – but I think the one I like most is the 'Two Lenses on Strategy' because it can really kickstart a true transformation journey.

We can't always assume that when we toss around words like 'strategic planning' we have common understandings around what it means. In fact, it often seems that members of boards and management are increasingly at cross purposes on strategy development and process, and struggle to articulate their different world views on strategy.

This visual tool is a great conversation starter ahead of strategy development. Different approaches are neither right or wrong...but it's important to define key underpinning principles before inadvertently heading down a strategy development process for your organisation that may not fit your purpose and/or your environment.





# CLIENT IMPACT

Very importantly, the Two Lenses on Strategy tool has ensured shared understandings of how to move forward with strategy and strategy development.

In many cases it has challenged more traditional approaches to strategy – particularly the belief that strategic roadmaps are linear.. This in turn has challenged mindsets around ‘control’ and has supported more confidence with building road maps to navigate complexity, uncertainty and ambiguity.

It has also challenged mind sets around ‘hierarchy’ and leadership and meant better attention has been given to engaging the hearts of everyone involved.

*“Thank you Nicola – this really helped with clarifying why our approach to strategy was not really sitting comfortably with me. We’ve been stuck on a process to sustain and improve our existing business model rather than exploring new ways to do things”*

- MD of Client Organization

# RECOMMENDATIONS TO OTHERS

1

Make sure the Strategy Tools you use are aligned with purpose and real problems.

2

Get the balance right between strategy process and strategy content. Strategy needs to be agile and dynamic.

3

Reach out to others in order to connect, communicate, collaborate and co-innovate.



# HARVEY WADE

Founder & Director  
Innovate21  
**UK**

Strategy Tools has enabled me  
to supercharge my knowledge  
and personal toolset.  
As a result, I am a more  
effective and successful  
trusted adviser to my clients

# MY PREFERRED STRATEGY TOOL



## The Transform! Simulation

The Transform simulation is a powerful experience. It accelerates strategic insight, knowledge and learning in a way that is not possible using traditional workshop formats.

Combining the strategic tools with the emotional transformation journey provides participants with a realistic experience. With highs and lows, it enables the journey to be lived and learnt.

How to enable transformation begin to be understood, and the recipes needed for success can be made. The appropriate tools come to life as they are applied to the real-life situation.

With this emotional experience, clients understand why transformation of their organisation is needed, how they can approach it and, most importantly, what it will feel like.

The Transform simulation forms the foundation of the strategic programs we run - I highly recommend it!

# HOW I USE IT



## Experiential workshops

Giving teams an experience of transforming an organisation. This opens the doors to larger programs that can be used to drive the organisation's future strategy and their capability to achieve it.



## Leadership Programs

Leaders need to be strategic, but what does this mean in practice? Working with leadership teams, the simulation paves the way to enable them to determine their transformational roadmap.



## Open Strategy Sessions

Open strategy sessions are incredibly fun to run as there is such a diverse audience. Participants keen to understand and learn, and seeing how other industries respond. A great networking opportunity too!



“It was a truly engaging experience and we frankly didn’t want it to end after 3 hours (at 8pm no less). It was eye-opening, thought-provoking, and fun – I left that workshop with a deeper appreciation of the nature of mature business strategy, and also a sense that I needed to grow, that I had a lot of room to grow.”

*Head of Innovation, Lloyds Broker*

A graphic of several concentric circles in a light blue color, centered on the left side of the page.

# CLIENT IMPACT

“Best day I’ve had on strategy thought leadership for some time. I highly recommend using this to better understand your next strategy (or even review your current one).”

*Shakeeb Niazi, Founder for S.E.E.D*



# RECOMMENDATIONS TO OTHERS

1 Experience Transform for yourself. This will drive you to want to give others the experience, and you will understand the emotional roller-coaster they will have.

2 Be aware of real-life company transformations. Help the experience come to life, which is especially important to those organisations feeling “protected” or “safe”.

3 Always, always run a debrief session. The simulation is a means to an end; application to their own personal situation is key to embed the experience.



# ROBERTO CHAVERRI

Partner, Head of Latin America  
Engage // Innovate  
**COSTA RICA**

*Strategy for Industry 4.0 needs a new approach. Strategy Tools has been built behind a new business logic and an understanding on how people and teams learn, collaborate and come up with solutions to complex strategic issues.*

# MY PREFERRED STRATEGY TOOL

## Industry Shifts Map

The Industry Shifts Map is my preferred tool and the most important one of the entire toolkit; it provides a very powerful understanding of what kind of changes are happening or are expected to happen in a particular competitive space.

Most importantly, it helps strategists understand how competitive and ready is the company to deal with those industry shifts.

It's like a SWOT analysis on steroids!

STRATEGY & TRANSFORMATION SERIES | STRATEGYTOOLS.IO

**1. What are industry shifts?**  
Industry shifts are deep, structural changes to an industry, industry norms or how an industry operates. Often, these take place over 10+ years before they fully materialize. As industry leaders and experts, these shifts are rarely taken seriously as they are "not how things are done in our industry."  
Industry shifts frequently represent significant disruption to incumbents. Often, they are only really understood in retrospect. Examples include the internet in the media industry, digital and social in the photo industry, low-cost airlines, distributed energy consumers, Uber in transportation, clean energy and electric cars in oil & gas.  
Future-thinking, innovative firms can identify weak signals, invest to learn and develop new business models on major industry shifts.

**2. List the top 3-5 industry shifts your industry is facing or expect to be facing in the future**

#1  
#2  
#3  
#4  
#5

**3. Place your 3-5 industry shifts into the Industry Shifts Map below.**

**STRONG & STABLE**  
Shifts in Strong & Stable indicate the company has a strong position in an area with low outside change. This is an enviable position to have.

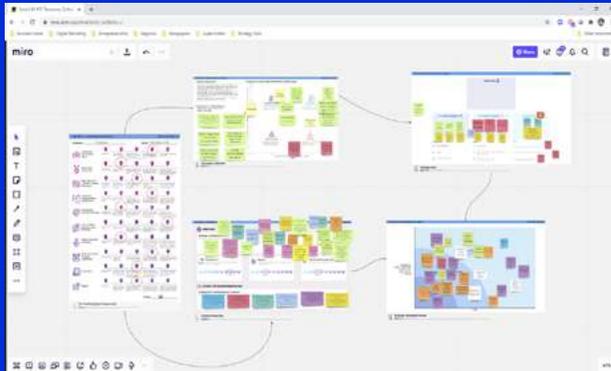
**FUTURE-FIT**  
You see the changes on the horizon, and you are already ahead of them. These signals are leading your strategy and you have a position of emerging business models on board.

**SLOW CHANGE**  
Low power of change, low ability to respond to change. This is a slow moving and steady environment. History tells us: merge or die!

**TROUBLE**  
Your company is in trouble! You see the changes coming, but are slow to react or unable to deal with them. Consider immediate thinking required.

**The Industry Shifts Map**  
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# HOW I USE IT



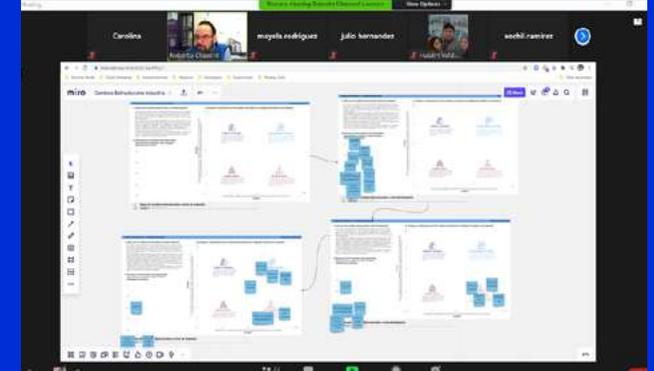
## Strategy Sessions with Senior Management

When working on strategy with senior management teams, I like to open these discussions with the Industry Shifts Map as it always creates a business context relevant for the organizations. Understanding the company's competitiveness relative to changes at the industry levels triggers sound discussions and clear strategy roadmaps.



## Strategy Discussions with the Board of Directors

Many Boards of Directors are struggling to understand the new business reality, tech-driven and full of uncertainty. Helping them navigate the industry shifts happening in the arenas where they compete, provides them a new perspective and criteria for their decision-making process.



## Engaging Workshops - In-Person and Digitally

Developing strategy capabilities across organizations is a big challenge due to the different experience levels with strategy processes. The Industry Shifts is my go-to-tool to get everyone engaged. All participants have a view on what is going on the industry they compete in, thus they are comfortable sharing their points of view and insights.



# CLIENT IMPACT

Teams traditionally work in two ways: 1) Board of Directors, C-Level Teams or Executives Teams engage in discussions triggered by a report, a presentation or the points of an agenda. There are verbal discussions, someone takes notes and agreements are registered in a minutes; 2) Operational teams use some kind of white or glass board. They use sticky notes to register their ideas and to play around with them. Results tend to be poor!

Our experience is quite the opposite when our clients work with Strategy Tools. On one hand the tools provide the conceptual framework required to solve business issues while its design help participants engage in fruitful and efficient discussions. We have seen teams start in a very timid fashion to quickly switch into high energy, creative discussions.

Aside from the working dynamics, clients especially appreciate the clarity that they are able to achieve when working with Strategy Tools. Whether it is a corporate client, an innovation / entrepreneurship ecosystem or a cluster project, teams are able to put together better strategies, build long-term roadmaps and accelerate progress.

# RECOMMENDATIONS TO OTHERS

1

Learn the tools but master the concepts. Knowing the tools is quite important; it allows you to bring clarity to the discussions and participants to have a good experience throughout the workshop. But the key to design outstanding workshops and achieve the expected outcomes of the sessions, is learning the concepts and business logic behind them and how the tools connect to each other.

2

Make the tools invisible. As a facilitator you want the tools to work for the participants and not the other way around. If you understand them, know how they work and what kind of insights or outcomes you should get, teams achieve the best results.

3

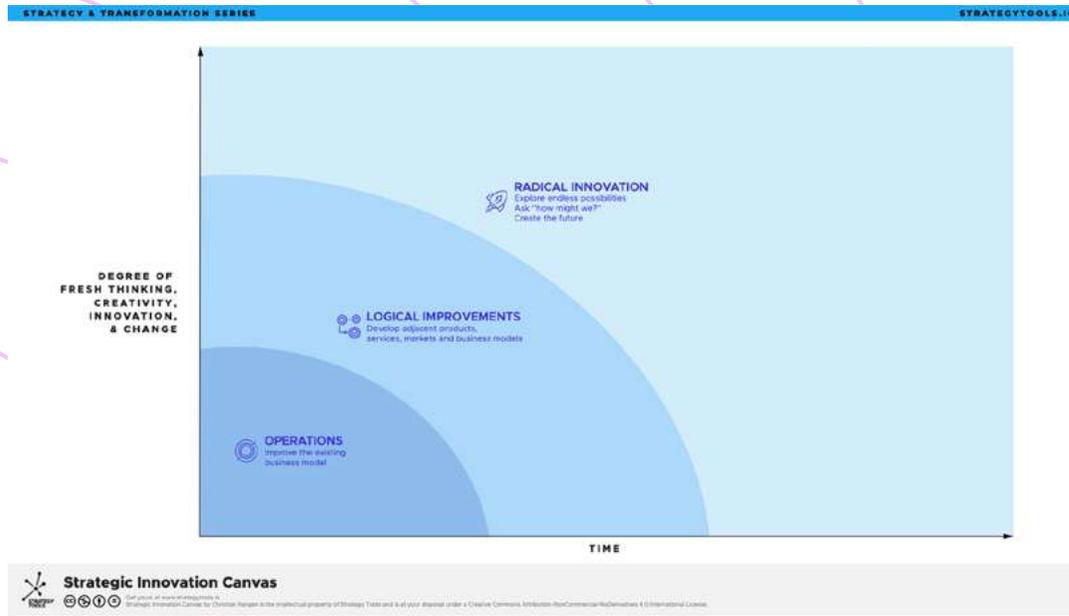
Don't be afraid to play around with the tools. One of the key benefits of Strategy Tools is the extent of its tool set and the possibility to work on a same problem or issue from different avenues. Try different combinations, different angles.



# OLE SVERRE SPIGSETH

Owner & Managing Director  
Spigseth AS  
**NORWAY**

*Transformation and strategy processes based on visual tools secure full involvement, common understanding and anchoring. Hence, they create the best possible foundation for successful change.*



## Strategic Innovation Canvas

The Strategic Innovation Canvas is excellent for challenging top management in how innovative their company really is.

**MY  
PREFERRED  
STRATEGY  
TOOL**

# HOW I USE IT



## Start with the “Why”

The Why Transform Canvas is an efficient tool during the discovery process with the client.

Based on the general 6 top reasons why companies need to change, we can discuss the actual urgency for change and transformation. Hence, create a common understanding of the situation, and consequently, the required transformation speed



## Set the Context

After the “Why” is understood and entrenched, the Industry Shifts Map is an excellent tool to set context for the process.

The tool helps to increase the attention towards changes and future inflection points outside the company which can/will influence it. Then assess the power of these changes as well as the organization’s ability to respond to them.



## Industry Shifts

When the Industry Shifts are prioritized, it is time for my favorite tool: The Strategic Innovation Canvas.

Here I can challenge the organization: where do they have their focus? Where do they spend their time and allocate resources? How many initiatives, programs or business models do they have in each “sector”? Is that sufficient to secure survival and increased value creation in a continuously faster changing business environment?



# CLIENT IMPACT

The tool set from Strategy Tools is a good frame for the discussions in transformation or strategy sessions. It activates all people and secures a high degree of involvement.

The key is visualization. Working with the canvases and sticky notes is visual, eliminates hazy talk and is interactive. This is valid both for physical sessions as well as virtual sessions via Miro or other virtual whiteboards.

In my experience, the clients are most concerned with internal issues with a rather short time horizon. The Industry Shifts Map opens their eyes for external changes or inflection points and their readiness for coping with them.

In addition, the normal focus with regard to innovation and business development is at improving operational efficiency. In some cases, also growth by developing adjacent products, services, markets and business models. Very few spend time on radical innovation, asking themselves: “how might we create the future?”. After a session with the Strategic Innovation Canvas, the focus always shifts towards exploring new opportunities in an extended time horizon.

As one CEO expressed it: “ We have been so busy focusing on operational efficiency and entering new geographic markets, totally forgetting looking into what and where the company needs to be in + 10 years. Thanks for opening our eyes while we still have the financial power to start a transformation journey.”

# RECOMMENDATIONS TO OTHERS

1

Know the tools. In discovery meetings before an assignment with a client you need to be able to sketch the relevant tool based on his problem or challenges. When the client takes over the whiteboard pen to co-create inside the sketch, you have won the assignment.

2

Trust the common competence in the session. You do not have to be the expert – the co-creation in the sessions creates better results than any expert.

3

Be curious. Do not fear challenging the "status quo". Explore the reasons behind by probing and challenging the prevailing apprehension.



# ENRICO MASET

Strategy & Performance Officer  
Steep Consult (part of Positive Thinking  
Company ecosystem)  
**BELGIUM**

*Transformation is not plug and play. you  
have to initiate a change, re-invent  
yourself and return to be a future oriented  
and teachable organization. Building the  
Transformational Company can help you  
plan, start, lead and structure this journey  
to develop new in-house strategic capabilities.*

**STRATEGY & TRANSFORMATION SERIES**      **STRATEGYTOOLS.IO**

COMPANY: \_\_\_\_\_      DATE: \_\_\_\_\_

- Understand Your Industry Shifts**
- Master New Ecosystems**
- Build Your Core -Growth - Explore Framework**
- Create the Transformation Architecture**
- Develop Your Innovation Strategy**
- Learn to Build Business Model Portfolios**
- Master Corporate Venturing**
- Build Entirely New Strategic Capabilities**
- Invest More**
- Repeat**

**1. What are industry shifts?**  
Industry shifts are deep, structural changes to an industry. Industry norms or from an industry perspective. Often, these shifts are rarely seen before they fully materialize. By industry leaders and experts, these shifts are rarely seen until they are almost too late to act on them. Significant changes to our industry, they are only made understood or realized, significant changes include the emergence of the media industry, digital and social in the photo industry, low cost electric cars in oil & gas, distributed energy paradigms. Other transformations, clean energy and future housing, innovative forms can identify weak signals, trends to learn and develop new business models on major industry shifts.

**2. List the top 3-5 industry shifts your industry is facing or expect to be facing in the future**

**3. Place your 3-5 industry shifts into the Industry Shifts Map below.**

# The Transformational Company Index & Industry Shifts Map

I have selected two tools: the Transformational Company Index and the Industry Shifts Map. Together they build a perfect T shape assessment that can be run in half a day.

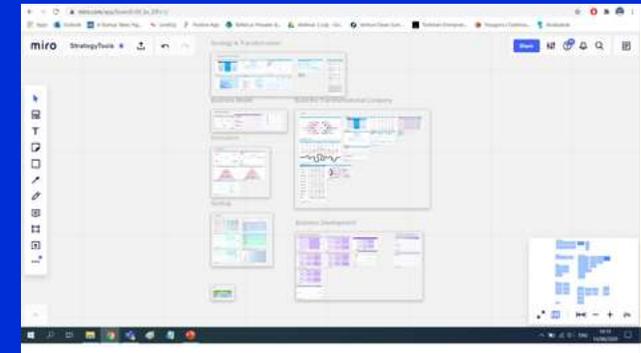
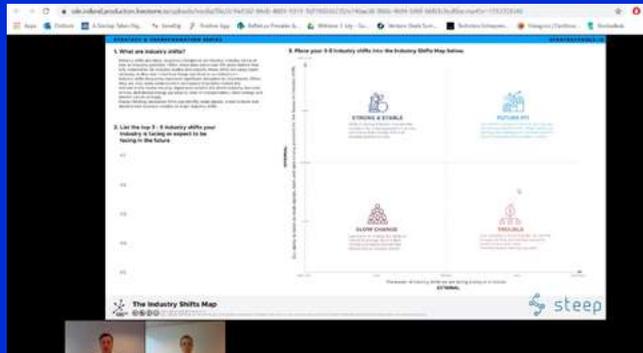
TCI enables a wide appraisal of the 10 Principles of Transformation; I'm able in a short time to identify key areas, build a link between topics and drive powerful discussions with clients.

The Industry Shifts Map instead focuses on the way a company is addressing new industry shifts. This a great way to identify the strategic mindset and it builds a perfect bridge to introduce the "Strategy as Innovation" approach.

These two tools represent such a strong foundation; they help differentiate our services and clients love how we can move to ACTION right from the first encounter.

# MY PREFERRED STRATEGY TOOLS

# HOW I USE IT



## In Webinars

As SteepConsult and Positive Thinking Company are positioning towards management consulting, the Industry Shifts Map is becoming our go-to tool to introduce our new services.

I'm running several webinars and client presentations using it and the feedback has been extremely positive.

## In Discovery Initiatives

The Industry Shifts Map represents the heart of the new Transformation Starter Plan we developed.

It perfectly follows a first contact, representing a solid proposition we offer for free to initiate a discussion/relation with a new client.

## In Designing Solutions / Programs

After running the Industry Shifts Map and depending on the client readiness, we can move quickly to short term wins with pilots or take a longer route working on Strategy/Innovation Governance.

I often find myself building hybrid solutions using multiple tools at the same time so I set-up a "MIRO Cheat Sheet" where I'm mixing up all Strategy Tools.



# CLIENT IMPACT

Strategy Tools has been extremely valuable both internally and with clients.

Internally at SteepConsult, we have been using multiple tools to identify and create a new market positioning; the Strategy as Innovation concept will become one of our major differentiator for the Management Consulting market in Belgium.

At the ecosystem level, I've also gotten extremely positive feedback; Strategy Tools enables an efficient information flow during meetings / webinars and a solid structure to organize outputs.

Multiple entities in different countries and from separate industries: IT/Technology, Digital/User Experience and Manufacturing/Industry4.0 are now co-creating with new strategies with us; they are also interested in developing their own internal transformational skills through Strategy Tools trainings and programs.

Externally, we are seeing traction on the new services. We already ran a first wave of discovery meetings with Telecom, Automotive and Logistics clients; all of them recognized our approach to be much more direct and accessible compared to traditional strategy methods.

We are now in a testing phase and we target to officially launch our new Strategy services in Q3 2020.

# RECOMMENDATIONS TO OTHERS

## 1 **Strategy is not only about experience.**

Today's strategy market has lower barriers to entry compared to the past.

Clients are looking to engage in efficient discussions with Advisors and are less attached to industry expert roles.

If you like strategy and are at ease driving valuable discussion with decision makers, don't wait any longer!

## 2 **Identify the right clients.**

They dedicate 40%+ of their time to strategy and innovation; they want to co-create their strategy and they can federate an organization towards long-term objectives (even after they left the company).

If it is not the case, you are in for a struggle.

## 3 **Work visually in short feedback loops.**

Long gone are the period of 50+ pages/slides of research and analysis. Managing in uncertain times requires quick delivery and even quicker shifting.

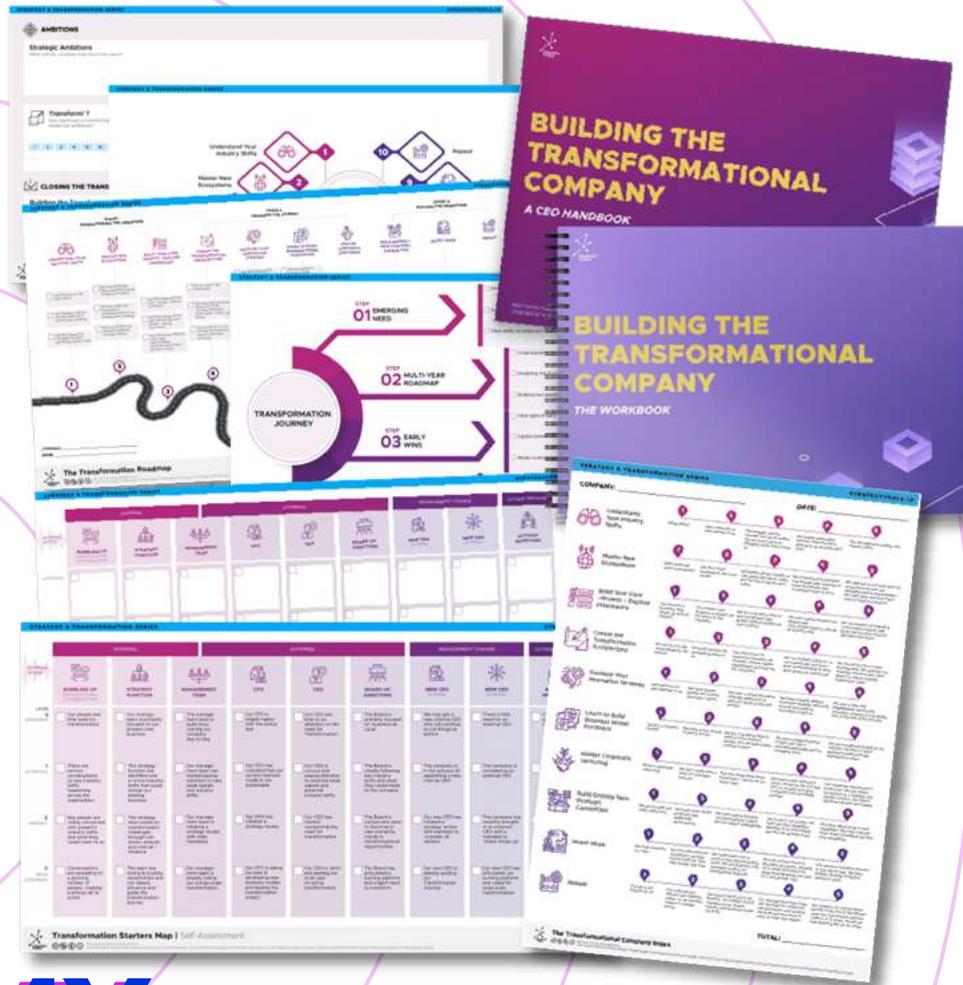
Invest time and resources in a solid vision and be efficient to build adaptable plans; you will need plenty of them ;-)



# TIAGO GRANDI

Director, Brazil Country Manager  
Strategy Tools  
**BRAZIL**

*Each tool is like a word in an entirely new language. We must not only master the tools, but understand their underlying principles - then you are going to learn the idiom and become proficient in building strategic narratives.*



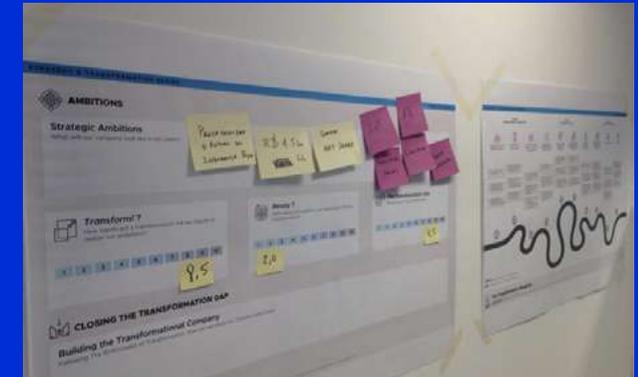
## The Building the Transformational Company Bundle

A complete set of transformation strategy tools, ranging from the 'hard side' of business drivers to the 'soft side' of power dynamics inside the company and taking us easily into collaborative work with the team on how to define the next steps.

I love to arrange sequences of conversations with clients using different tools of the whole BTC bundle depending on the situation.

**MY  
PREFERRED  
STRATEGY  
TOOL**

# HOW I USE IT



## In Open Events

It's always useful to present our approach to business transformation through seminars and workshops for heterogeneous audiences, from different industries and distinct company sizes – we can make the case that BTC program is worthwhile for every business.

## In Company Programs

Bespoke, tailor-made programs are the best way to exploring transformation strategies as well as training management teams based on experiential learning through simulation and analogies.

## Strategic Meetings

Using our canvases and frameworks with top management executives is perfect for uncovering needs, rethink organization changes and picturing new paths to grow and transform the business.



# CLIENT IMPACT

A much deeper understanding of the situation, a better internal alignment for the moves to be done and a clear roadmap on how to do it.

## Two cases:

One insurance company from one of the biggest banks in the country discovered many of their hidden issues in terms of culture, leadership and influences. Moreover, they have detailed the requirements and designed the path for the coming years based on the development of a complex set of new capabilities, far beyond the 'hard skills' commonly seen in this kind of discussion.

A chemical conglomerate changed from an 'IT only perspective' into a much broader view of business transformation. Not just a change in the mindset, but a complete upgrade in the concept of transformation, providing a greater impact on their business value drivers.

# RECOMMENDATIONS TO OTHERS

1

Practice, practice, practice. The more you use the tools, the more you understand the underlying principles entrenched there.

2

Be flexible, unlock your creativity, act in a versatile way. Selecting the tools and arranging a sequence for a working session is both art and science.

3

Remember: the tools put the strategists in evidence, that's why they are simple and visual. No strategists in the room, no strategy at all.



# JAMES VAN DER WESTHUIZEN

Managing Director  
KnowHouse  
**SOUTH AFRICA**

*Tool-based strategy work is deeply respectful of the intelligence and insights of your clients. It makes virtual or face to face sessions more fun and more satisfying and you will be guaranteed of shared ownership of the outcome which you have co-created in this way.*

# MY PREFERRED STRATEGY TOOL

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**1. What are industry shifts?**  
 Industry shifts are deep, structural changes to an industry, industry norms or how an industry operates. Often, these take place over 10+ years before they fully materialize. By industry leaders and experts, these shifts are rarely taken seriously as they are <i>not</i> how things are done in our industry... Industry shifts frequently represent significant disruption to incumbents. Often, they are only really understood in retrospect. Examples include the internet in the media industry, digital and social in the photo industry, low-cost airlines, distributed energy paradigms, Uber in transportation, clean energy and electric cars in oil & gas. Future thinking, innovative firms can identify weak signals, invest to learn and develop new business models on major industry shifts.

**2. List the top 3 - 5 industry shifts your industry is facing or expect to be facing in the future**

#1  
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**3. Place your 3-5 industry shifts into the Industry Shifts Map below.**

**STRONG & STABLE**  
 Shifts in Strong & Stable indicates the company has a strong position to advance with low outside change. This is an enviable position to have.

**FUTURE-FIT**  
 You see the changes on the horizon, get into the industry ahead of time, shape signals and bend your strategy and you have a portfolio of emerging business models on hand.

**SLOW CHANGE**  
 Low power of change, low ability or interest to change, this is a slow moving and steady environment. History tells us: change is ahead!

**TROUBLE**  
 Your company is in the trouble! You see the change coming, but are slow to react or unable to deal with them. Transformational thinking required.

**The Industry Shifts Map**  
© 2021 Strategy Tools. All rights reserved. This is a trademark of Strategy Tools and is not to be used without the explicit written permission of Strategy Tools. All other trademarks are the property of their respective owners.

## The Industry Shifts Map

I love the Industry Shifts Map because it really focuses on both the external and internal world of the organization & gets momentum for reflection & change going quickly.

# HOW I USE IT



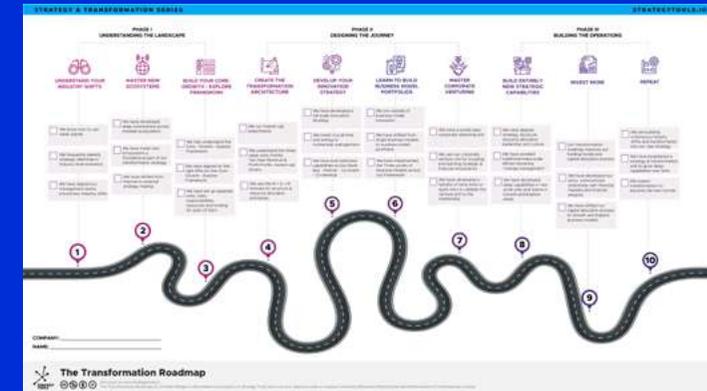
## Set the Context

I use the Industry Shifts Map instead of the traditional SWOT type analysis to set the context for a strategy session. It quickly focuses the organization on its ability to respond to inflection points and changes in the environment.



## Set the Expectations

The Two Lenses on Strategy is an important sales and expectation setting tool – I often use it in proposals to help clients understand the need for strategy as a process of learning rather than just analysis.



## Discussing Transformation with the Board

The Transformation Roadmap is my favorite new tool where we can have a board level discussion about transformation & give a clear perspective of what the journey looks like and the commitment needed.



# CLIENT IMPACT

We have seen much more interactive and engaging strategy sessions using the tools. A very successful bank in Mauritius we worked with achieved significant clarity as to their business model portfolio and what to ask from the board to enable this after our session. In the interim, they have achieved excellent financial results despite the epidemic.

We have also seen a leading non-governmental organization get much more clarity on their strategy going forward and we are now engaging with them on a full transformation journey.

We have seen our clients in telecoms – including Africa's leading mobile phone operator – use the tools as a preface to innovation & design thinking programmes, where the focus was much more defined on developing products and services that actually respond to external changes. They have since launched a breakthrough product that allows the management of stand-alone WiFi solutions via a mobile handset.

# RECOMMENDATIONS TO OTHERS

1

Rethink your role as a strategy facilitator. The impact of the strategy sessions you facilitate with Strategy Tools will be much more effective and have much more ownership than the traditional approach.

2

Share the tools with your clients, we have seen amazing collaboration from working with clients, encouraging them to become accredited strategy coaches and then working at a much more collaborative level. There is no need to act like a traditional consultancy that constantly tries to maintain dependency relationships.

3

Do what you encourage others to do – strategy is a process of discovery – allow yourself to step into the discovery space with your clients. You can't and don't have to know it all! Rather ask good questions and bring good tools!



# ALLAN BERTRAM

Owner  
Enterprise Simulations Inc.  
**CALGARY, CANADA**

*I am addicted to the use of Strategy Tools themselves to help simplify a complex world to make an actionable strategy, but even better is being part of the Strategy Tools community.*

# The Long-Term Funding Roadmap

The Long-Term Funding Roadmap allows you to envision different scenarios of investor types or funding sources that would align with a startup's scaleup strategy, all in a very rapid, holistic and visual way. It is just so much fun to have that picture of the past funding strategy of any startup at your fingertips and imagine what the future can look like with different strategic choices going forward.

**MY  
PREFERRED  
STRATEGY  
TOOL**

# HOW I USE IT



## Understand the Story

I use the tool to pull together very quickly any company's past funding strategy, to understand the story, and the choices that were made. These learnings are very powerful to have as a context in applying the tool to consider how strategic choices in the funding roadmap will shape the future of a new startup, both for its founders and investors.

## Move on to the Scale-Up Map

Another tool, the Scale-Up Map, ties-in directly to the Long-Term Funding Roadmap, where both have the same 7 growth stages on the horizontal axis. Investor funding at the different stages can be correlated on both strategy tools, providing a picture of all aspects of a startup's growth strategy.

## Round It Up with Scale Up!

These are key strategy tools for Scale Up! The Entrepreneurship Simulator, where start-ups, accelerators and educators can design a long-term funding and scaleup strategy in a very rapid, fun, and effective way. Not only can the simulator can be run online, so can the individual strategy tools! So when running an online session, you can access the digital version of a tool and work collaboratively with your team or client.



# CLIENT IMPACT

First there is the surprise factor to have so much information available in the Long-Term Funding Roadmap in one visual where the client can understand what has happened in the past. The tools then allow you to immediately consider the strategic paths forward to raise capital in the future.

The client impact is allowing them to see their startup from the perspective of the investor, particularly when applying the tools with strategy simulations.

The impact is on connectivity, that the client can make connections on how different factors in their startup or business be can aligned to the different stages of their growth strategy. There are so many aspects to running a startup, that seeing how everything is interconnected, plus the with time factor, really helps them create a coherent strategy.

# RECOMMENDATIONS TO OTHERS

1 Take advantage of the power of storytelling as a way to effectively communicate ideas on strategy. Beyond the data, facts and analysis, understanding the storyline of a case study or a client, including the struggles and mileposts, will give you a deeper sense of the people and strategy drivers.

2 Even if you are relatively new to strategy, consider working with the strategy simulations. This is a great way to accelerate your own learning, see how the tools work together in the big picture, and absolutely delight new clients.

3 Strategy Tools are time-tested visual tools that allow you address complex strategy challenges. Don't worry if you think a client's issues are too difficult to address, just start collaborating with the tools, in person or online with the digital versions, and you will soon find pathways forward.



# SCOTT NEWTON

Managing Partner  
Thinking Dimensions  
**Italy**

*The world has  
changed. The way  
you implement  
strategy has to as  
well.*

**STRATEGY & TRANSFORMATION SERIES** **STRATEGYTOOLS.IO**

**1. What are industry shifts?**  
Industry shifts are deep, structural changes to an industry, industry norms or how an industry operates. Often, these take place over 10+ years before they fully materialize. By industry leaders and experts, these shifts are rarely taken seriously as they are "not how things are done in our industry". Industry shifts frequently represent significant disruption or incumbents. Often, they are only really understood in retrospect. Examples include the internet in the media industry, digital and social in the print industry, low-cost airlines, distributed energy paradigms, Uber in transportation, clean energy and electric cars in oil & gas.  
Future-thinking, innovative firms can identify weak signals, invest to learn and develop new business models on major industry shifts.

**2. List the top 3 - 5 industry shifts your industry is facing or expect to be facing in the future**

#1:  
#2:  
#3:  
#4:  
#5:

**3. Place your 3-5 industry shifts into the Industry Shifts Map below.**

Our ability to listen to weak signals, learn and take strong positions for the future on industry shifts

**The Industry Shifts Map**  
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# The Industry Shifts Map together with Transform!

The Industry Shifts map is so important. Whether working with a board or a CEO and their management team.

If we look at the challenges organizations are facing today, a large number of them are in part due to the board and management not recognizing how an Industry is changing and what it will mean for their future.

Looking at the future - the convergence taking place due to technology between industries mean that traditional ways of looking at competition and substitutes are not enough.

The Industry Shifts Map is a great visual aid and thought starter to assist leaders to pinpoint their future challenges and to begin to take decisions moving in the right direction.

# MY PREFERRED STRATEGY TOOL







# CLIENT IMPACT

Our clients have increased their EBITDA by more than €1 Billion to date.

Strategy Tools combined with our processes and people help organizations remain sustainable, develop capabilities, and ensure the firm shifts from reactive to proactive Industry leaders.

# RECOMMENDATIONS TO OTHERS

1 Strategy doesn't happen in a vacuum, nor in a PowerPoint deck. It is about change. Using the tools together with management and the board helps you in getting the change you need.

2 I strongly recommend getting certified in the Simulations. The Simulations are a world-class way to quickly help your client understand their situation and begin to plot the way forward. Doing is better than passive every time.

3 Old ways of approaching strategy do not work in our current world. Whether we like it or hate it, the world has changed, and the way we approach strategy must adapt and adopt.



# ANDY GREEN

Director  
The GreenCook Enterprise  
UK

*As we enter the 4th industrial revolution, businesses are experiencing a seismic shift in business model design. many companies are ill-prepared to pivot and survive as they are using outdated frameworks.*

*Visual and experiential strategy tools enable these businesses to be prepared for the future.*



## Transform! The Strategy & Transformation Simulator

My preferred Strategy Tool is the Transform Simulation.

The Transform Simulation is, in my mind, the best strategy education tool in the Strategy Tools toolkit.

The Simulations provide a fantastic experiential learning environment, where you can bring in other tools to provide the structure for the learning.

It is also a very versatile tool, so you can use either all the elements or just some of the elements in any given session. You can also tailor the session from a 4-hour workshop, to a 3-day strategy engagement.

**MY  
PREFERRED  
STRATEGY  
TOOL**

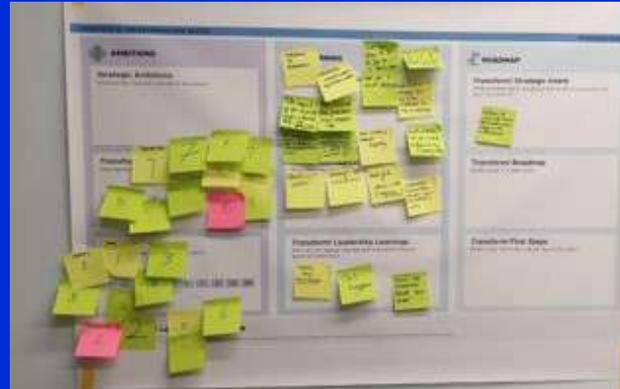
# HOW I USE IT



## Internal Team Strategy

I use the Transform! Simulation components within my teams at NTT Ltd.

We will take some of the core components, such as the 'Strategy Intro' Canvas and use this to develop our strategy for each component of the Software GTM.



## Discovery Sessions

From my experience, I tend not to explain the 'rules' in any detail, as this drives curiosity and excitement as they start to get into the simulation.

I also have some of the tools hung on the walls, so we can run break out sessions around the canvas when required to embed learning as questions arise.

From my experience, everyone leaves that room with a deeper understanding and knowledge than they did at the start of the session.



## Co-Creation

The next step is to then co-create the program with the customer on what they need us to focus on.

I find that by using the tools from Strategy Tools, we can run anything from three-hour workshop, to a three-day strategy simulation – all of which can be wrapped into a engaging multi-year program.



# CLIENT IMPACT

I am currently using many of the tools in the Startup Series with a client to visually assist in her strategy formulation.

By using the 6x Company Building Canvas, the Three Levels of Business Model, The Strategy Intro and The Scale-Up Map, we have managed to articulate her business strategy, develop her business plan and her roadmap in a matter of weeks vs months and we have created a clear roadmap to help us focus on the next stage.

# RECOMMENDATIONS TO OTHERS

1

Strategy Tools is all about facilitated thinking vs. expert telling – by taking the role of a facilitator this will lead to better relationships with your customers, better outcomes for your customers and better results for your business.

2

Introduce your customers to Strategy Tools – the canvases, the Software and the Digital Academy – through sharing the frameworks, it becomes a more productive collaborative environment and you win as the customer understands the terminology and language leading through to more empowered customers.

3

Trust the process! When using tools to assist in action learning, trust that the customer will have that ‘aha’ moment, otherwise you may revert back to telling.



# RICK RASMUSSEN

Industry Fellow  
University of California, Berkeley  
**SILICON VALLEY, USA**

*Answering the age-old question.  
Yes. Entrepreneurship can be  
taught....*

*It just takes the right tools.*



# MY PREFERRED STRATEGY TOOL

## The Strategic Innovation Canvas

This fundamental teaching tool forms the basis for so many strategic discussions.

What is a core business?

What do the shareholders care about  
in the short term?  
in the long term?

How do you balance investment in each of these  
frontiers?

What happens to those budgets in bad times?

What is the European vs. Asian vs. US perspective?

How do you integrate radical innovations into the  
core? Do corporate "antibodies" resist the new  
products/services/business models?

It's also a tool with an academic history: first articulated by Baghai, Coley, and White in 2000, in *The Alchemy of Growth*. Its usefulness survives to this day.

# HOW I USE IT



## Entrepreneurial Courses for Higher Education

I use this in a classroom environment to set innovation context. Many students don't have practical experience in innovation management within a real corporate environment. They hear about "moonshots" and little else. This tool allows me a framework around which to teach all aspects of the R&D cycle.



## Innovation-oriented Delegations Seeking Silicon Valley Know-How

I live in the world of "Silicon Valley Tourism". Corporations, governments and accelerators send delegations here to learn how to be more innovative. The Strategic Innovation Canvas allows me to explain how it's not just one thing but many. It provides a strong justification for core, incremental and exponential innovation and any corporation can leverage all three with proper management foresight.



## Corporate Innovation Programs

Management often grapple with their various innovation initiatives, how to prioritize and what to emphasize. This framework allows us to sort through multiple programs and to create relevance to near, medium, and long-term payback. I also use it as a budgeting tool to ensure that programs are not cut in down-times as we're experiencing now. Don't leverage your future..!



# IMPACT

It's an easy-to-understand framework where people finally "get it".

# RECOMMENDATIONS TO OTHERS

- 1 When explaining the tool, it's helpful to use real-world examples. My favorite is Amazon.
1. Core is books for the US Market
  2. Logical improvements include extending markets to Canada, Europe, etc as well as new delivery methods such as Kindle.
  3. Radical innovation is Amazon Web Services. New customers, new products...

2 Because this is such a simple tool, you can draw on a whiteboard and build the stories out step-by-step. Lead the audience through each of the horizons.

3 Once you've drawn out the three horizons, then add other dimensions. I use variables such as time (how long does it take?) Risk (% chance of success), Financial cost (how much should you put into each phase) and potential financial gain.

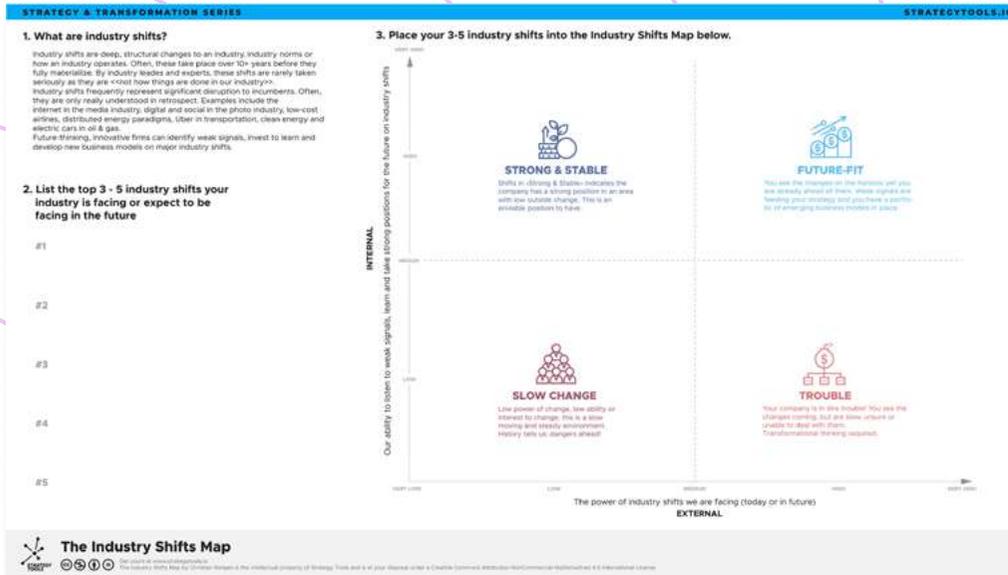
*There is a golden rule of innovation for Silicon Valley. Invest 70%, 20% and 10% in each of the phases. Over time, you may realize an ROI of 10%, 20% and 70% respectively. Insightful and intuitive.*



# HEGE LANGGAAS

Founding Partner  
Mindboost.no  
**NORWAY**

*Be brave.  
be prepared.  
make it simple!*

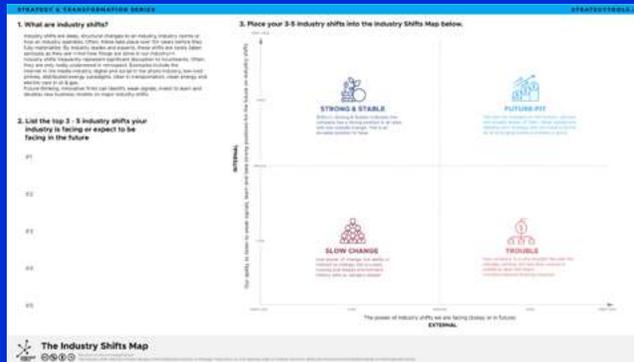


## The Industry Shifts Map

It's really hard to pick one preferred strategy tool, as it depends entirely on the context of the client in question. However I think that most clients experience the challenge of adapting to rapid or gradual shifts in their area of business, and appreciate the simplicity of the Industry Shifts Map. I have found this map really useful for introductory discussions in management teams on the trends in their area of business.

**MY  
PREFERRED  
STRATEGY  
TOOL**

# HOW I USE IT



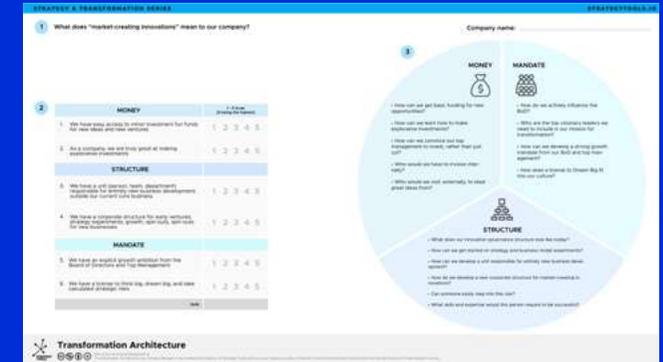
## Industry Shifts Map

The Industry Shifts Map is a good introductory tool to facilitate basic discussions in management teams on what is about to happen in there are of business and how they plan to deal with it



## Transform! Simulation

The Transform! Simulation allows your client to face challenges, discuss and learn in a safe environment. It creates a very steep learning curve for most management teams and innovation teams. I use it in the first phases of a project to create the urge to understand and learn about transformation



## Transformation Architecture

I use the Transformation Architecture with management teams to give them a simple framework to identify what they need to work on to move on, or to reveal to them that they have all they need, they just have to take action.



# CLIENT IMPACT

The Industry Shifts Map has enabled fruitful discussions about management team members' different views on their situation and context.

With this simple tool as a basis, they create a new common understanding of signals to watch out for and slow changes that may grow into big trouble. And when we go further to map out their readiness to meet the changes, some really interesting challenges are usually revealed.

Some teams totally change their focus on what is important to change after the discussion on their readiness.

# RECOMMENDATIONS TO OTHERS

1

Play with different tools and get to know them by applying to your own business or a business well known to you.

2

Make it simple for your client to be active and learn! You are not a strategy consultant to impress people with your competence, but to make sure your clients move in the right direction and have the necessary discussions to develop their company. Pick the approach (and tools) that will make that happen.

3

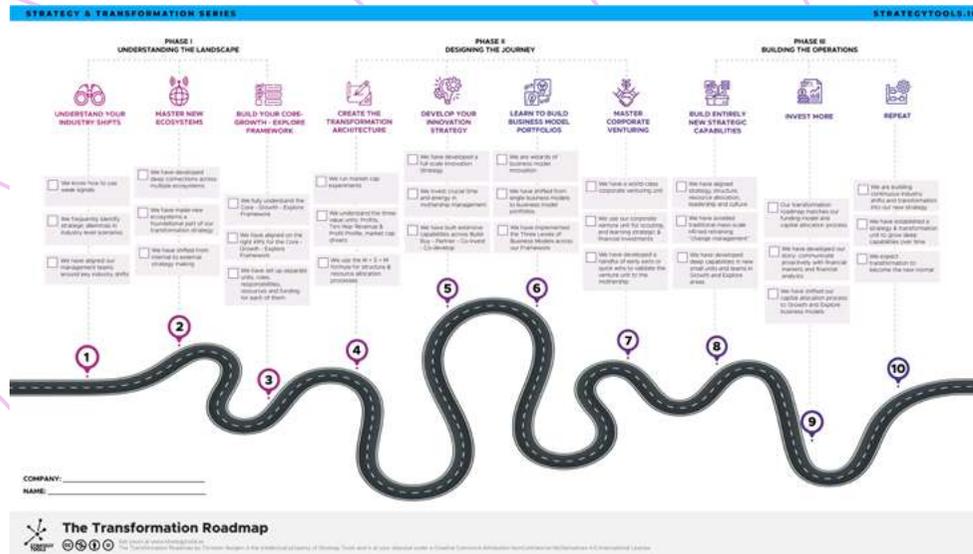
Build a library of cases and examples to illustrate the challenges, situations, actions and effects to make it easier for your clients to understand strategic moves relate to their own situation.



# JASON MOLESWORTH

Founding Partner, Agility Services Lead  
Business Agility Consulting Group  
**ATLANTA, GEORGIA, USA**

*Only Agile and Adaptive organizations will survive and thrive in today's fast moving, disruptive markets. Make sure to build continuous Transformation capabilities and an Agile mindset into your company's core DNA to continually evolve and optimize the way you deliver value to your customers.*



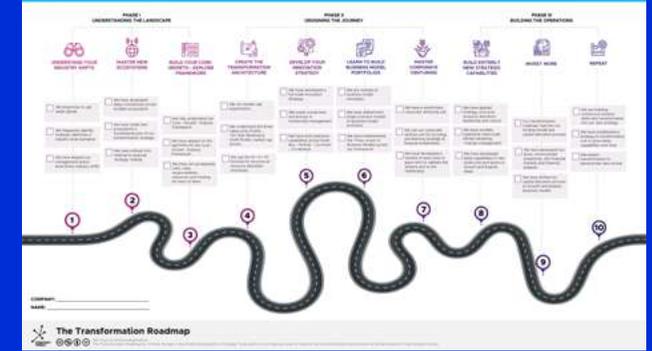
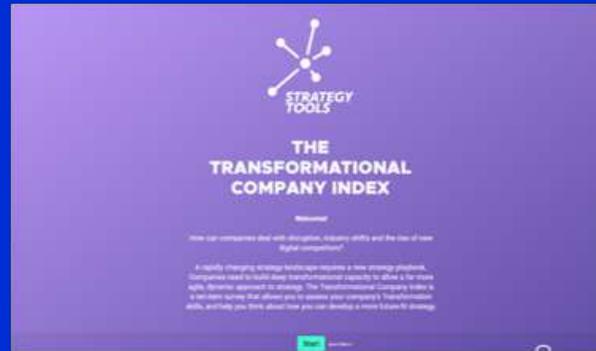
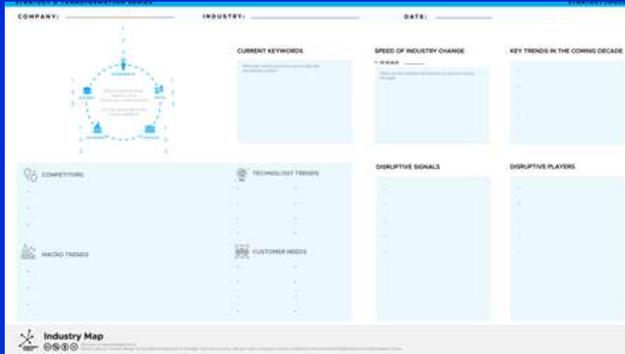
# The Transformation Roadmap

The Transformation Roadmap helps organizations think holistically and structurally about transformation as a core capability. In most organizations, transformation is thought of as a point-in-time solution to specific, often functional challenges an organization faces – i.e. Digital Transformation, Finance Transformation, Path to Cloud, etc. The Transformation Roadmap provides a simple, but powerful overview of the journey organizations need to take to become truly adaptive, embedding Agility into their core DNA.

Not all organizations and leadership teams are ready to view their business and their roles through this lens. For those that are, though, the Transformation Journey enables the right discussions and right mindset to frame the journey and help them successfully navigate the structural changes in the ways they lead and define success for their organization.

**MY  
PREFERRED  
STRATEGY  
TOOL**

# HOW I USE IT



## Start with Their Industry

I often begin client engagements with an interactive discussion of their industry. This session is often positioned as a “level-setter” for our group as we engage with the client, but in reality, it’s more often an effective approach to assessing how aligned the leadership team is about key trends in the industry and their relative strengths and challenges. This process almost invariably uncovers key transformational needs across the organization.

## Assess Readiness for Transformation

Once the case for change is clear, I like to have clients take the TCI survey. It’s a great tool to help organizations take a step back, and really assess their structural readiness for transformation. It also positions key transformation concepts with clients and drives really important conversations and introspection.

## Frame the Journey

For customers looking for holistic, structural solutions to their transformation needs, we then introduce the Transformation Roadmap. Topics like “Understanding Weak Signals” and “Creating The Transformation Architecture” are key, foundational concepts for adoption. It’s also critical to frame the transformational journey as an ongoing, core part of their business, rather than a program with a fixed timeline and investment. Ultimately, the pace of innovation and disruption isn’t slowing down. Companies that build Agility into their core DNA and embrace continual transformation will emerge as the winners...



# CLIENT IMPACT

I've had a range of client impact from leveraging the Strategy Tools concepts and methods, including:

## **Structural Transformation**

One of my clients, a Financial Services firm, has embraced structural transformation, with a focus on embedding Business Agility into their core DNA. The engagement has been from the Board, to the ExCo, down to the team level, and is driving truly transformation change in the organization's business model, product mix, culture, technology roadmap, and core Ways of Working.

## **Business Model Evolution**

Another client, a Technology Training organization, leveraged this approach to align the organization on the need to move to more digital delivery methods and provide more holistic talent development strategies and services.

## **Incremental Improvements, Leading in the Right Direction**

Another client, a multi-national Financial Services firm, has taken a more incremental approach, with “test-kitchens” across their organization to assess the impact. We're already beginning to show measurable impact across targeted business units and corporate functions, and the case for broader adoption is becoming increasingly compelling.

# RECOMMENDATIONS TO OTHERS

**1** It may be rapidly becoming a cultural cliché, but **always “Start with Why”**. Business leaders have a nearly infinite range of challenges to wrestle with at any given time, many of them critical and time sensitive. Engaging leaders in a discussion of the core existential trends in their industry, the implications to their business, and a clear roadmap to building the capabilities to successfully navigate fast moving, disruptive markets is the place to start in my opinion.

**2** **Be data-driven wherever possible.** These discussions shouldn't be about the latest fad or trend getting coverage in the media. Instead, it should be based on what we're seeing across industries, the growing pace of disruption, and the technology, consumer, and socio-economic factors that are underpinning the need for continuous transformation.

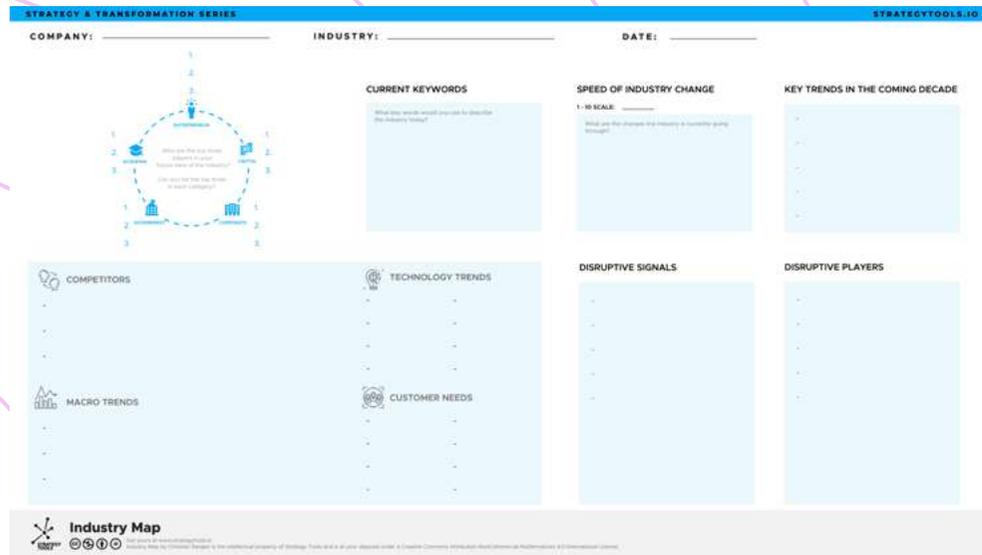
**3** **Assess holistically, but embrace distributed, experiment-driven approaches to innovation and transformation.** An organization's core business vision and logic should remain largely stable over a 3 – 5 year period in most cases, but its product mix and specific solutions can rapidly evolve the way it delivers value to its customers. The best way to consistently achieve this is to take a data-driven, experiment-based approach to testing new ideas and rapidly commercializing those solutions that test well with real clients.



# MATT KERR

Innovation & Product Lead  
IE Digital  
**MELBOURNE, AUSTRALIA**

*The boundaries between strategy, innovation, and design are blurring further every day. Strategy Tools is perfectly positioned at the intersection of these disciplines to help businesses navigate the rapid industry shifts which are being driven by digitally empowered customers.*



## The Industry Map

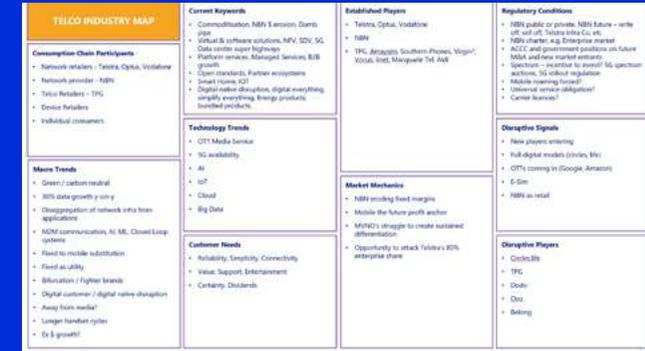
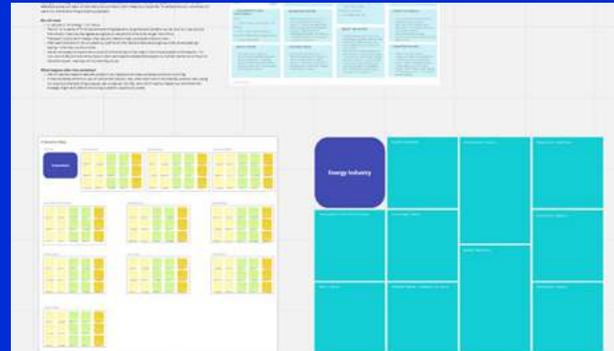
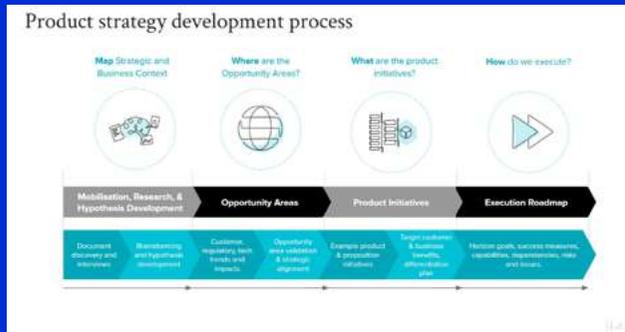
The visual collaboration toolkit available in Strategy Tools is great for structuring client workshops that deliver maximum impact in a compact time frame. At IE, regardless of the type of engagement, we work in two-week sprints, modelled on the design sprint process. This structure delivers rapid results for our clients, but also means that we have to hit the ground running every time.

We use the Industry Map in our Product Strategy engagements to rapidly map the competitive environment facing our clients. The Industry Map allows us to rapidly (in 60 to 90 minutes) identify and align on the key themes in an industry, which forms a key input into the Product Strategy opportunity areas, and helps to shape the strategic narrative.

Our clients are experts in their own industries. We use the Industry Map to help them organize their knowledge and quickly align on the most important challenges and opportunities.

**MY  
PREFERRED  
STRATEGY  
TOOL**

# HOW I USE IT



## Product Strategy

We use the Industry Map in the second sprint of our Product Strategy process. The Industry Map helps us to frame and shape the Opportunity Areas within the Product Strategy. Opportunity Areas give Product Teams guardrails within which to carry out customer discovery to inform product developments.

## Online Workshops

Visual collaboration tools such as the industry map are a perfect fit for our remote workshops. They provide a ready made structured approach to follow in the workshops, allowing insights to be shared and fostering alignment amongst key stakeholders.

## Client Deliverables

Rather than presenting pages and pages of background information and industry research, the Industry Map allows key focus areas to be easily identified. This is extremely helpful in highlighting important points within the strategic narrative. Stakeholders who were not present at the workshops can quickly get across the key points and understand how they relate to the strategic direction.



# CLIENT IMPACT

We most recently used the Industry Map during a product strategy engagement for a large utilities client. Our client was expecting a traditional consulting approach based on industry research and benchmarking.

Instead we ran a workshop using the Industry Map to quickly identify and align on the key themes that were important in shaping the product strategy. Our client was taken aback at the speed with which we were able to identify these themes using the Industry Map.

Having identified the key themes, we were then able to invest our time and effort into shaping the opportunity areas, product narratives, and marketable claims which formed the core of the product strategy.

Using the Industry Map got us the information we needed without over-engineering the research component, allowing us to progress rapidly to developing the core components of the product strategy. This allowed more time to socialise the emerging strategy within the organisation, ultimately contributing to a more successful engagement.

# RECOMMENDATIONS TO OTHERS

1 Look beyond the direct application of the tools. It is not always practical to apply the tools in a workshop or conversational setting, but the thinking behind the tools can inform your approach to solving client problems on a day-to-day basis.

2 Strategy Tools provides easily digestible access to the latest best practices in strategy development. If you are looking for a practical way to plug into and apply the latest strategic thinking, Strategy Tools is the perfect place to start.

3 Strategy Tools is home to a growing global community of practitioners exploring new approaches to strategy. It is an exciting place to learn from each other, so grab the opportunity to get involved!

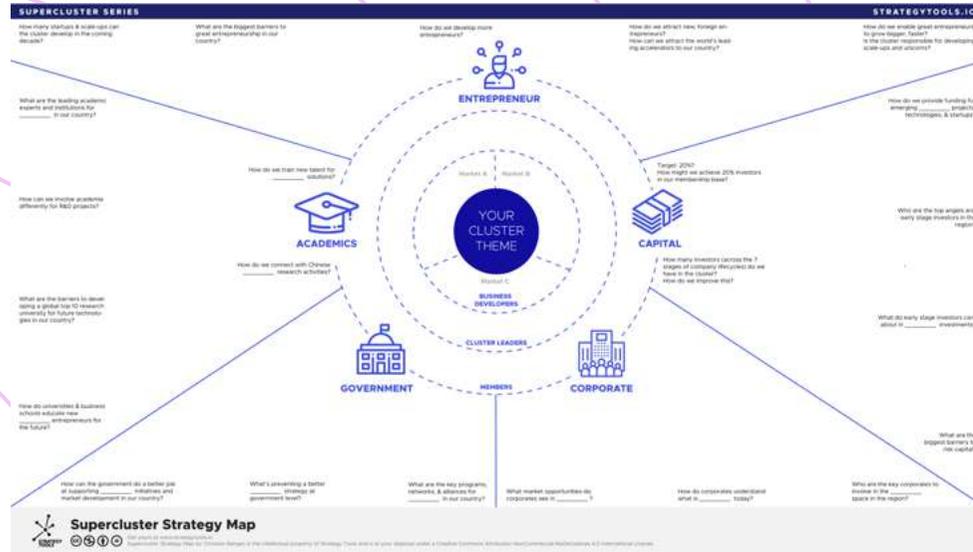


# CARLOS GALLEGOS

Managing Partner,  
Engage // Innovate LATAM  
**COSTA RICA**

*The Supercluster Strategy Map together with other tools from Strategy Tools allows you to see the forest ... the large and fertile forest of business opportunities hidden behind new relationships.*

# Supercluster Strategy Map



More than a single tool, I like working with those that have been designed after the Pentagon paradigm shift, like the Supercluster Strategy Map. These tools allow me to understand the complex and varied relationships that take place among the five key players...Corporations, Government, Academia, Entrepreneurs and Capital.

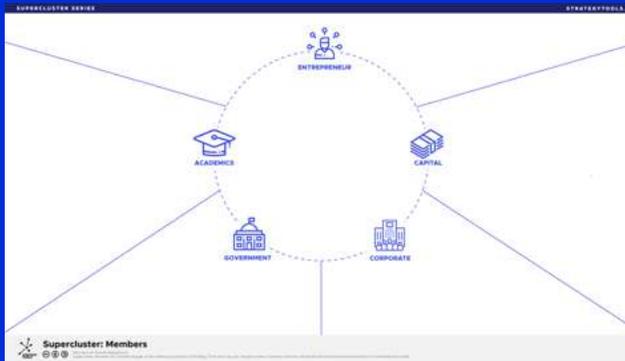
During my 35+ years as an international consultant in three of the Big 4 Consulting firms, I've worked extensively with Corporations, Governments and Universities of all kinds; but not with Entrepreneurs, Ventures Capital firms nor clusters. I have supported them in an indirect way and have also given advice and mentoring to a large numbers of startups. Nevertheless, I had not realized the importance of them as primary engines of innovation and development in our societies. I had neither realized the relevance and importance of Corporate Venture Capital.

I use the Pentagon with other tools from Strategy Tools in order to better understand the causes and implications of industry shifts, market needs and ripple effects of strategic decisions. Had I mastered these relationships depicted in the Pentagon sooner, I think I could have provided an even better service to my clients back then... now I can.

I now have the ability to work with Corporations, Academy, Government, Startups and clusters of different size and complexity. Now I am also able to dive in deeper in their challenges and opportunities.

**MY  
PREFERRED  
STRATEGY  
TOOL**

# HOW I USE IT



## Identifying Relationships

I start by asking my client to map their current relationships. Using the Supercluster: Member tool, my clients are able to identify relationships that they have not realized they had, and better understand the nature of those they are aware of. This map allows them to see the level of connectedness of their entire network.



## Collaborating...Digitally

In a recent digital workshop, we had teams collaborate in real-time, working on the Supercluster Strategy Map. This became a very powerful exercise – happening all digitally.



## Multi-Day, Live Digital Workshops

We are currently engaged in a large-scale economic development project, with significant potential for unlocking new economic growth in Latin America.

Here we are running multi-day, live digital workshops, with six groups and more than 70 people working real-time on their cluster strategy tools.



# CLIENT IMPACT

We recently concluded a project for a travel agency who went, as a consequence of Covid-19, from high revenues and margins to zero revenue.

We used the Supercluster Strategy Map together with the Industry Shifts Map and the Transformational Company Index to assess a new and completely different approach to ecosystems and clusters.

With this new lens, they started to consider establishing alliances with startups in the digital space of Augmented Reality and Virtual Reality to develop new value propositions.

The combination of these tools and the Pentagonam paradigm allowed us to map the existing relationships they have developed and the need to create and nurture new ones in the digital space.

A new business model can become a game changer in the industry and give them the opportunity to transform themselves in the midst of the current crisis created by the pandemic.

# RECOMMENDATIONS TO OTHERS

1

Learn to unlearn ... what you already know is important, but what you need to learn is more critical.

2

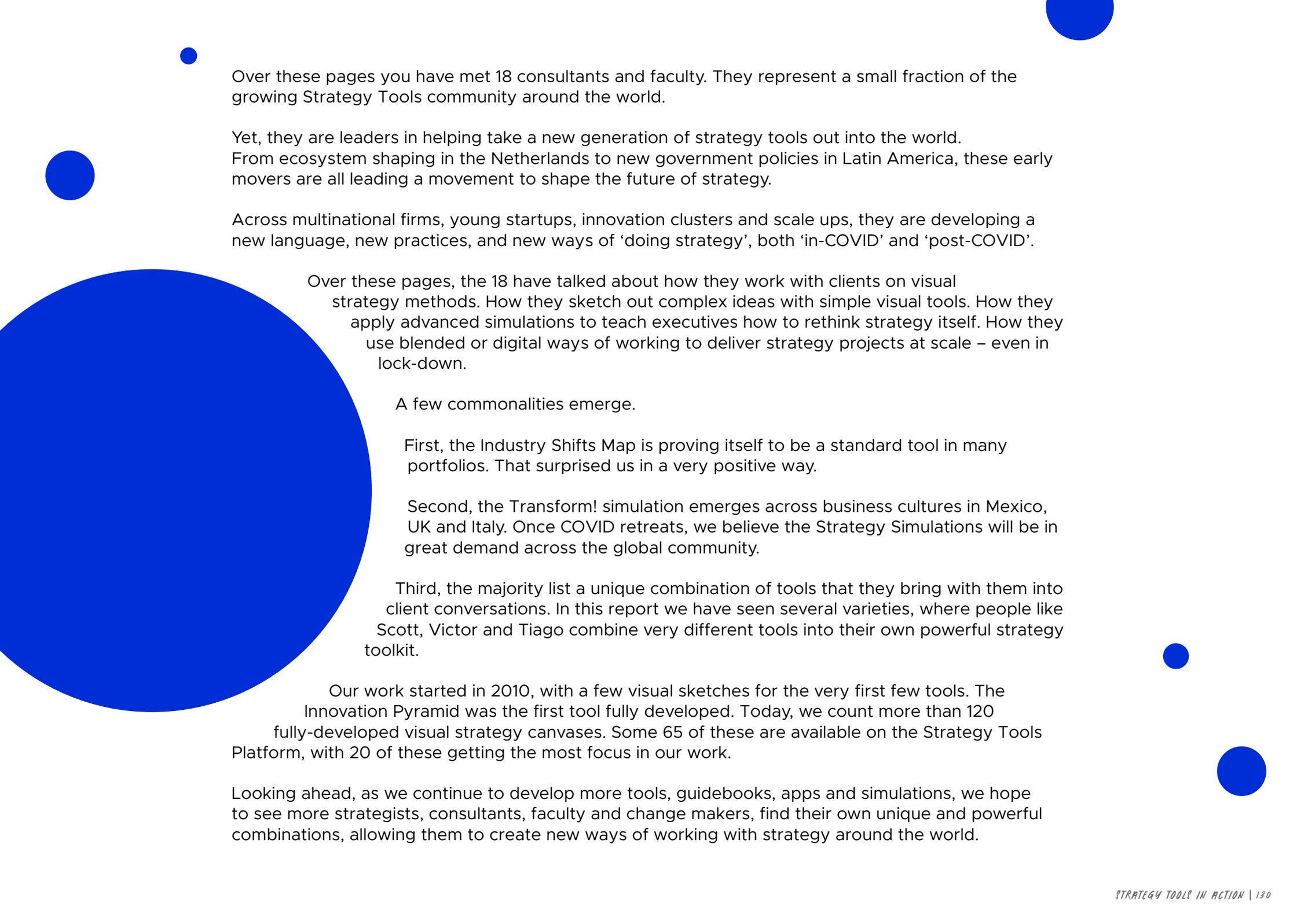
Make sure you the see the forest, not just the tree; you are there to help them see beyond their current view. The saying “you can’t see the forest for the trees” is really applicable to consultants that approach Corporations or Government agencies as independent and isolated entities. Think through the Big Picture lens. Think of the power of relationships.

3

There is no small or irrelevant relationship. A coffee with a young entrepreneur could change your strategy and your whole game and make you a winner.

The background is a solid blue color with several white circles of varying sizes scattered across it. One large circle is at the top left, another large one at the bottom left, and a medium one at the bottom right. There are also several smaller circles, including one at the top right and a pair of small circles near the bottom center.

**MASTERING**  
A NEW GENERATION OF  
**STRATEGY TOOLS**



Over these pages you have met 18 consultants and faculty. They represent a small fraction of the growing Strategy Tools community around the world.

Yet, they are leaders in helping take a new generation of strategy tools out into the world. From ecosystem shaping in the Netherlands to new government policies in Latin America, these early movers are all leading a movement to shape the future of strategy.

Across multinational firms, young startups, innovation clusters and scale ups, they are developing a new language, new practices, and new ways of 'doing strategy', both 'in-COVID' and 'post-COVID'.

Over these pages, the 18 have talked about how they work with clients on visual strategy methods. How they sketch out complex ideas with simple visual tools. How they apply advanced simulations to teach executives how to rethink strategy itself. How they use blended or digital ways of working to deliver strategy projects at scale – even in lock-down.

A few commonalities emerge.

First, the Industry Shifts Map is proving itself to be a standard tool in many portfolios. That surprised us in a very positive way.

Second, the Transform! simulation emerges across business cultures in Mexico, UK and Italy. Once COVID retreats, we believe the Strategy Simulations will be in great demand across the global community.

Third, the majority list a unique combination of tools that they bring with them into client conversations. In this report we have seen several varieties, where people like Scott, Victor and Tiago combine very different tools into their own powerful strategy toolkit.

Our work started in 2010, with a few visual sketches for the very first few tools. The Innovation Pyramid was the first tool fully developed. Today, we count more than 120 fully-developed visual strategy canvases. Some 65 of these are available on the Strategy Tools Platform, with 20 of these getting the most focus in our work.

Looking ahead, as we continue to develop more tools, guidebooks, apps and simulations, we hope to see more strategists, consultants, faculty and change makers, find their own unique and powerful combinations, allowing them to create new ways of working with strategy around the world.



**WHAT IS STRATEGY**  
IN 2020?

***If industry shifts are accelerating and every industry is experiencing transient advantages, what are the implications for how we understand strategy itself?***

### **What is Strategy?**

In 1996, Michael Porter wrote the classic HBR article, 'What is Strategy?'. This foundational article would find its way into management education and board rooms worldwide, greatly shaping the field of strategy in the process.

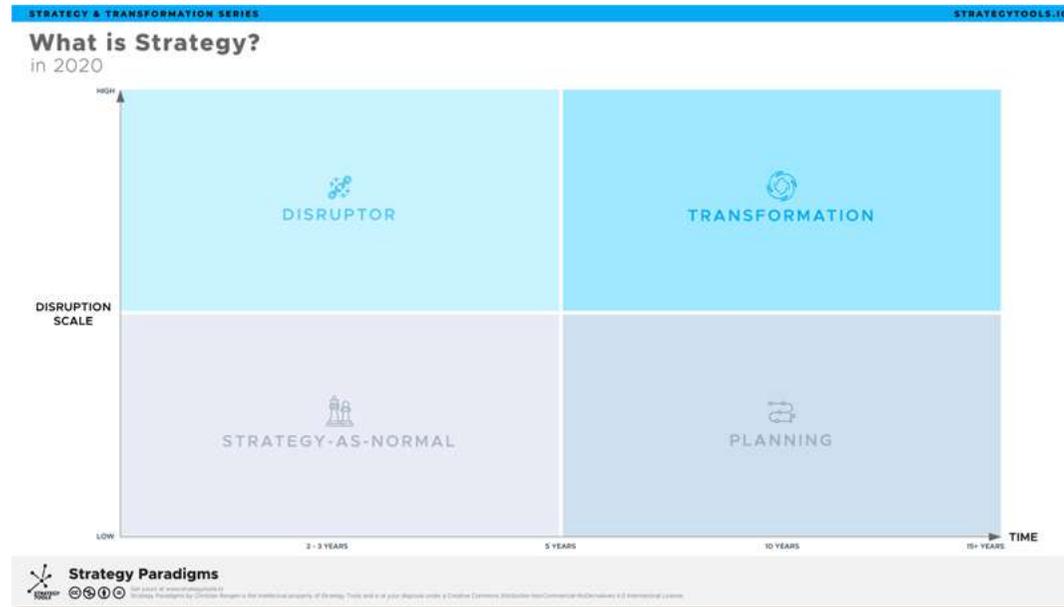
As we wrote this report, David Lancefield asked a series of brilliant questions. His line of questions triggered a genuine reflection of how strategy has evolved – and in many companies not – since Porter's article some 24 years ago.

While writing this, I am running 6-7 active strategy projects. Leading these are CEOs and Board Members, all sharing the same goal, looking to successfully grow their businesses and deliver positive results to their shareholders, employees, customers and wider environment. Yet, their mindset in doing this is completely different. Even within the very same industry, the mental models behind the strategy process is approached wildly differently. Expanding to their immediate colleagues and board members, again, the mental model behind the process of strategy is very different again.

When David asked 'what is strategy', my reflection, my recent experiences, lead me to conclude that we cannot talk about one type, about one common framework. Rather, we need to see strategy through the lenses of four different paradigms.

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## Four Strategy Paradigms



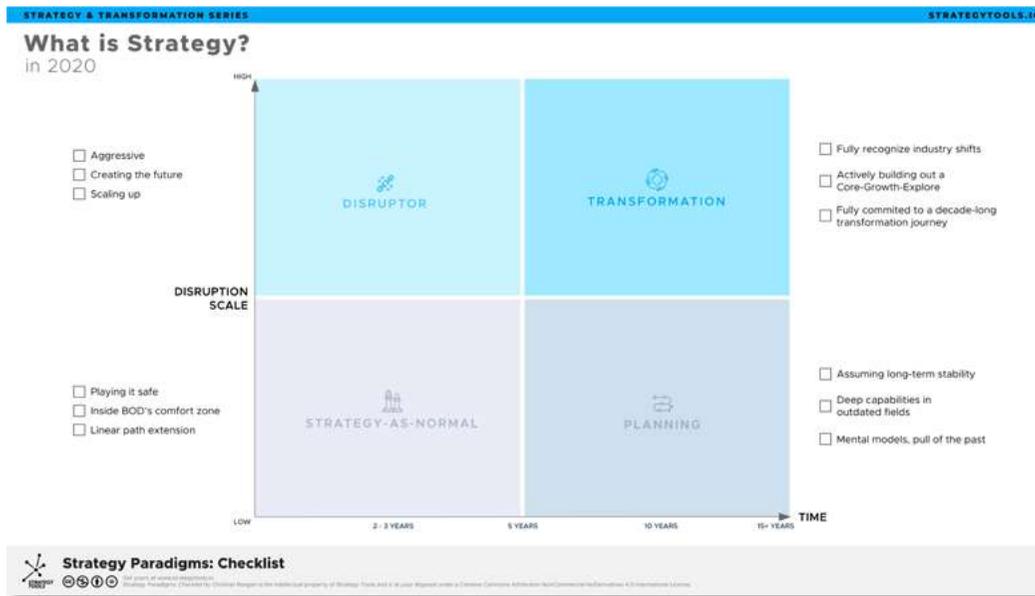
### What is a Strategy Paradigm?

A strategy paradigm is ‘how we think’ about strategy and the very process of strategy itself. It is invisible to ourselves. It is often invisible to our surroundings. It is a series of deeply seated, firmly held beliefs about how we should think about strategy and how we should work on strategy to achieve a final outcome.

A strategy paradigm will shape how you think about strategy itself. In fact, the paradigm you hold is so strong and obvious, that most of the time it prevents you from even trying to think differently about strategy.

On a 1:1 basis these paradigms can easily be identified, explored and even challenged. Sitting down with a CEO with a series of intelligent questions can help reshape the framing and gradually shift the paradigm (to a certain degree).

Trouble starts though, when you bring this into a group setting. When a management team of five or a board of ten initiate a strategy process but do so with very different strategy paradigms. That is when things get more difficult. We are simply not thinking the same or speaking the same language as we shape the future of the firm.



## Understanding the Four Paradigms

### STRATEGY AS NORMAL

Short time horizon, commonly 3-5 years and low disruption scale; this is where many executive teams find themselves, deeply locked in a 'strategy as normal' paradigm.

### PLANNING

Respecting industry norms with long investment and payback cycles, the planning paradigm often takes on a 6 – 10, even 15-year time horizon. Yet, the paradigm assumes very little disruption and limited industry shifts play out. Increasingly, teams in this strategy paradigm are finding it difficult to operate.

### DISRUPTION

Short in time but aggressive on disruption, teams in this space are actively looking to reshape how an industry operates. Many well-funded unicorns are applying this paradigm to raise capital, build a high-growth culture and take on significant risks in doing so.

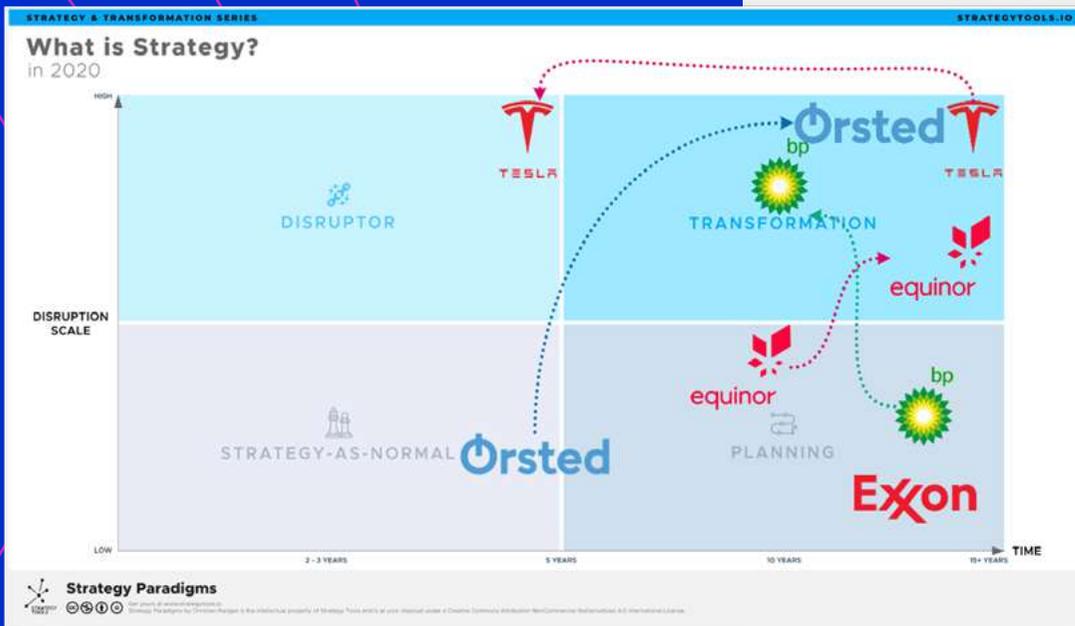
### TRANSFORMATION

Taking the long-view, but fully recognizing that industry shifts are accelerating, the Transformation paradigm is all about accelerating transformation. Facing an increasing risk of disruption, firms here realize they no longer have the luxury of Planning, but urgently need to reinvent themselves. Both Transformation as Shift and Evolution are good playbooks to follow here.

## Playing Out in the Energy Space

Few industries better showcase the four strategy paradigms in action. We have worked extensively across the energy sector, and seen up-close and personal how (strong) mindsets and (invisible) mental models have shaped both the process of strategy-making and the final strategy outcome and choices in the energy arena.

Avid readers will have seen our various case studies on Orsted, BP, Equinor and Tesla in various programs, reports and blogposts. Below, we have selected five energy companies, and plotted how we – from the outside – see their shifting strategy paradigms play out.



### Orsted

'We have accelerated the transformation', said Orsted CEO recently as the company had successfully transformed from a Danish fossil-energy company to possibly the world's first green supermajor.

Orsted was early in seeing the long-term changes unfolding in the energy space, and shifting into a long-term, transformational strategy.

### Tesla

With a mission "to accelerate the world's transition to sustainable energy", Tesla has always aimed to be a long-term transformer of the world's energy system. Taking a (very) long view, Musk and his team have built out the Masterplan to achieve this mission. Today, we are seeing Tesla continue to accelerate and execute on an ever-faster pace, shifting their focus from the long term to executing on break-neck speeds in the shorter term.

### BP

BP's 2020 transformation plan will become one of the defining moments when we look back at 2020 as the 'year of energy transition'. BP is aggressively shifting from a long-term, business-as-usual mindset to a significant transformational strategy paradigm. Notice also how BP is now setting a very ambitious 2030 target. This reflects the accelerating speed of the energy transition and BP's desire to take a leading role in the shift. For strategy teams within BP we can only imagine how their work has shifted from long-term analysis to rapid transformation.

CONTINUED ON NEXT PAGE

## **Equinor**

While Equinor was early amongst the oil majors to announce the NES – New Energy Solutions Division, actual investments has fallen somewhat short of expectations. With the announcement of a new CEO in August 2020, Equinor is declaring an ambition to double down on the green shift and accelerate their ongoing transformation.

## **Exxon**

Representing the other view of the energy landscape, Exxon has publicly declared their intention to serve the world's 'growing demand for oil and gas'. Taking a long-term view, assuming a continued market for and investor interest in oil and gas, Exxon's strategy paradigm is clearly in the Planning category.

## **Implications for strategists**

When Rita McGrath, back in 2014, said 'the next wave in strategy is to... develop the toolkit that companies are going to need' that truly inspired us to push our own development. Today, as Rita's ideas around transient advantages are playing out in every industry around the world, applying the right strategy paradigm is more important than ever.

I hope the closing ideas shared here, inspired by David Lancefield's excellent questions, can help drive forward a new conversation on strategy and aligning leaders on the question 'what is the right strategy paradigm for us?'

As a strategy leader, strategy consultant, investor, board member or faculty, I welcome you to join the conversation as we continue to develop new ideas, new tools and expand our shared understanding on how we can help develop better strategy solutions for new strategy paradigms.

It is only when they are being put into action that we are truly shaping the future of strategy.

**Thank you.**

**Chris**

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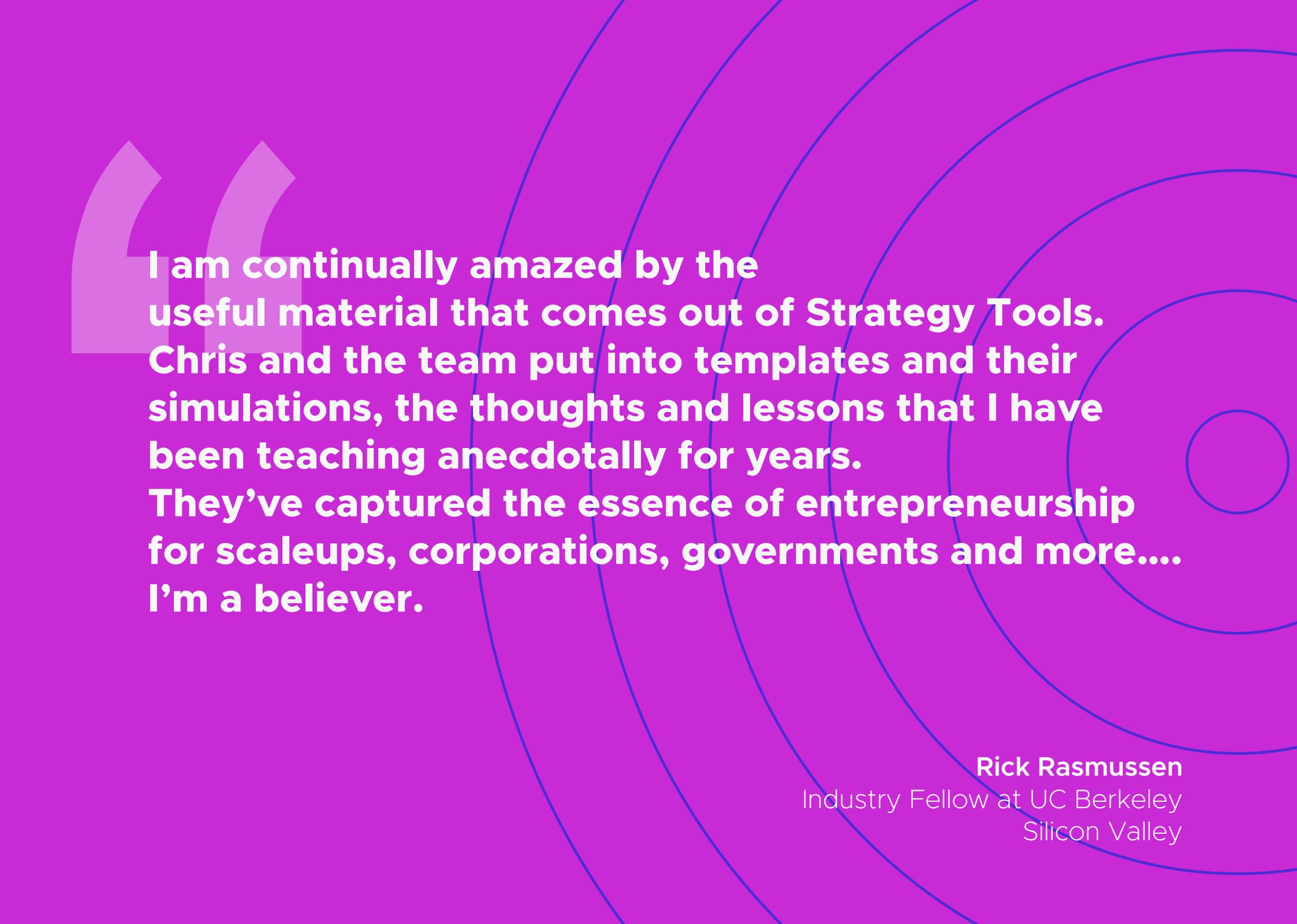
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**My journey with Strategy Tools has been an accelerated learning experience touching on all stages of the business lifecycle - from Start Up, to Scale Up and established business transformation.**

**Andy Green**  
Founder & Director  
The GreenCook Enterprise



**I am continually amazed by the useful material that comes out of Strategy Tools. Chris and the team put into templates and their simulations, the thoughts and lessons that I have been teaching anecdotally for years. They've captured the essence of entrepreneurship for scaleups, corporations, governments and more.... I'm a believer.**

**Rick Rasmussen**  
Industry Fellow at UC Berkeley  
Silicon Valley



**My journey with Strategy Tools has been a trampoline! I was able to have a much greater impact with colleagues and clients and that led to a substantial career switch.**

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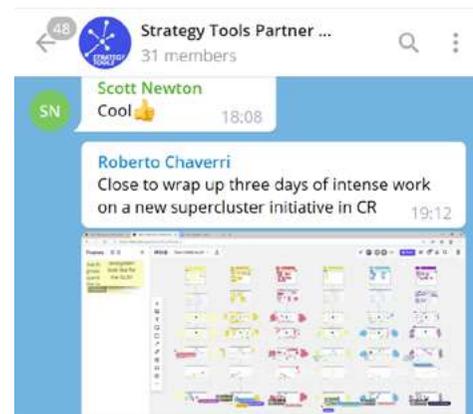
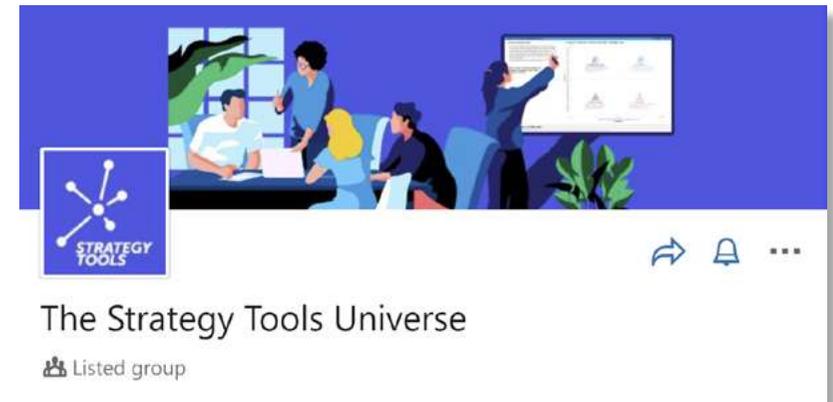
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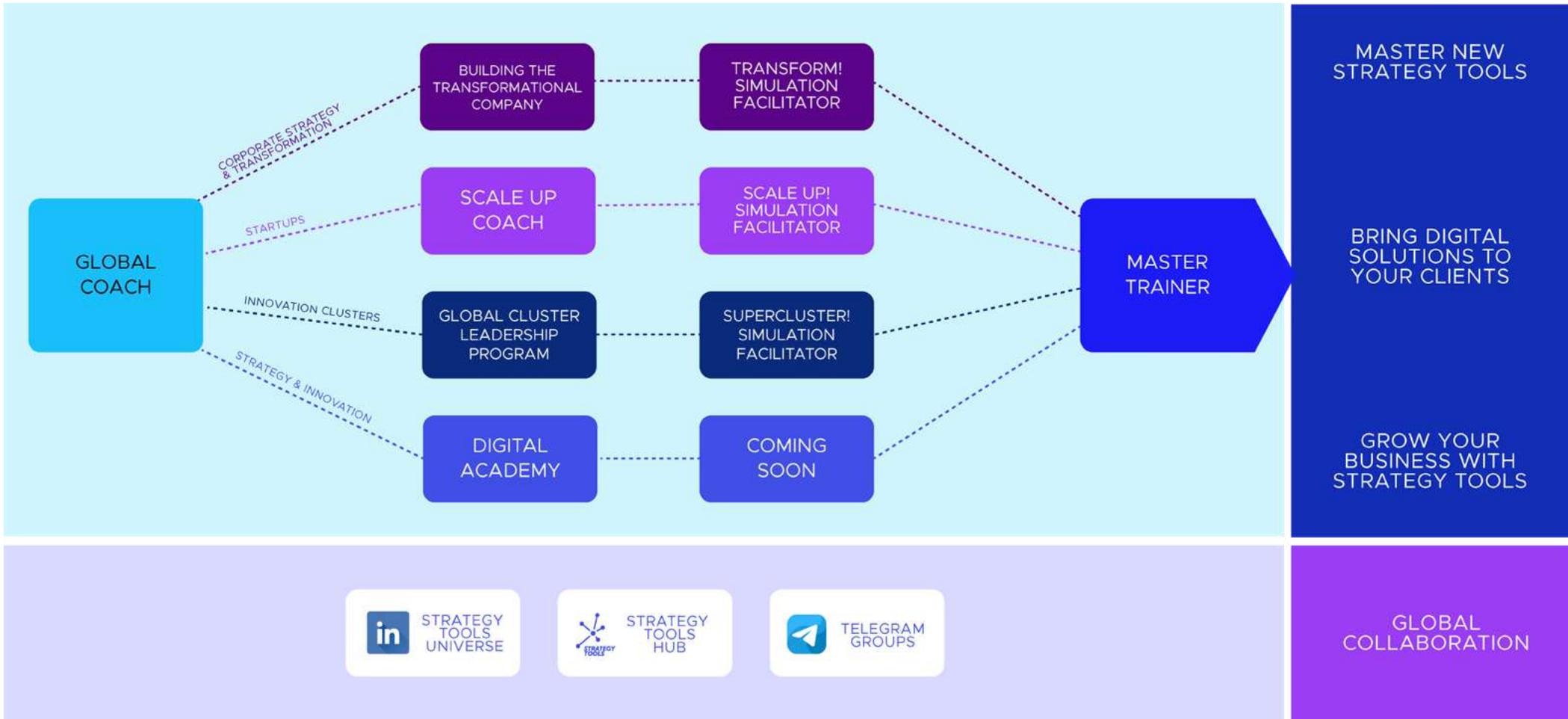
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**GROWTH**

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