



Dynamic Strategy

A New Playbook for Business Strategy

bold and adaptive in times of relentless change



Why Strategy Must Change

Strategy was once about clarity and control. Leaders analysed markets, chose where to compete, set long-term plans and executed them with discipline. The environment was sufficiently stable for this approach to work. Today, it is not.

Markets shift faster than planning cycles. Technologies compound rather than evolve linearly. Competitors emerge from unexpected sectors and geographies. Customers change behaviour in months, not decades. Capital flows respond instantly to signals of momentum or decline. And AI has begun to compress time itself — accelerating learning, decision-making and execution.

In this context, traditional strategy has become dangerously slow and brittle. Annual planning cycles lock organisations into assumptions that are obsolete before the year is out. Top-down strategies struggle to keep pace with frontline insight. Bottom-up innovation often remains disconnected from business priorities. The result is inertia disguised as rigour.

As a result, some leaders have dismissed strategy all together. And yet now is the time when we need direction, to make choices, to define priorities, more than ever. Leaders need to step up, with a new approach.

What is required instead is **"Dynamic Strategy"** ... an approach that combines bold direction with fast agility; long-term ambition with short-term adaptability; human creativity with machine intelligence. It is not about abandoning strategy, but about reimagining it for a world defined by uncertainty and risk, change and opportunity, accelerating innovation and transformation.

I have recently worked with CEOs, boards and leadership teams of organisations across the world – from KSA to USA, cement to cosmetics, food to pharma, rethinking their business strategies, and how to develop and implement them.

And I'm ready to help you!



What is “Dynamic Strategy”?

Dynamic Strategy is not a single framework or methodology.

It is a system of **strategic leadership**, decision-making and execution that connects the long-term and the short-term, the centre and the edge, and ambition with adaptability.

At its core, Dynamic Strategy does five things simultaneously:

1. **Sets a bold, coherent direction** anchored in purpose, narrative and long-term value creation.
2. **Continuously interprets the future** using scenarios, signals and AI-powered insight rather than static forecasts.
3. **Empowers decentralised action** by enabling business units and teams to think bigger, faster and smarter.
4. **Replaces slow planning cycles** with a dynamic, outcome-driven rhythm of strategic review and resource allocation.
5. **Manages a portfolio of opportunities** — scaling what works, stopping what does not, and constantly renewing the pipeline.

Dynamic Strategy is not about constant change for its own sake. It is about *intentional movement* — combining focus and flexibility in a way that allows organisations to move forward with confidence, even when the path is uncertain.

It enables organisations to interpret the future rather than predict it, seize the best opportunities rather than defend the status quo, and unlock new sources of value by mobilising intangible assets, ecosystems and experimentation — all while driving profitable, value-creating growth.

Why does it matter now?

1. The Collapse of Predictability

The assumptions that once underpinned strategy — stable competitors, clear industry boundaries, linear growth — no longer hold. Digital platforms blur sectors. Ecosystems replace value chains. Regulation, geopolitics and climate risks inject volatility into even the most established markets. In such conditions, precision forecasting is an illusion. Dynamic Strategy replaces the false comfort of certainty with preparedness — the ability to recognise change early and respond decisively.

2. The Acceleration of Advantage

Advantage now comes less from assets you own and more from capabilities you orchestrate: data, algorithms, brands, networks, talent, partnerships and learning speed. These intangible assets are dynamic by nature. They grow through use, connection and adaptation. Static strategy underutilises these assets. Dynamic Strategy is designed to unlock them.

3. The AI Inflection Point

AI is not simply a productivity tool; it is a strategic force multiplier. It changes how insight is generated, how options are evaluated and how decisions are executed. But its value depends on human judgement, creativity and ethical leadership. Dynamic Strategy explicitly integrates AI and human intelligence — using machines to expand possibility and humans to provide meaning, direction and responsibility.

4. The Capital Markets Reality

Investors increasingly reward organisations that demonstrate momentum, adaptability and credible pathways to future growth. Dynamic Strategy aligns strategic ambition with capital allocation, performance metrics and narrative — linking what the organisation says, does and delivers.





How is it different?

Traditional Strategy

Annual planning cycles

Predict-and-plan

Top-down formulation

Fixed targets

Single plan

Efficiency-focused

Inputs and budgets

Dynamic Strategy

Quarterly strategic rhythms

Sense-and-respond

Top-down direction + bottom-up intelligence

Outcome-driven, adaptive goals

Portfolio of options

Value-creation focused

Outcomes and learning

Dynamic Strategy does not reject discipline or analysis. It reframes them. Discipline becomes the ability to prioritise and reallocate resources quickly. Analysis becomes continuous interpretation rather than episodic forecasting.

The Architecture of Dynamic Strategy

Dynamic Strategy is best understood as an integrated system with five mutually reinforcing components.

1. Bold Direction:

Purpose, Ambition and Strategic Narrative

2. Interpreting the Future:

From Forecasts to Scenarios

3. Empowered Organisation:

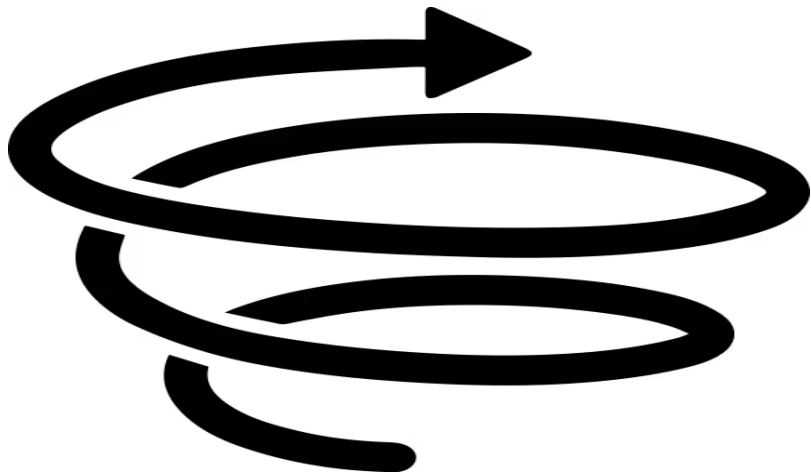
Top-Down Direction, Bottom-Up Intelligence

4. A Dynamic Strategic Rhythm:

Beyond the 12-Month Plan

5. Portfolio Management:

Balancing Focus and Experimentation



1. Bold Direction

Purpose, Ambition and Strategic Narrative

Dynamic Strategy starts with clarity of purpose.

At the top level, leadership defines the strategic intent of the organisation, which is the purpose, ambition and the tasks to create over time. This is not a static statement, but a guiding principle.

Purpose as Strategic Intent

Purpose provides a clear, concise, and compelling statement of the organisation's intent, which guides decision-making when trade-offs are required. It also provides a clear, concise statement of the organisation's intent. Importantly, purpose in dynamic strategy is not a static statement, but a guiding principle that is integrated into concrete strategic themes.

Ambition That Expands Possibility

Dynamic Strategy encourages ambition that expands the organisation beyond incremental improvement. It encourages redefining markets or reimagining customer value.

Strategic Narrative

Leaders articulate a narrative that connects:

- The external world (trends, shifts, opportunities)
- The organisation's capabilities and assets
- The path from today to tomorrow

Companies such as Microsoft, Google, and Apple have used the narrative of "empowering everyone and everything to achieve more" to provide direction while allowing flexibility and experimentation in productivity and platforms.



1. Bold Direction:

Purpose, Ambition and Strategic Narrative

Dynamic Strategy starts with clarity, not chaos.

At the top level, leadership defines a clear strategic intent: why the organisation exists, where it is going, and what kind of value it seeks to create over time. This is not a detailed plan, but a compelling north star.

Purpose as Strategic Anchor

Purpose provides coherence in a world of change. It guides decisions when trade-offs are required and acts as a filter for opportunity selection. Importantly, purpose in Dynamic Strategy is not abstract; it is translated into concrete strategic themes.

Ambition That Expands Possibility

Dynamic Strategy encourages ambition that stretches the organisation beyond incremental improvement — entering adjacencies, redefining markets or reimagining customer value.

Strategic Narrative

Leaders articulate a narrative that connects:

- The external world (trends, shifts, opportunities)
- The organisation's capabilities and assets
- The path from today to tomorrow

Companies such as Microsoft under Satya Nadella exemplify this. The narrative of “empowering every person and organisation to achieve more” provided direction while allowing flexibility across cloud, AI, productivity and platforms.



2. Interpreting the Future: From Forecasts to Scenarios

Dynamic Strategy rejects the idea that the future can be predicted accurately. Instead, it focuses on interpretation and preparedness.

Scenario-Based Thinking

Rather than one forecast, leaders develop a small number of plausible futures shaped by key uncertainties — technology adoption, regulation, consumer behaviour, geopolitics.

These scenarios are not academic exercises. They are actively used to:

- Stress-test strategic choices
- Identify no-regret moves
- Surface early warning signals

Continuous Sensing

Organisations establish mechanisms to detect weak signals from customers, competitors, startups, regulators and internal teams.

AI as Strategic Sensor

AI dramatically enhances this capability:

- Analysing vast data sets for emerging patterns
- Simulating scenarios and outcomes
- Identifying correlations humans may miss

Companies like Amazon and Tencent use AI not just to optimise operations, but to continuously sense shifts in demand, behaviour and opportunity — feeding insight directly into strategic decisions.



3. Empowered Organisation:

Top-Down Direction, Bottom-Up Intelligence

One of the defining features of Dynamic Strategy is how it combines central coherence with distributed creativity.

The Role of the Centre

The corporate centre sets:

- Purpose and ambition
- Strategic priorities
- Capital allocation principles
- Performance outcomes

It does not micromanage how value is created.

The Role of Business Units and Teams

Business units are empowered to:

- Identify opportunities close to customers and markets
- Propose new growth initiatives
- Test, learn and adapt rapidly

This requires capability-building: strategic literacy, data access, AI tools and decision rights.

Strategic Conversations, Not Static Plans

Dynamic Strategy replaces one-way cascade with ongoing dialogue. Quarterly strategy reviews become forums for learning, adjustment and re-prioritisation.

Companies such as Haier have institutionalised this through micro-enterprises and internal markets, allowing strategy to emerge dynamically while remaining aligned to overarching goals.



4. A Dynamic Strategic Rhythm: Beyond the 12-Month Plan

The traditional annual planning cycle is increasingly misaligned with the pace of change.

Dynamic Strategy introduces a quarterly strategic cadence, integrated with performance management and capital allocation.

Key Characteristics

- **Quarterly strategic reviews, not just financial reviews**
- Focus on **outcomes**, not activity
- Rapid reallocation of resources to high-potential initiatives
- Explicit decisions to scale, pivot or stop projects

Outcomes Over Inputs

Rather than measuring success by budget adherence or milestones completed, Dynamic Strategy focuses on:

- Customer impact
- Learning velocity
- Strategic option value
- Long-term value creation

This mirrors how venture capital portfolios are managed — but applied inside large organisations.



5. Portfolio Management: Balancing Focus and Experimentation

Dynamic Strategy treats strategy as a **portfolio of bets**, not a single plan.

The Strategic Portfolio

Typically includes:

- Core businesses (optimisation and defence)
- Adjacent growth opportunities
- Transformational or exploratory initiatives

Each is managed differently, with distinct metrics, time horizons and risk profiles.

Dynamic Resource Allocation

Resources are not locked in annually. They flow to opportunities demonstrating traction and strategic relevance.

Killing Projects Is a Strategic Capability

Dynamic Strategy normalises stopping initiatives that no longer make sense — freeing talent and capital for better opportunities.

Alphabet's approach to "Other Bets" illustrates this logic: a disciplined portfolio with clear governance, learning milestones and exit decisions.

Unlocking intangible assets

Dynamic Strategy is particularly powerful in unlocking intangible assets — the primary drivers of modern value.

Data and AI

Data becomes a strategic asset when it is shared, connected and applied across the organisation. Dynamic Strategy ensures data and AI are embedded in decision-making, not siloed in functions.

Brand and Trust

A clear strategic narrative builds trust with customers, partners and investors. Trust, in turn, accelerates adoption and reduces friction.

Talent and Culture

Dynamic Strategy requires people who can think strategically, act entrepreneurially and collaborate across boundaries. Learning, experimentation and psychological safety become strategic enablers.

Going further with ecosystems

Value creation increasingly happens across networks rather than within firms. Dynamic Strategy explicitly incorporates ecosystem thinking:

- Partnering with startups, platforms and universities
- Co-creating value with customers and suppliers
- Orchestrating rather than owning capabilities

Companies like Schneider Electric and Visa have built growth by positioning themselves as ecosystem orchestrators — enabling others while capturing value through platforms, standards and data.

Linking strategy to performance

Dynamic Strategy aligns individual, business unit and corporate performance across short and long-term horizons.

Multi-Horizon Metrics

- Short-term: financial performance, operational outcomes
- Medium-term: growth traction, customer adoption
- Long-term: strategic positioning, option value, intangible asset strength

Incentives and Accountability

Performance systems reward:

- Value creation, not just efficiency
- Learning and adaptation
- Collaboration across boundaries

This alignment is critical. Without it, Dynamic Strategy becomes rhetoric rather than reality.

Practical tools and frameworks

Organisations practising Dynamic Strategy often use a combination of:

- Scenario maps and uncertainty matrices
- Opportunity canvases for new growth ideas
- Strategic portfolio dashboards
- Quarterly strategy review playbooks
- AI-powered insight platforms
- Clear “rules of the game” for experimentation and capital allocation

The power lies not in any single tool, but in how they are connected into a coherent system.

What does it deliver?

When executed well, Dynamic Strategy delivers:

- Faster response to market shifts
- Stronger alignment between ambition and action
- Higher return on strategic investments
- More resilient and adaptive organisations
- Sustained, profitable, value-creating growth

Perhaps most importantly, it restores strategy to its rightful role: not as a bureaucratic process, but as a living discipline that shapes the future.

Strategy as a living system

Dynamic Strategy reflects a fundamental shift in how organisations create value. It recognises that the future cannot be controlled — but it can be shaped. That advantage no longer comes from having the best plan, but from having the best system for learning, deciding and acting.

By combining bold direction with fast agility, human creativity with AI, focus with experimentation, and purpose with performance, Dynamic Strategy enables organisations not just to survive uncertainty, but to turn it into opportunity.

Over the following pages we explore how 4 very different organisations have embraced Dynamic Strategy, with different motivations.





The Chemical Company

Dynamic Strategy in one of the world's largest chemical producers

BASF was founded in 1865 in Ludwigshafen, Germany, originally to manufacture synthetic dyes using coal-tar chemistry for the textile industry. It combined science, industrial scale and close customer collaboration. In recent years it has embraced digitalisation, ecosystem connectivity and portfolio adaptation as strategic imperatives to remain competitive in volatile markets.

Dynamic digitalisation and ecosystem integration

- **Verbund foundation:** BASF's historic "Verbund" principle integrates production, logistics, and expertise to improve efficiency and reduce waste. This integrated system now extends into digital strategies, enabling real-time collaboration with partners across the value chain.
- **Digital platforms and services:** BASF has developed digital offerings such as the *Lab Assistant* (a web-based raw material recommendation tool) and *OASE® connect* to deliver real-time operational insights to customers, blending product sales with digital service value.
- **AI and advanced R&D tools:** Investments in computing power (e.g., the supercomputer *Curiosity*) and AI-enhanced processes accelerate innovation, improve experimental throughput and help BASF explore previously intractable scientific questions much faster.

Practical Execution

- **Digital ecosystems:** By integrating digital tools with customers and partners along the supply chain, BASF reduces cycle times, improves responsiveness, and unlocks new business models beyond traditional chemical manufacturing.
- **Collaborative R&D:** Machine learning for molecular discovery, simulation platforms and digital modelling embed agility into innovation processes, enabling BASF to respond more rapidly to shifting scientific and market demands.

Impact on Performance

Short-Term Results

- More predictable and efficient operations — digital workflows reduce manual overhead and improve quality across plants.
- Enhanced cross-functional collaboration, with data used to inform day-to-day decisions and accelerate product development.

Long-Term Outcomes

- A broader portfolio of digital-enabled customer solutions, increasing differentiation and customer stickiness.
- Stronger innovation pipeline and shorter time-to-market for complex products.
- Improved sustainability performance as digital tools help reduce emissions and resource use.

BASF's integration of digital, ecosystem and traditional strengths shows how legacy incumbents can revitalise strategy — combining efficiency, collaboration and continuous learning to sustain growth.



Dynamic strategy in the world's most sustainable company

Schneider Electric has evolved from a traditional industrial hardware manufacturer into a global leader in energy management, automation and sustainability-led digital solutions. The company's strategy is no longer a static annual plan; it is a continuous process of sensing, learning and adjusting — driven by purpose, data and decentralised action.

Dynamic, Data-Led and Decentralised

- **Purpose-led narrative:** Schneider's core purpose — "to empower all to make the most of our energy and resources" — drives strategic choices. Rather than asking simply how to grow, the company asks how it can enable customers to use energy and resources more efficiently.
- **Living strategy:** Strategy is treated as a *living system* with continuous feedback loops rather than an annual document. Decision-making is informed by real-time data from sensors, connected systems and advanced analytics that reflect how products and services perform in the field.
- **Decentralised empowerment:** Local teams around the world are granted autonomy to adapt offerings to regional needs and conditions, while remaining aligned to global purpose and data platforms. This balances global coherence with local agility.

Practical Execution

- **EcoStruxure digital platform:** A core enabler of dynamic strategy, EcoStruxure connects edge devices, data analytics and cloud services. It provides real-time performance insights that drive iterative improvements in energy usage across industries, buildings, data centres and infrastructure.
- **Agile organisational practices:** Schneider has moved key engineering and business teams toward agile, multifunctional ways of working, breaking long projects into shorter cycles of delivery, testing and customer feedback. External partners and startups are also involved as ecosystem collaborators.

Impact on Performance

Short-Term Results

- Faster delivery of new digital services that respond directly to customer needs.
- Enhanced customer satisfaction as energy performance and sustainability outcomes improve.

Long-Term Outcomes

- Robust growth in digital and services revenue alongside traditional product lines.
- Strengthened position as a sustainability leader — frequently ranking among the world's most sustainable industrial companies.
- Increased organisational resilience through continuous market sensing and rapid adaptation.

This approach turns strategy into an *adaptive, purpose-driven engine* rather than a static plan — enabling Schneider to innovate ahead of shifting regulatory, customer and technological trends across global markets.



Dynamic Strategy in the life sciences business that evolved from coal mining

DSM's century-long journey from coal mining to chemicals, and then to a science-based leader in health, nutrition, and materials illustrates what it means to build long-term strategic agility and resilience into a company's DNA.

Purpose-Driven Portfolio Evolution

- **Purpose as compass:** DSM's strategic pivot was anchored in a clear purpose — creating “brighter lives for all” — linking long-term societal challenges (health, sustainability) with business growth. This purpose shaped decisions about what to pursue and what to exit
- **Portfolio transformation:** Over decades, DSM divested bulk commodities and petrochemicals while investing in nutrition, life sciences and high-value materials. This portfolio shift was not random but guided by megatrends such as rising global health demand and sustainability imperatives.
- **Strategic foresight and partnerships:** DSM combined internal innovation with strategic acquisitions and partnerships, building capabilities in new domains while reinforcing its core science base.

Practical Execution

- **Evolutionary reinvention:** CEO Feike Sijbesma led DSM through major acquisitions and divestments that reshaped the company's focus toward nutrition and sustainable materials long before many peers embraced ESG-aligned strategies.
- **Embedding sustainability and science:** Research and innovation are deeply integrated into DSM's strategy. Digital and scientific capabilities inform product development, anticipating emerging needs in health, nutrition, and climate-focused solutions.

Impact on Performance

Short-Term Results

- Sustained above-market growth in key high-value segments such as nutritional ingredients.
- Better alignment with customers who increasingly prioritise sustainability and scientific innovation.

Long-Term Outcomes

- Reinforced corporate relevance across multiple economic cycles and waves of disruption.
- Enhanced investor confidence as sustainability and profitability reinforce each other.
- DSM's strategic transformation laid the groundwork for the 2023 merger with Firmenich, creating DSM-Firmenich — a global leader.

DSM's journey shows that *purpose-driven evolution* — backed by strategic portfolio management and continuous learning — enables a company to thrive through multiple industry transitions and deliver long-term value.



Dynamic Strategy in the world's leading music platform business

Spotify's growth story illustrates how organisational design and culture can be a core strategic advantage. The company built an internal system that enables fast, continuous innovation while staying aligned to its overarching mission of personalising audio experiences.

Alignment with Autonomy

- **Squads, Tribes, Chapters, Guilds:** Spotify organises product teams into small units with end-to-end responsibility for specific features or user outcomes. These teams operate autonomously but align with corporate goals through shared missions and guiding principles.
- **Data-driven iteration:** Product decisions are informed by user behaviour data and feedback, enabling rapid experimentation, learning and adjustment.

Practical Execution

- **Weekly and monthly cycles:** Rather than long waterfall planning, Spotify teams deploy frequent releases, A/B tests, and iterative experiments that refine recommendations, interface features, and content offerings.
- **Cultural foundations:** Psychological safety, cross-functional expertise and a culture that celebrates learning reinforce strategy execution at every level.

Impact on Performance

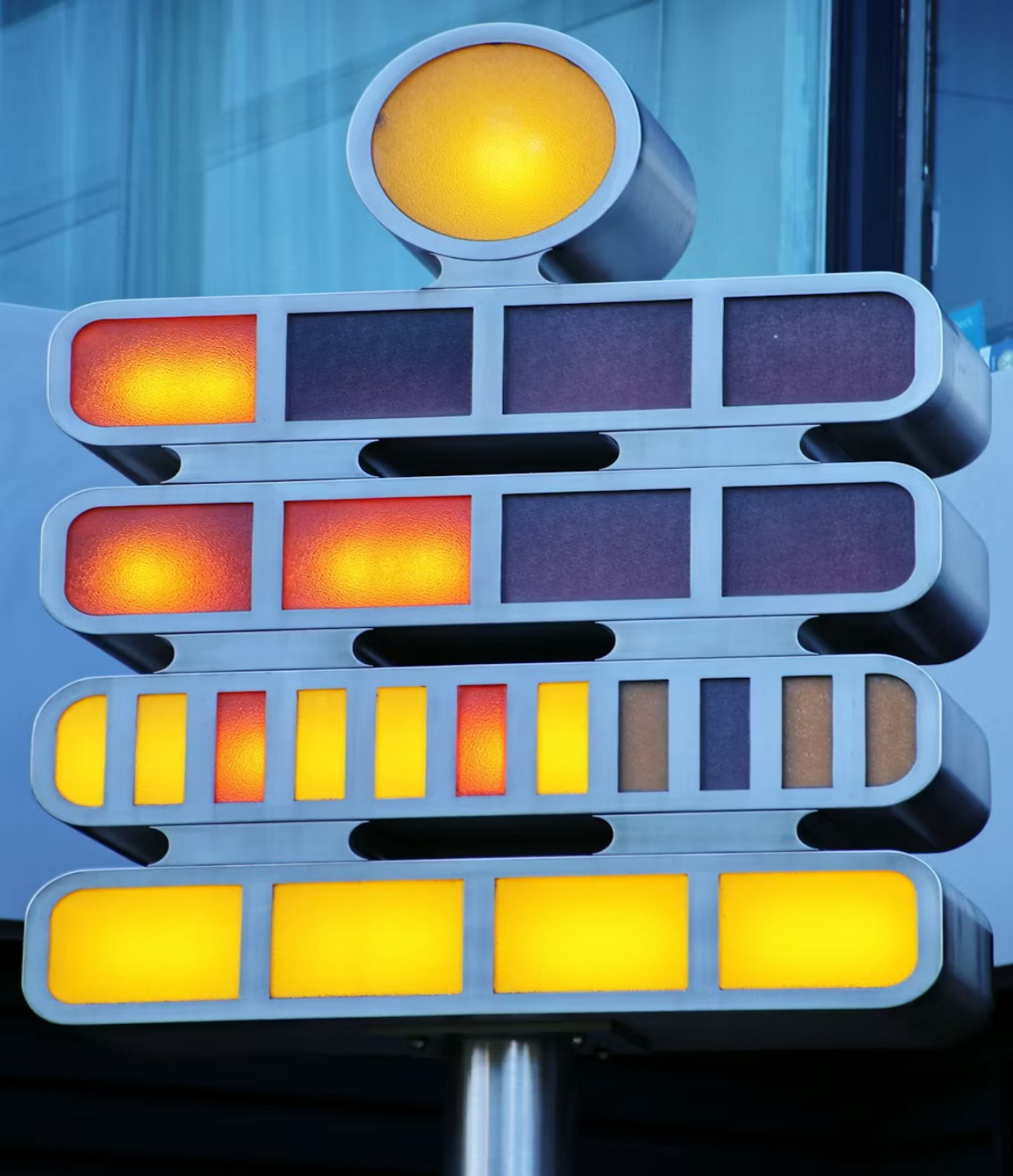
Short-Term Results

- Constant stream of feature improvements and personalised experiences that retain and grow user engagement.
- Ability to pivot quickly when user behaviours change (e.g., rise in podcasts and audio content).

Long-Term Outcomes

- Sustained leadership in music streaming despite intense competition.
- Expansion into broader audio content, including podcasts and live audio, creating diversified value streams.

Spotify shows that *strategy and organisation design* are inseparable — where culture, autonomy and data become the engines of both short-term responsiveness and long-term strategic evolution.



Synthesis

Across these varied industries — industrial tech, chemicals, life sciences and digital media — the companies above show how Dynamic Strategy unfolds in practice:

- **Purpose anchors adaptability:** Purpose gives direction even as tactics evolve (Schneider, DSM).
- **Data and digital tools accelerate learning:** Real-time insight becomes part of strategy execution (Schneider, BASF).
- **Organisation design enables speed:** Empowered teams and iterative cycles replace slow, hierarchical plans (Spotify).
- **Portfolio thinking broadens opportunity capture:** Balancing core business with emerging value streams enhances resilience (DSM, BASF).

How it all fits together

Dynamic Strategy is not a set of disconnected tools. It is a system:

- Purpose sets direction
- Scenarios interpret the future
- Portfolios structure choices
- Quarterly rhythms drive action
- Outcome metrics align behaviour
- Empowered teams execute
- AI accelerates learning

We explore the components, and how they connect.

1. The Strategic North Star

Tool: *Purpose–Ambition–Narrative Framework*

What it is

A short, living articulation of:

- Purpose – why the organisation exists beyond profit
- Ambition – what it seeks to become over the next 5–10 years
- Strategic narrative – how today's actions connect to tomorrow's value

How it's used

- Replaces lengthy strategy decks as the primary reference point
- Used to test decisions: Does this fit our direction?
- Anchors decentralised decision-making

Why it matters

Dynamic strategy needs freedom — but freedom without direction creates chaos. This tool provides coherence without control.

In practice

- **Schneider Electric** uses purpose as a *strategic filter* for which technologies, markets and partnerships to pursue.
- **DSM** used its purpose to guide decades of portfolio exits and entries — without losing identity.

Output

- 1–2 pages, updated annually, referenced constantly.



2. Dynamic Future Interpretation

Tool: *Scenario + Signals Map*

What it is

A lightweight but rigorous alternative to forecasting:

- 3–4 plausible future scenarios (not predictions)
- A shared set of signals to watch (market, tech, regulation, behaviour)

How it's used

- Stress-test strategic choices quarterly
- Identify *no-regret moves*
- Decide when to accelerate, pivot or pause investments

Why it matters

You cannot plan the future, but you can prepare for multiple futures.

In practice

- **DSM** used scenarios around health, sustainability and regulation to guide long-term investments years ahead of peers.
- **BASF** combines scenario thinking with digital twins and simulation tools to test operational and portfolio decisions.

Output

- One scenario map
- One signal dashboard (often AI-enabled)



3. Opportunity Portfolio Management

Tool: *Strategic Portfolio Canvas*

What it is

A portfolio view of strategy rather than a single plan, typically across three horizons:

- Core – optimise and defend
- Adjacent – extend capabilities into new spaces
- Transformational – create future options

Each initiative is assessed on:

- Strategic fit
- Value potential
- Uncertainty
- Learning milestones

How it's used

- Reviewed quarterly
- Capital and talent reallocated dynamically
- Weak initiatives are stopped early

Why it matters

Dynamic strategy is not about doing more, it is about doing fewer things better, and stopping faster.

In practice

- **DSM** continuously reshaped its portfolio, exiting low-value commodities while scaling high-growth nutrition and materials.
- **BASF** balances long-cycle investments with fast digital and service experiments.

Output

- A living portfolio dashboard
- Clear scale / pivot / stop decisions

4. Quarterly Strategic Rhythm

Tool: *Quarterly Strategy Review (QSR)*

What it is

A structured cadence that replaces the annual planning mindset. Each quarter answers four questions:

- What has changed externally?
- What have we learned internally?
- Which bets should we double down on?
- Which resources should move — now?

How it's used

- Runs alongside financial reviews
- Focuses on outcomes and learning, not budget adherence
- Enables fast re-prioritisation

Why it matters

Speed of reallocation is now a core competitive advantage.

In practice

- **Schneider** integrates customer data, operational performance and sustainability metrics into quarterly decisions.
- **Spotify** reviews mission progress and user outcomes continuously, not annually.

Output

- Fewer KPIs, more decisions
- Explicit resource shifts every quarter



5. Outcome-Driven Performance System

Tool: *Outcome Metrics Tree*

What it is

A hierarchy linking:

- Corporate ambition
- Business unit outcomes
- Team-level metrics
- Individual goals

Metrics emphasise:

- Customer impact
- Adoption and engagement
- Learning velocity
- Long-term value creation

How it's used

- Aligns incentives with strategy
- Avoids local optimisation
- Encourages experimentation with accountability

Why it matters

Dynamic strategy fails if people are rewarded for the wrong things.

In practice

- **Spotify** measures team success by user value delivered, not features shipped.
- **Schneider** links sustainability outcomes to business performance, reporting.

Output

- Clear line of sight from purpose to pay-off
- Fewer metrics, better conversations

6. Empowered Team Architecture

Tool: *Autonomy with Alignment Model*

What it is

A clear split of responsibilities:

- Centre: purpose, priorities, capital rules, governance
- Teams: solutions, experiments, execution

Enabled by:

- Shared data platforms
- Clear decision rights
- Strategic literacy

How it's used

- Teams act fast within strategic guardrails
- Strategy emerges from the edge, not just the centre

Why it matters

Most insight now sits closest to customers, technology and partners.

In practice

- **Spotify's** squads own outcomes end-to-end.
- **Schneider** empowers local teams to adapt solutions while leveraging global platforms.

Output

- Faster decisions
- Higher engagement
- Stronger accountability



7. AI as a Strategic Co-Pilot

Tool: *AI-Augmented Strategy Stack*

What it includes

- Signal detection (market, customer, competitor)
- Scenario simulation
- Portfolio performance analytics
- Experiment evaluation

How it's used

- Expands strategic option space
- Accelerates insight and learning
- Supports — not replaces — human judgement

Why it matters

AI compresses time and complexity. Strategy without AI will increasingly be outpaced.

In practice

- **BASF** uses advanced computing to accelerate R&D and decision-making.
- **Spotify** relies on AI to continuously refine user experiences and content strategy.

Output

- Faster insight
- Better decisions
- Reduced strategic blind spots

8. Strategic Governance: The Glue

Tool: *Dynamic Strategy Governance Model*

Key principles:

- Fewer committees, clearer mandates
- Decision rights explicit
- Speed valued alongside rigour
- Psychological safety for stopping and pivoting

Why it matters

Dynamic strategy is as much about how decisions are made as what decisions are made.

How It All Fits Together

Dynamic Strategy is not a set of disconnected tools. It is a system:

- Purpose sets direction
- Scenarios interpret the future
- Portfolios structure choices
- Quarterly rhythms drive action
- Outcome metrics align behaviour
- Empowered teams execute
- AI accelerates learning

Together, they turn strategy from a document into a living capability



Dynamic Strategy

DIRECTION	SENSE	CHOOSE	MOBILISE	ALIGN	SCALE	EXTEND	SUSTAIN
Define an inspiring North Star <ul style="list-style-type: none"> • Purpose • Ambition • Narrative 	Make sense of emerging futures <ul style="list-style-type: none"> • Scenarios • Signals • Foresight 	Build the strategic portfolio <ul style="list-style-type: none"> • Core • Adjacent • Transformational 	Develop a faster rhythm <ul style="list-style-type: none"> • Quarterly • Dialogues • T-down/B-up 	Deliver outcome performance <ul style="list-style-type: none"> • Value Creation • Relevance • Accountability 	Empower the organisation <ul style="list-style-type: none"> • Autonomy • Alignment • Momentum 	Unlock assets and ecosystem <ul style="list-style-type: none"> • Data • Brands • Talent and Partners 	Establish governance and leadership <ul style="list-style-type: none"> • Clarity • Courage • Cadence
Role	Role	Role	Role	Role	Role	Role	Role
Sets long-term intent and coherence	Replaces prediction with preparedness	Turns ambition into investable choices	Replaces annual planning inertia	Links strategy to behaviour	Unlocks speed and creativity	Expands value creation beyond the firm	Ensures quality and speed of decisions
Guides decentralised decisions	Identifies emerging opportunities and risks	Balances focus with experimentation	Aligns strategy, performance and capital	Aligns short- and long-term performance	Pushes intelligence to the edge	Accelerates innovation and scaling	Creates safety to experiment and stop
Anchors trade-offs under uncertainty	Challenges assumptions continuously	Manages risk dynamically	Enables rapid re-prioritisation	Rewards value creation, not activity	Keeps coherence at the centre	Builds durable advantage	Keeps strategy alive, and progress rapid
Questions	Questions	Questions	Questions	Questions	Questions	Questions	Questions
Purpose: Why do we exist?	What could plausibly change?	Where should we double down?	What has changed strategically?	What outcomes matter most?	What decisions sit where?	Which assets grow through use?	Are decisions fast and clear?
Ambition: What do we want to become?	What signals matter most?	What should we explore?	What did we learn from last quarter?	Are we creating real value?	Do teams have data, tools and authority?	Where should we orchestrate vs own?	Do we reward learning and innovation?
Narrative: What future are we shaping?	Where are inflection points forming?	What should we stop doing?	What decisions must we make now?	Are we learning fast enough?	Is strategy a cascade or conversation?	Who should we build with?	Are leaders role-modelling adaptability?
Output	Output	Output	Output	Output	Output	Output	Output
1–2 page living strategy narrative	3–4 strategic scenarios to prompt discussion	Portfolio map with clear scale / pivot / stop rules	Explicit quarterly decisions	Outcome metrics tree (corp→ team→ indiv)	Clear decision rights and boundaries	Ecosystem map, doing more with partners	Inspiring leadership and efficient governance
Reviewed annually, referenced daily	Signal dashboard (human + AI-driven)	Capital and talent allocation logic	Fast resource reallocation	Incentives aligned to strategy	Agile, cross-functional teams	Intangible asset investment priorities	Fewer meetings, better decisions

More about Peter Fisk



Peter Fisk is a global thought leader – a bestselling **author**, expert **advisor** and keynote **speaker**. He works with **business leaders** to reimagine their markets and strategies. He brings together the best in **strategy and leadership**, growth and innovation, business models and sustainability, brand and customer thinking to **make sense of change**, and **create better futures**.

He leads **GeniusWorks**, an innovative business accelerator, based in London, and is professor of leadership, strategy and innovation at **IE Business School** in Madrid, where he is responsible for executive programs. He also works independently and with other business schools, including IMD, Harvard and CEIBS in Asia. He was **Thinkers50** Global Director, founded the annual European Business Forum, and publishes the monthly "Fast Leader" magazine.

Peter's business career was forged in a superconductivity lab deep under the Alps, accelerated by managing high-flying **brands** like Concorde, shaped by working on strategy and innovation in companies in North America and Asia, evolved by leading a **digital start-up**, and formalised in his role as **CEO** of the world's largest marketing network. He then created GeniusWorks to work more flexibly with business leaders and their teams – from inspiring **keynotes** to strategy **workshops** for executives and boards, facilitating innovation **projects**, and much more.

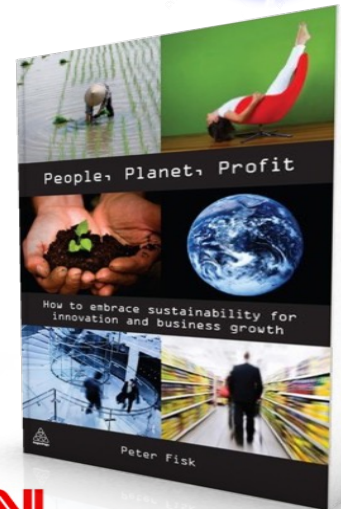
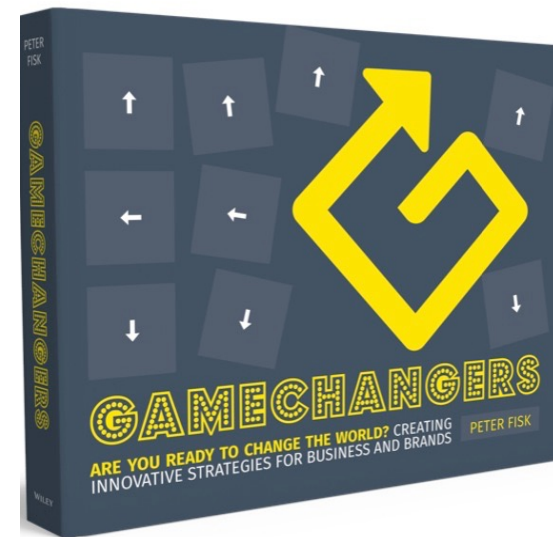
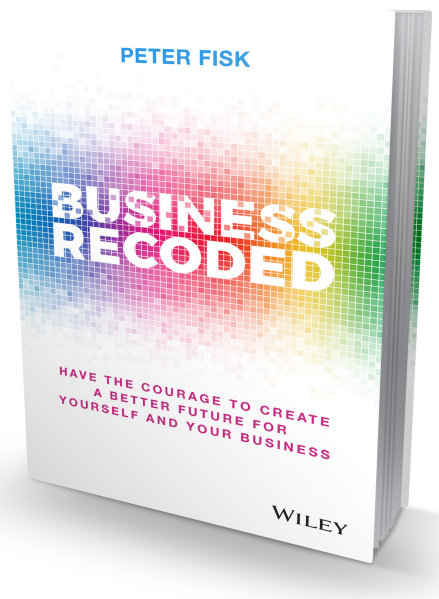
He has over 30 years of practical business experience, working with more than 300 companies in over 55 countries ... from **Adidas'** growth into new markets to **Asahi's** consumer-centric innovation, **Cartier's** redefined luxury with AI and **Coca Cola's** growth strategy with sustainability, **McKinsey's** leadership development to **Microsoft's** new approach to strategic innovation, **P&G's** direct to consumer strategy and Pfizer's future scanning, **Santander's** future bank vision and **Sompo's** digitally-minded insurance leaders, **STC's** strategic growth and **Suntory's** brand building, Takeda's patient-centric healthcare and **Tata's** growth as a global business, **UN's** sustainable innovation projects, and **UNSSC's** global leadership program.

His latest book "**Business Recoded**" challenges leaders to have the courage to create a better future, harnessing the opportunities of a post-pandemic world, through **7 shifts** built on deep dives with 49 of the world's most inspiring business leaders today. It is shortlisted for CMI Business Book of the Year, and was reviewed by FT with "Wow. The book you have to read now".

He has written **9 books**, translated into **35 languages**, also including "Business Genius" fusing the brains of Einstein and Picasso to ask how would they do business today. "Creative Genius" is inspired by the border-crossing creativity of Leonardo da Vinci, "**People Planet Profit**" focuses on how to innovate with purpose for positive impact, while the award-winning "**Gamechangers**" learns from the world's most innovative companies, big and small, to develop new strategies for growth.

More at peterfisk.com or email peterfisk@peterfisk.com






New ideas and insights



The ReInvention playbook



Rethinking strategies, innovation and leadership to thrive in an age of relentless change and unlimited opportunity

Peter Fisk

The New Growth Playbook™

Finding Growth

BOOK OF DREAMS

Building a future-back, moonshot mindset ...
Start with an imagined world, a bold and inspiring moonshot, ask "What future do we want to exist?", thinking future-back, then acting now-forwards.

WAYMO DBS BANK NEXTERA ENERGY

SMART SPACES

Framing market spaces beyond sectors ...
Spaces transcend categories. Companies that reframe their playing field around human needs, not product lines, create entirely new possibilities for growth.

NVIDIA 中国平安 PING AN Schneider Electric

DYNAMIC STRATEGY

Purpose and direction, with agility and impact ...
Strategy still matters, but not as a fixed, linear roadmap. "Permanent beta" is strategy in realtime, constantly anticipating and responding to change.

SPACEX Microsoft DSM

Designing Growth

CULTURE CODING

Brands enabling communities to thrive ...
Contribute and enable communities to do more. Build cause, relevance, engagement. Community turns customers into advocates and movement.

B&O duolingo HERMES PARIS

HYPER INNOVATION

Fast and experimental, enabled by AI ...
AI-first companies don't just use AI as a support tool. They rewire the innovation cycle around it — running 1000s of experiments to find the few that scale.

DeepMind Insilico Medicine shopify

REGENERATIVE SYSTEMS

Creating circular, net positive impact ...
Regenerative growth is not CSR or ESG, circularity, or net zero. Instead it creates a net positive impact, good for business and society. Business model of the future.

climeworks DANONE Interface

Accelerating Growth

GROWTH LOOPS

Unlocking assets and growth loops ...
Multipliers turn growth from linear to exponential. Unlocking data and networks as growth loops, brands and relationships as multipliers.

amazon Spotify mercado libre

NEXUS SOLUTIONS

Delivering better, connected experiences ...
Growth multiplies when companies connect adjacent worlds and assets into one seamless, bigger, personal solution, across boundaries to solve problems.

L'OREAL Grob Nike

ECOSYSTEM MULTIPLIERS

Achieving more together ...
Ecosystems bring together partners to do more, orchestration is about being the conductor, not the soloist, designing to do more, and thrive together.

Apple BYD Jio

Super Innovators™

Beyond innovation as normal

1. Think **future back**, not now forwards
2. Harness **exponential** technologies
3. **Embrace AI** as your co-creator
4. Create **platform** ecosystems
5. Play in new **marketspaces**
6. Build **creative** collisions
7. Shift from products to **impact**
8. **Prototype** at the speed of culture
9. **Partner** with unlikely partners
10. Reinvent **yourself** relentlessly

Innovation has become surprisingly conventional. Most companies are locked into group think, short-termism, blinkered perspectives and risk aversion. When innovation should be the rocket fuel of reinvention, it becomes the habit of incrementalism.

In an age of AI disruption, climate urgency, shifting geopolitics, and cultural upheaval, businesses that stand still are quickly left behind. Incremental improvements — shaving a few cents here, adding a product feature there, a tweak to the business model — may keep you afloat, but they won't secure a bold future.

The leaders who thrive in tomorrow's world will be those who embrace the habit of incrementalism.

FUTURELAB™

Opening up

Imagine Disrupt Embrace Stretch Articulate

Vision Workshop

Ambition Insight Purpose Frame Storytelling

Hypothesis Shape Connect Test Enhance

Design Workshop

Concepts Dimensions Implications Evaluation Portfolio

Choose Prioritise Agree Commit Accelerate

Action Workshop

Horizons Priorities Milestones Impact Roadmap

Closing down

Creative possibilities


Commercial practicalities

Parallel Worlds
Same customer, different industry. How have other markets embraced similar challenges or changes?

Scenario Planning
Exploring the critical uncertainties. Developing new perspectives, and richer insight into options.

FutureLAB is a fast and flexible process to develop a better vision and strategic blueprint for your future business, your market, or your products and services. We work together to make sense of rapidly changing contexts and new possibilities, to build engagement and commitment, to bring your ideas together, to develop new solutions, and accelerate your best opportunities into practical action.

Megatrends 2035



- Megatrend 1. **EXPONENTIAL INTELLIGENCE**
... business at the speed of thought
- Megatrend 2. **GENERATIONAL REMIX**
... older, urban, more different and personal
- Megatrend 3. **ASIAN CENTURY**
... economic shift to east, and volatility everywhere
- Megatrend 4. **REGENERATIVE SYSTEMS**
... from climate crisis to net positive impact
- Megatrend 5. **MULTIPOLAR WORLD**
... geopolitical tension and the end of globalisation
- Megatrend 6. **HUMANITY RISING**
... more purposeful, human, collective progress

peterfisk.com

Keynotes and workshops



Here are 5 examples of Peter Fisk's most popular topics for business leaders and managers - which can be customised to your industry, organisation, audience, and to focus on specific topics.

They can be a 60-90 min keynote, or 1-3 day executive program, depending on your needs.

Each builds on a bestselling book, enhanced with the latest concepts and new case studies from around the world.



Peter Fisk is a global thought leader, author of 8 business books, a business school professor, and 30+ years experience working with over 250 companies, in 50 countries.

Peter Fisk brings to life the key topics with deep insight and inspiration, building on practical case studies from around the world, and the best tools for implementation.

Email peterfisk@peterfisk.com

Transformational Leadership Program



Strategic Futures Program



Innovation Futures Program



Customer Futures Program



Sustainable Futures Program

Keynotes and workshops

All keynotes and workshops are customised.
Fresh, Inspiring, energising and interactive.
Email peterfisk@peterfisk.com



MEGATRENDS ... From Margins to Mainstream



- Markets, megatrends, and metaverses
 - Learning from next generation companies
 - Finding the opportunities of change
 - Creating strategy from the future back
 - Making better choices for value creation
- with new insights from
Anthropic, Biontech, Jio, and SpaceX*

SUPER INNOVATORS ... Innovate like Da Vinci



- Bolder dreams, and braver innovation
 - Exploiting today, exploring tomorrow
 - Innovation as smarter problem-solving
 - Business models that transform markets
 - Fast, agile, experimentation and design
- with new insights from
BYD and On, PingAn and Siemens*

THE LEADERS LEAP ... Courage to lead the future



- The new “performer transformer” leaders
 - Leading through uncertainty and polycrisis
 - Being curious, creative and courageous
 - Agile collaboration and growth mindset
 - Building your flow, energy, and resilience
- with new insights from
Canva and Lego, Microsoft and Netflix*

CX/OS ... The new customer operating system



- What is beyond customer-centricity?
 - Making the shift, mindset and practice
 - Liquid experiences that enable more
 - C2C not B2B2C, digital and social
 - Aligning your ecosystem to deliver
- with new insights from
Alibaba, DBS Bank, Rappi, and Webtoon*

ROCKET SHIPS ... Accelerating your growth engines



- Exploring new opportunities to grow
 - Gamechangers: who, what, how, and why
 - Reframing to grow further and faster
 - Growth roadmaps for practical delivery
 - Unlocking the hyper-growth accelerators
- with new insights from
Bolt and Lululemon. Nubank and Revolut*

EARTHSLOTS ... Innovating for positive impact



- Thinking handprints not footprints
 - Sustainable, circular and regenerative
 - Innovating to decarbonise and do good
 - Enabling others, multiplying your impact
 - Business as a platform for change
- with new insights from
Blackrock, NotPla, Ikea, and Schneider*

QUANTIC BRAINS ... Beyond the hype of Gen AI



- AI, big data, and cognitive intelligence
 - Synthetic biology to quantum computing
 - 3D printing, blockchain and robotics
 - Harnessing tech to drive innovation
 - Embracing tech to enable people
- with new insights from
Carbon, Deepmind, OpenAI, and Ultima*

MARKET MAKERS ... Creating markets of the future



- Creating markets, building brands
 - Engaging and enabling more
 - Capturing ideas, delivering solutions
 - Marketing, brands and communities
 - Articulating future potential to investors
- with new insights from
Glossier, Gymshark, Oatly and Roblox*

TRANSFORMERS ... The journey to a better future



- What business transformation really takes
 - Making change happen, engaging people
 - Balancing today and tomorrow
 - Redefining culture, shifting the core
 - Delivering results, sustaining the change
- with new insights from
Airbus, Fujifilm, Neste and Nvidia*

Online free resources ...

NEXT/ NOW

Peter Fisk

Business catalyst. Keynote speaker. Expert advisor.

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Do you have the courage to create a better future?

Peter Fisk is a global thought leader, award-winning author and expert advisor, on the future of business ... leadership and strategy, innovation and marketing ... Explore his new insights and ideas, events and services ... Inspiring you to create a better future, and start delivering it today.

Read more >

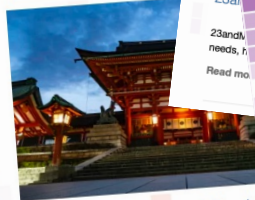
New ideas to download

Recode your business: Now is the time to be courageous.



Builders of a better world ... cement creates 8% of global carbon emissions ... Brimstone's carbon-negative cement is set to revolutionise the construction industry

Cement production is responsible for about 8% of global carbon dioxide emissions and 5.5% of total global greenhouse gas emissions. Although several companies are exploring solutions, many only partially reduce emissions or end up with a product



Kongō Gumi, the world's oldest business ... how Korean immigrant carpenter Shigemitsu Kongō a 1400 year opportunity to build Buddhist temples in Japan

In 578 BCE, Japan's Prince Shotoku, three immigrant Korean carpenters built his country's first Buddhist temple, Shitenno-ji. Buddhism was growing in Japan at the time, however the Japanese had no experience of building Buddhist temples, so they looked overseas for

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250 Companies

% Arabica – Asian minimalism, African coffee roastery, and Arabic meeting place

"% Arabica is about my love for coffee, design, and seeing the world" says Ken Shoji, founder and CEO of % Arabica. Ken's story began in Tokyo, although I found him in Kuwait. "My father was the owner of a manufacturing and trading company, and together with his frequent business trips, they would take me overseas whenever possible – ultimately helping to inspire my love of multiculturalism, design, and architecture."

Read more about % Arabica >

& Other Stories – Where women curate their own personal style

& Other Stories headquarters in Stockholm are surprisingly low-key. Located on a quiet street in a residential part of the city, it's a far cry from the vision of ultra-hip Swedish cool that H&M and its other brands seek to project on the world. Unlike Zara's portfolio of fashion brands that target different ages and attitudes, H&M's portfolio is more a collection of different lifestyle concepts. More interesting, and distinctive.

Read more about & Other Stories >

1Atelier – Personalisation becomes the

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100 Leaders

Ali Parsa – Creating Babylon's AI-enabled digital healthcare as "the biggest doctor's brain in the world"

Ali Parsa is founder and CEO of Babylon, the revolutionary artificial intelligence and digital health company. Babylon's mission is "to put an accessible and affordable health service in the hands of every person on Earth."

Read more about Ali Parsa >

Andy Puddicombe – The English-born Buddhist monk who created Headspace, the world's leading mindfulness business

Headspace was created with one mission in mind: to improve the health and happiness of the world. Launched in 2010, it was one of the first meditation apps, and now reaches more than 65 million users in 190 countries. It is committed to advancing the field of mindfulness through clinically-validated research

Read more about Andy Puddicombe >

Angela Cretu – Leading a revolution in women's beauty by women

"We believe in a better world for women, which is a better world for all. We believe everyone is equal and we champion gender equality. We speak up and speak out on issues that matter to our communities; supporting causes that help women's health and wellbeing."

Read more about Angela Cretu >

Anne Wojcicki – Decoding the human genome and recoding the future of personalised healthcare with 23andMe

Anne Wojcicki went from Wall Street analyst who realised that data was the future of healthcare, to healthcare entrepreneur who championed consumer DNA analysis to the point where personalised medicines are now possible. She is now a leading voice in the industry, and industry regulation, she is transforming the future of healthcare, and helping us live

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Sustainable Futures Project



The Sustainable Futures Project brings together the world's best ideas and insights, resources and toolkits, on the fast-evolving topic of business sustainability, specifically focused on helping business leaders embrace and implement it in their organisations. It is supported by a range of world class keynotes, seminars, workshops, consulting approaches and executive development programs, led by global expert Peter Fisk and supported by a portfolio of international partners. The content is structured as below but can be customised into any format, and supported by additional content and case studies, depending

BETTER BUSINESS	Business and Society	Purposeful Business	Sustainable Business	Responsible Business	Value Creation
SUSTAINABILITY	Philosophy	Adoption	SDG1	Values	Tools
	Sustainability Drivers	Circular Business	Quantifying Sustainability		
	Comics				

Find out more at
www.peterfisk.com

