



# **FutureProof** Strategy

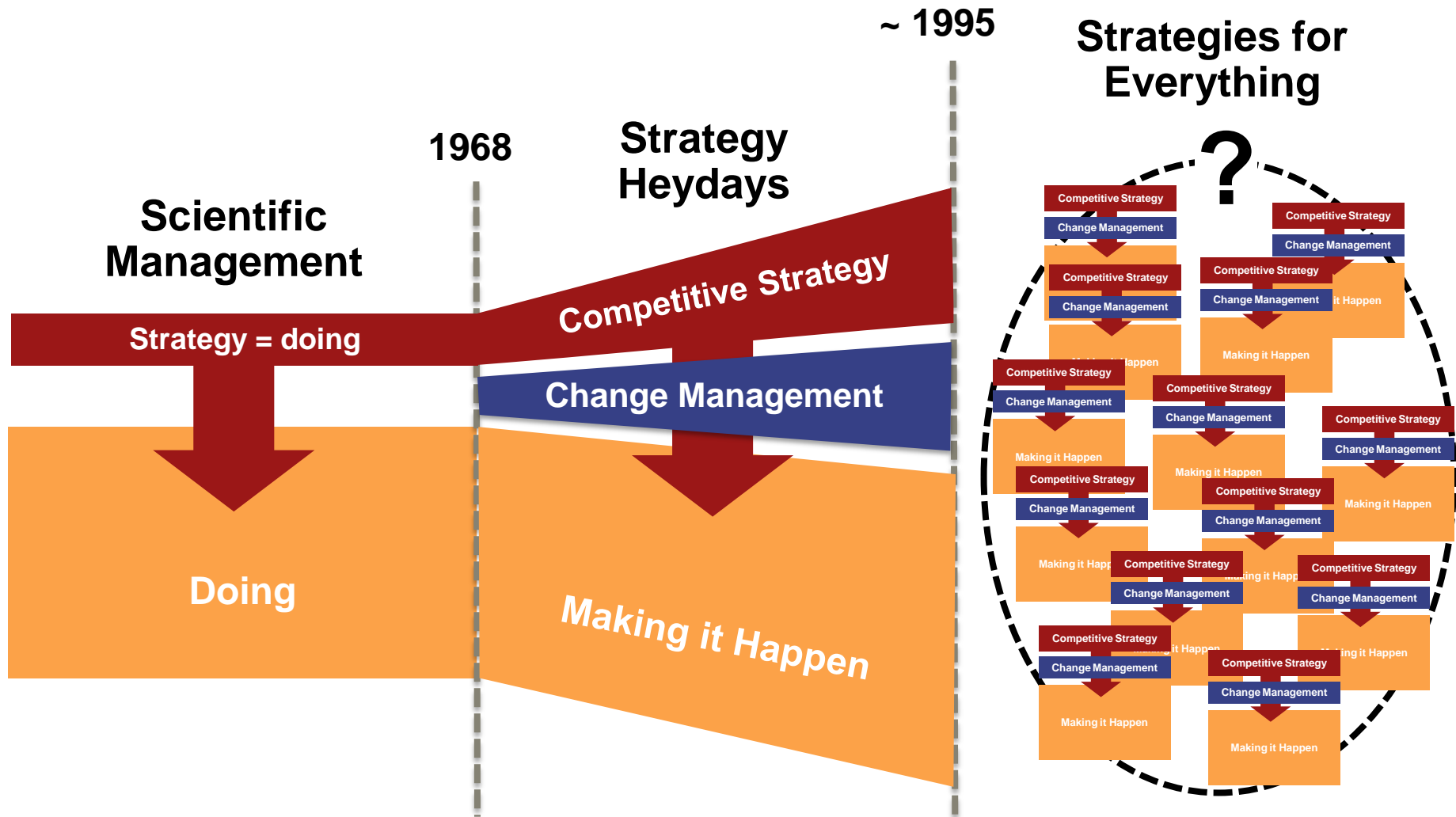
**A Transformative Approach to Strategy for a World that Won't Stand Still**

# The Future of Strategy

Singapore, May 14, 2015

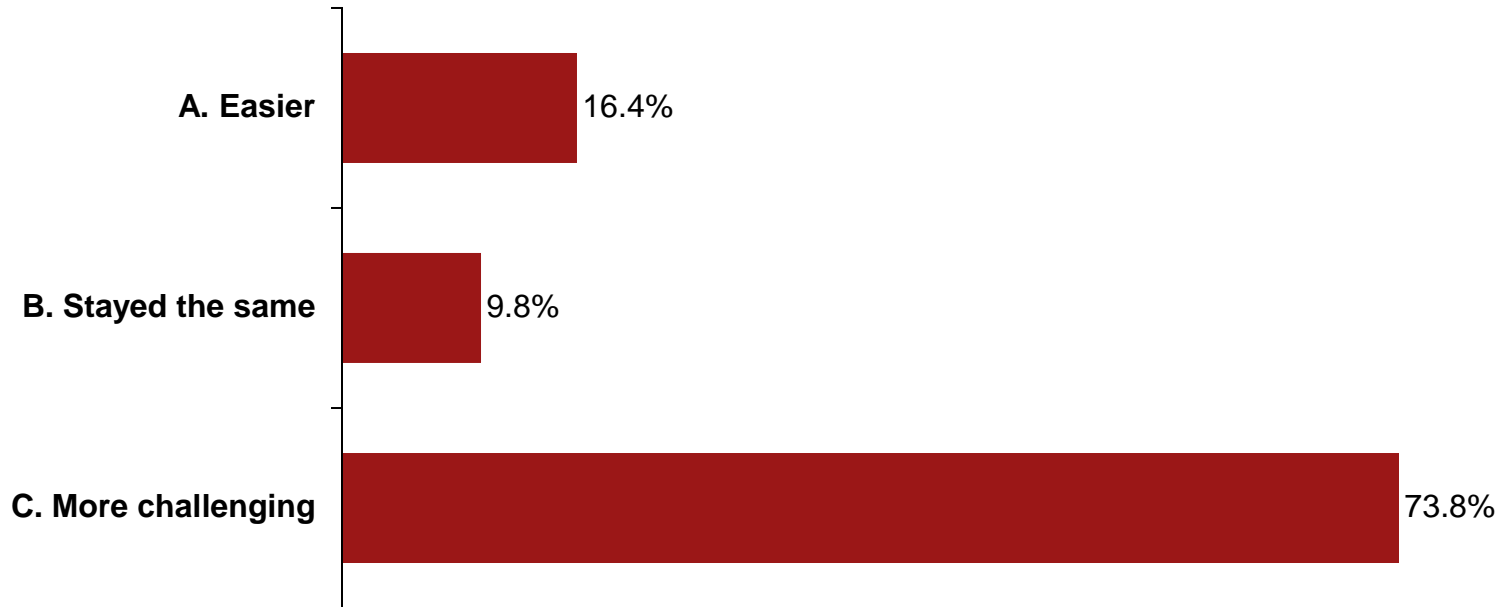
Dr. Martin Fabel

Today strategy has mostly “disappeared” – absorbed in the frantic efforts to pursue or fix competitive advantage



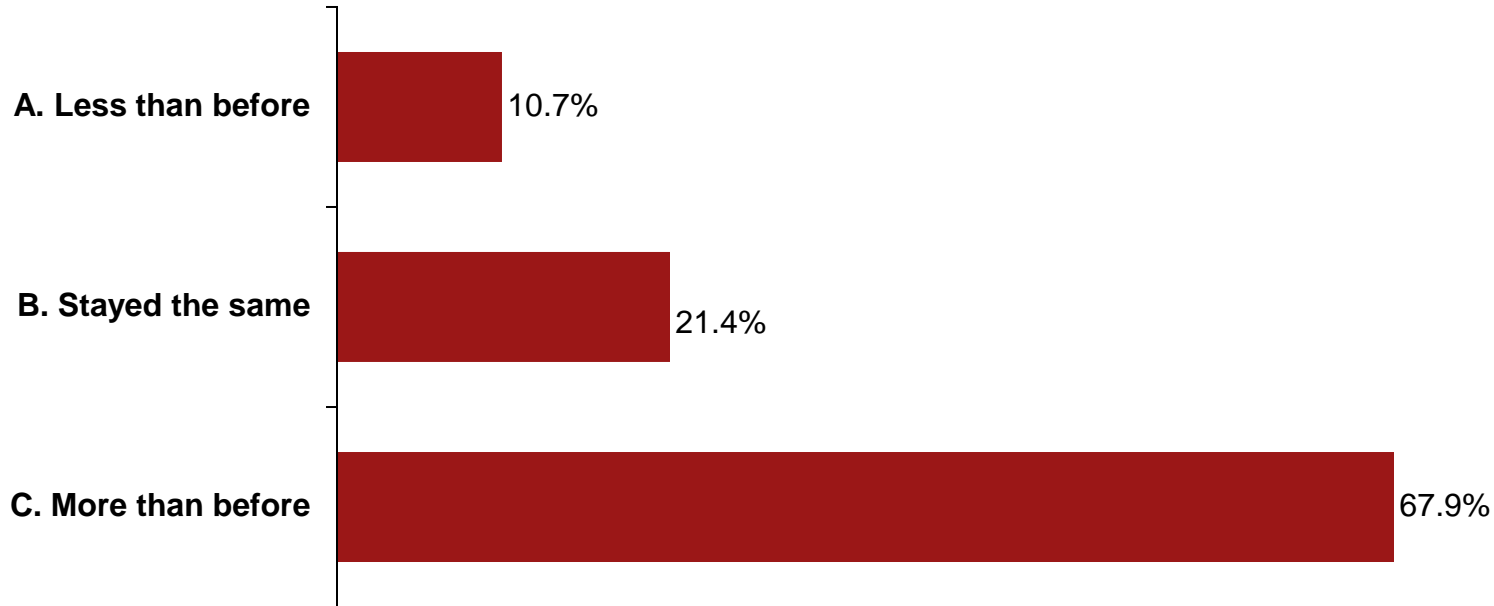
# How do you perceive strategy formulation today compared to the level of difficulty ten years ago?

**Level of difficulty**  
in formulating strategy over the last decade



# How much time do you spend for strategy formulation today relative to time consumption ten years ago?

## Time spent formulating strategy

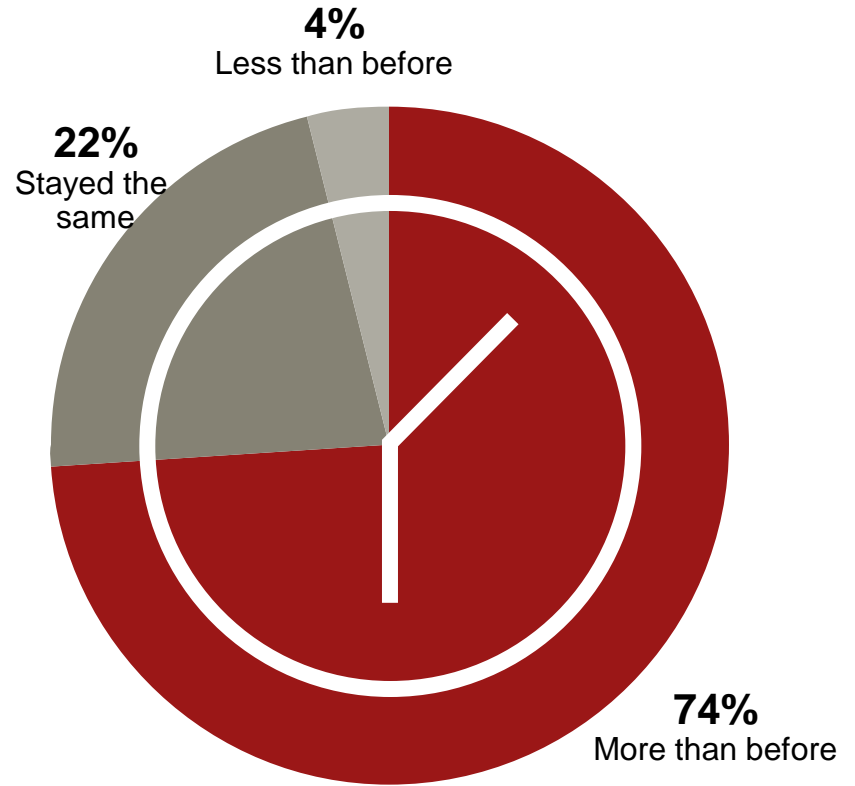
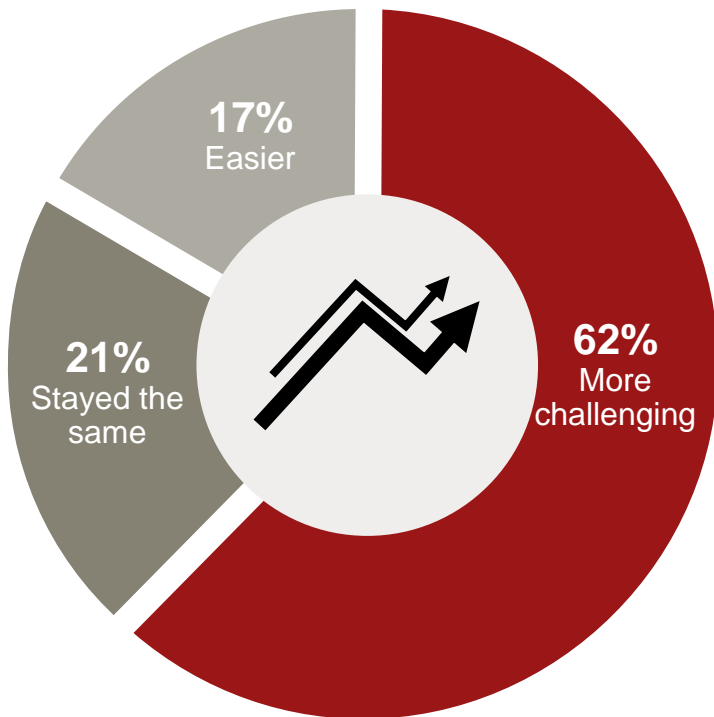


# Across the board, companies feel that strategy formulation has become more challenging and time consuming

**Level of difficulty**  
in formulating strategy over the last decade

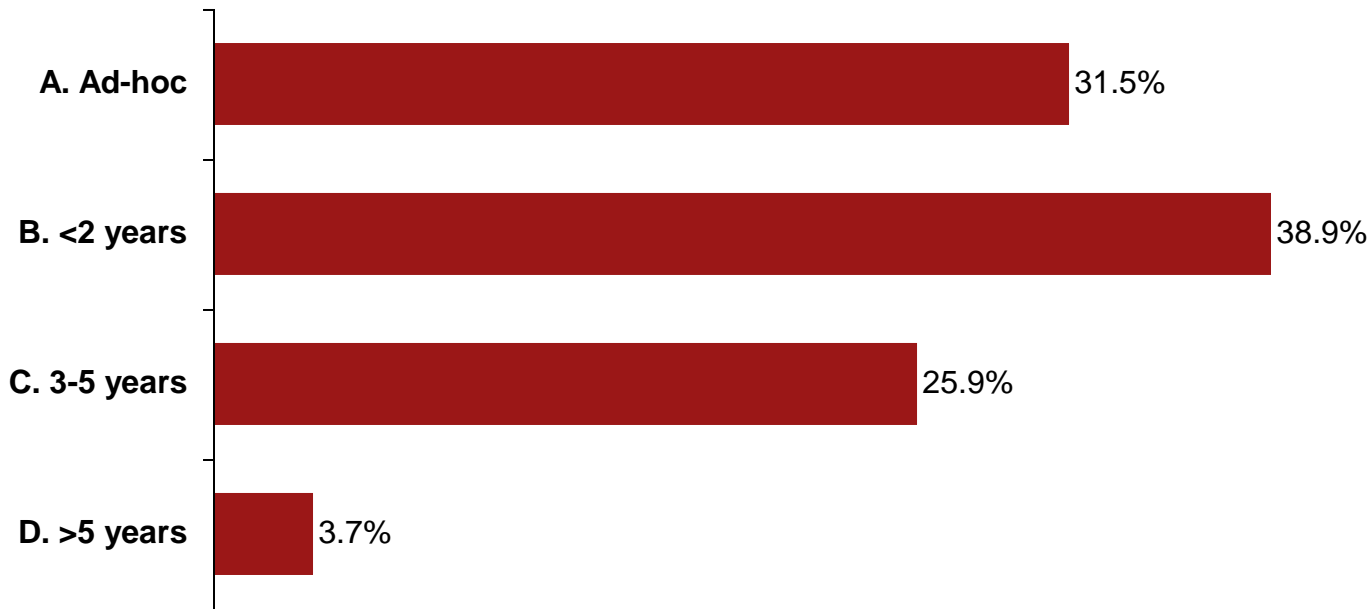
**Time spent**  
formulating strategy

N=2,010



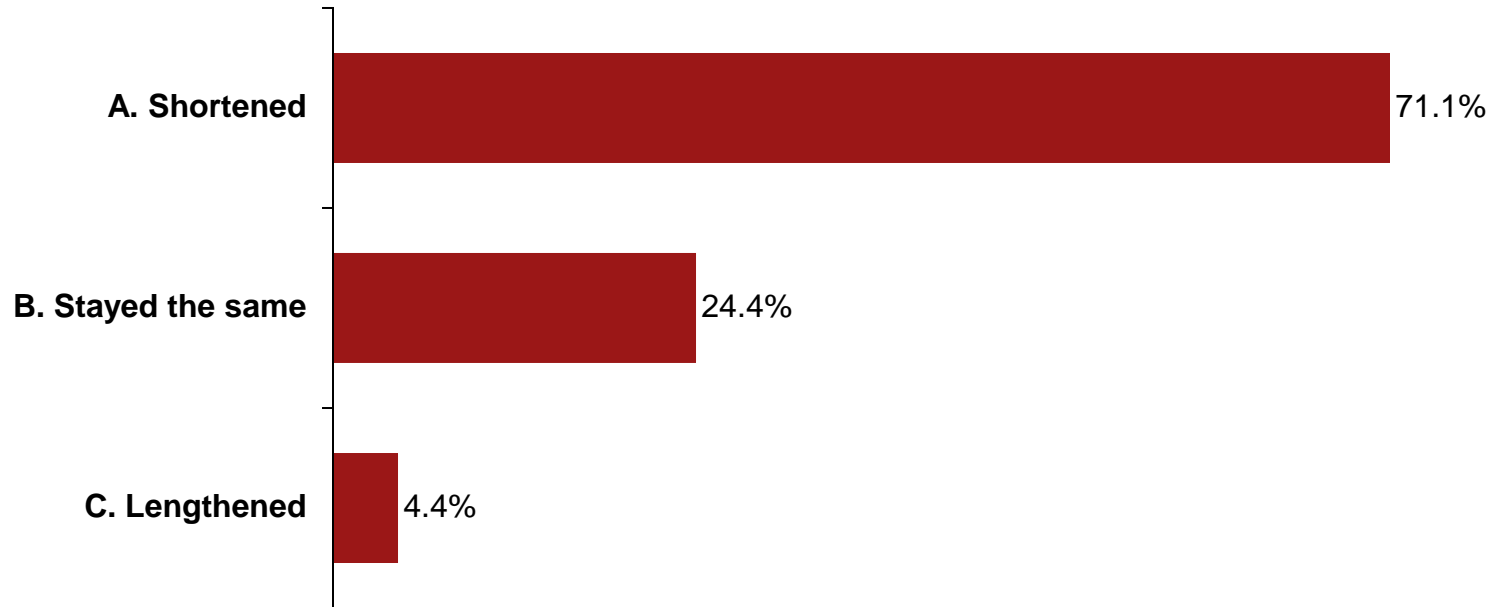
# How long is the strategy cycle of your company?

## Length of strategy cycles



# How has the strategy cycle of your company changed over the last ten years?

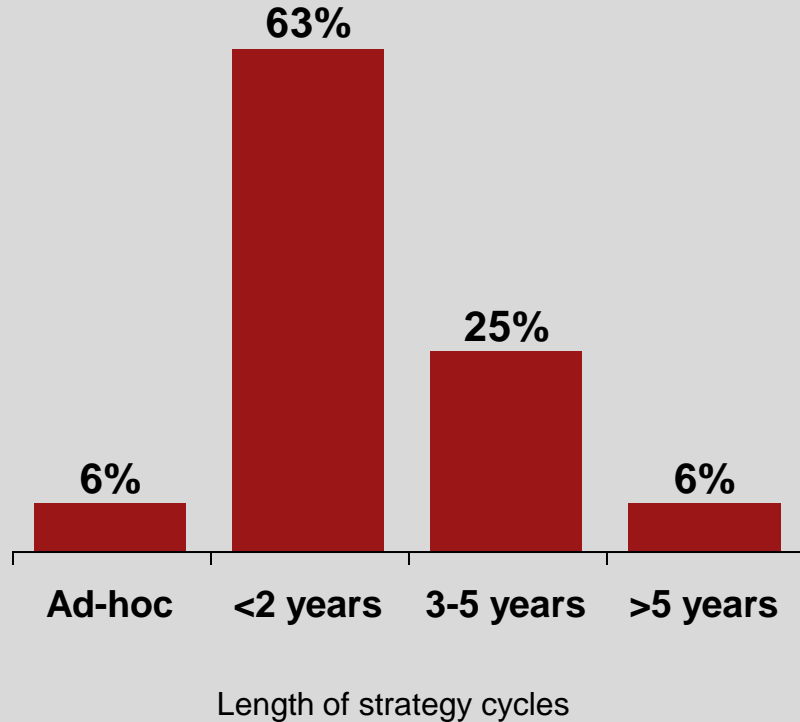
## Evolution of strategy cycles in the last decade



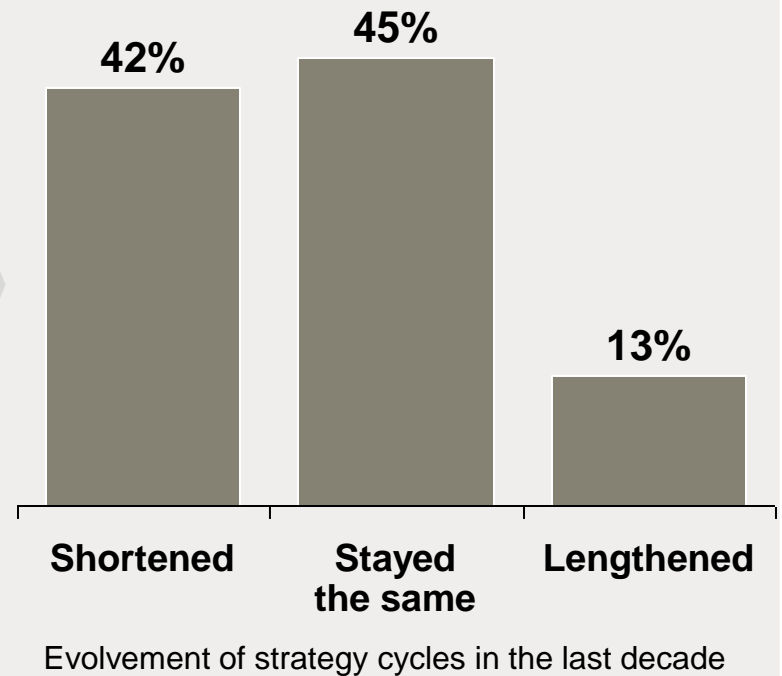
Despite these efforts, strategy cycles have shortened and typically now span less than two years

N=2,010

Strategy cycles are short...



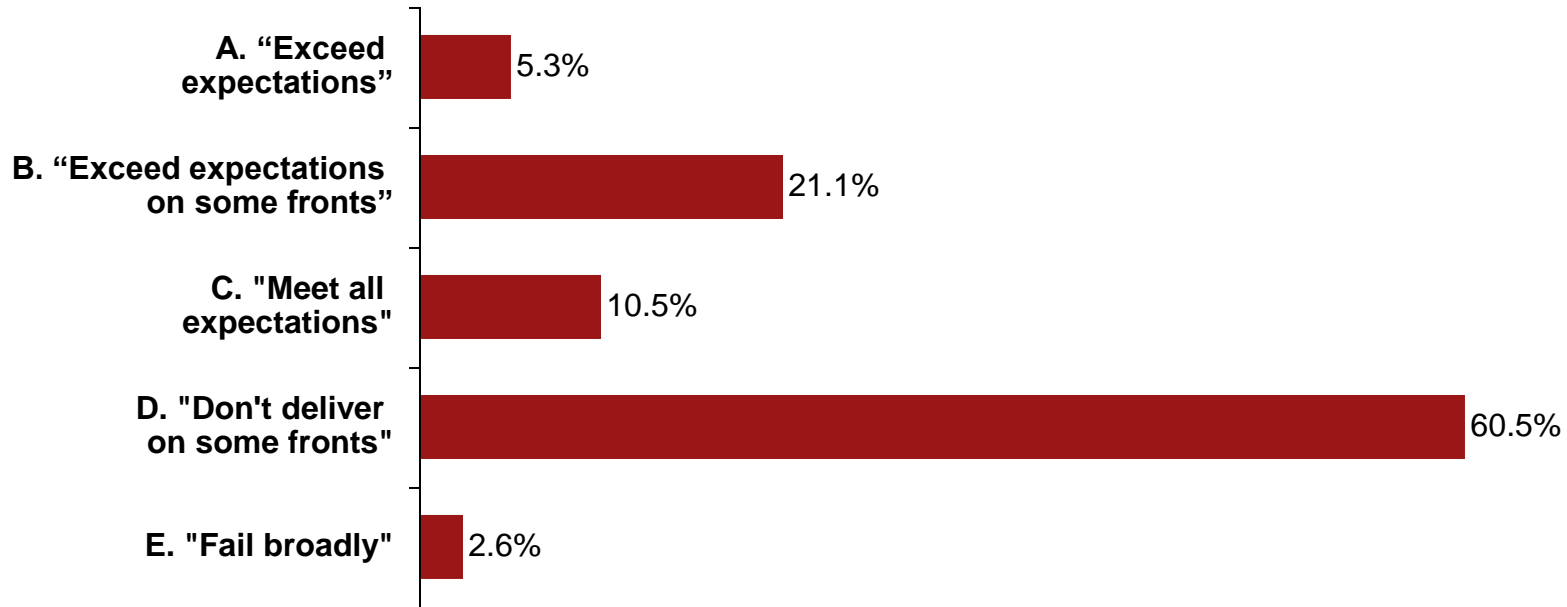
...and they are becoming even shorter





# How satisfied are you with your company strategy overall?

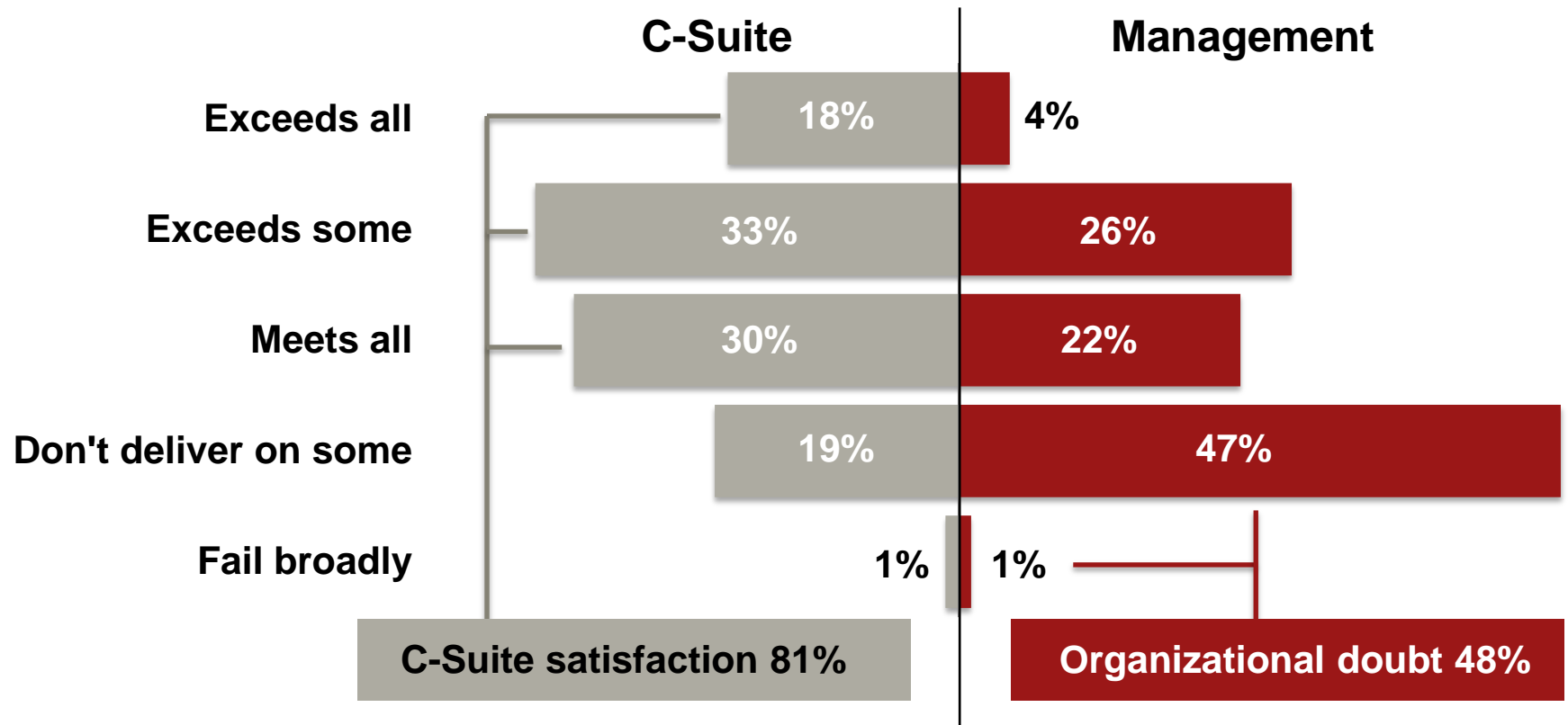
## Satisfaction rates of strategies



Despite these efforts, strategy increasingly fails to win where it matters most: in the organization

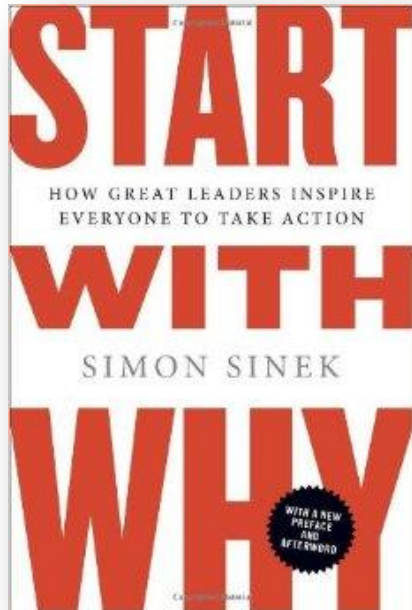
Satisfaction rates of strategies

N=2,010

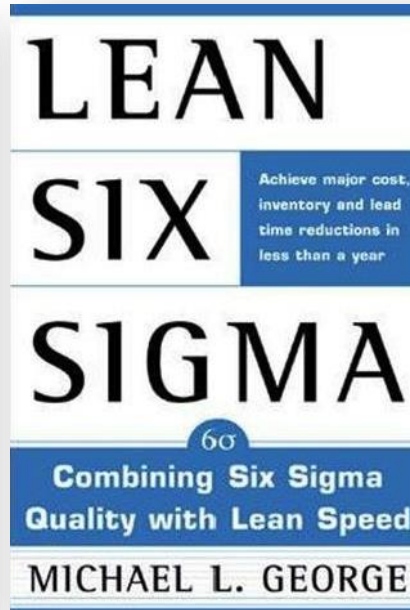


Many smart “ersatz” strategies promise relief – but none of them provides a true substitute for strategy

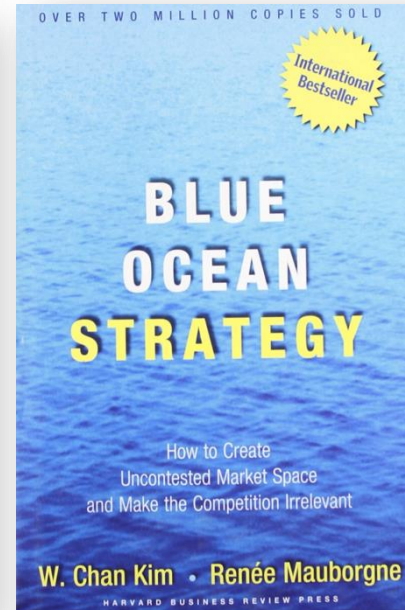
**Leadership  
and Values**



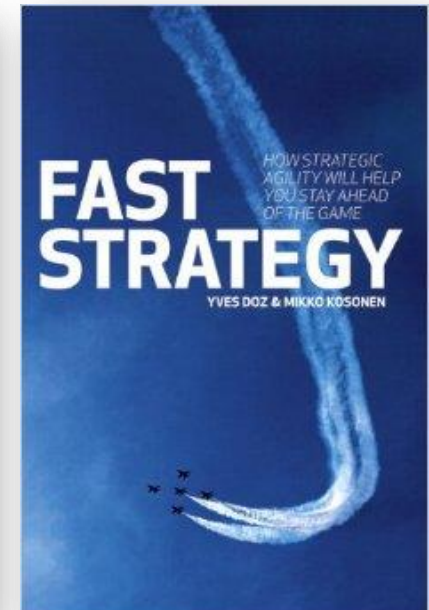
**Autarkic  
Approaches**



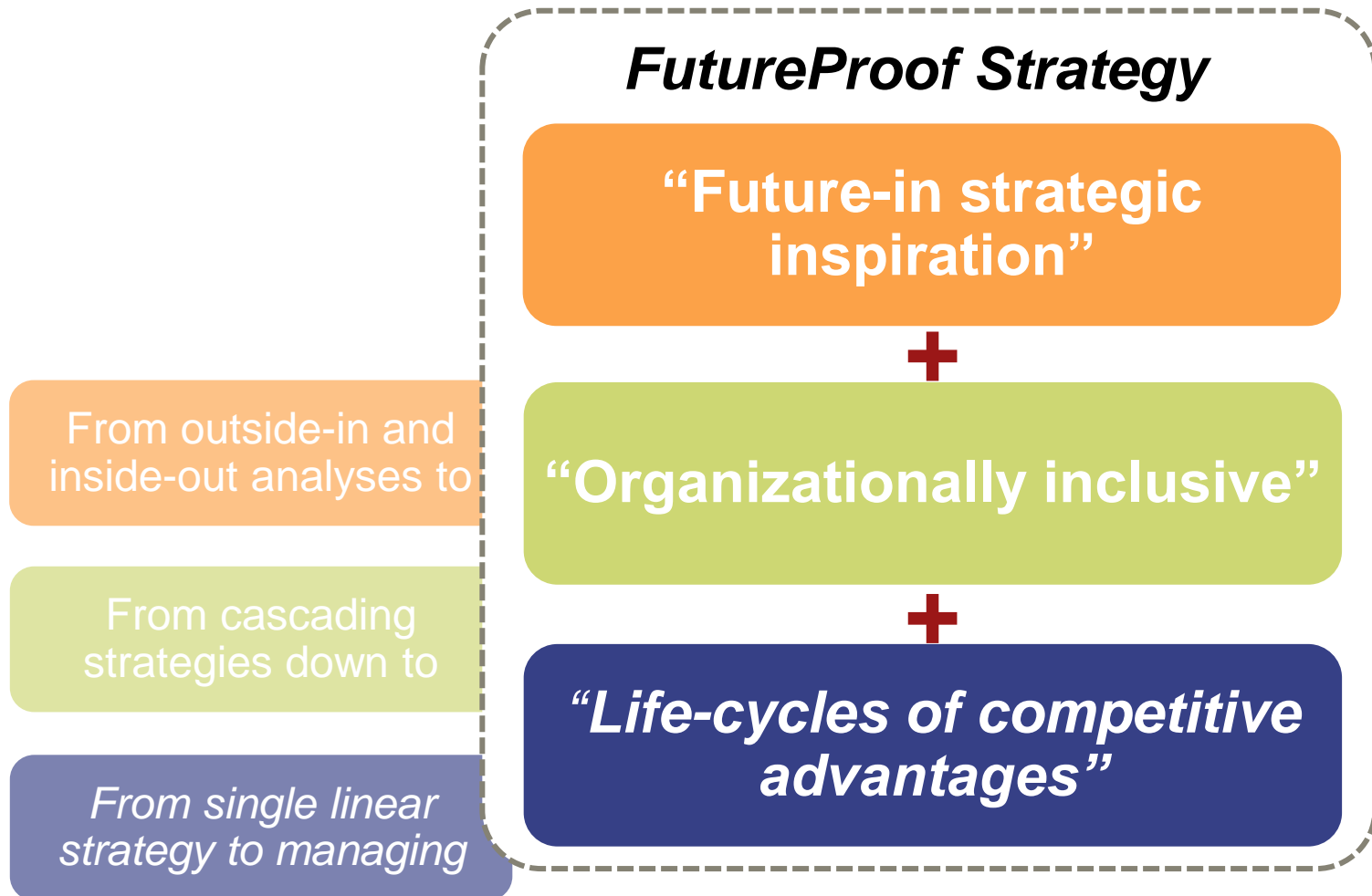
**Slicing the  
strategic cake**



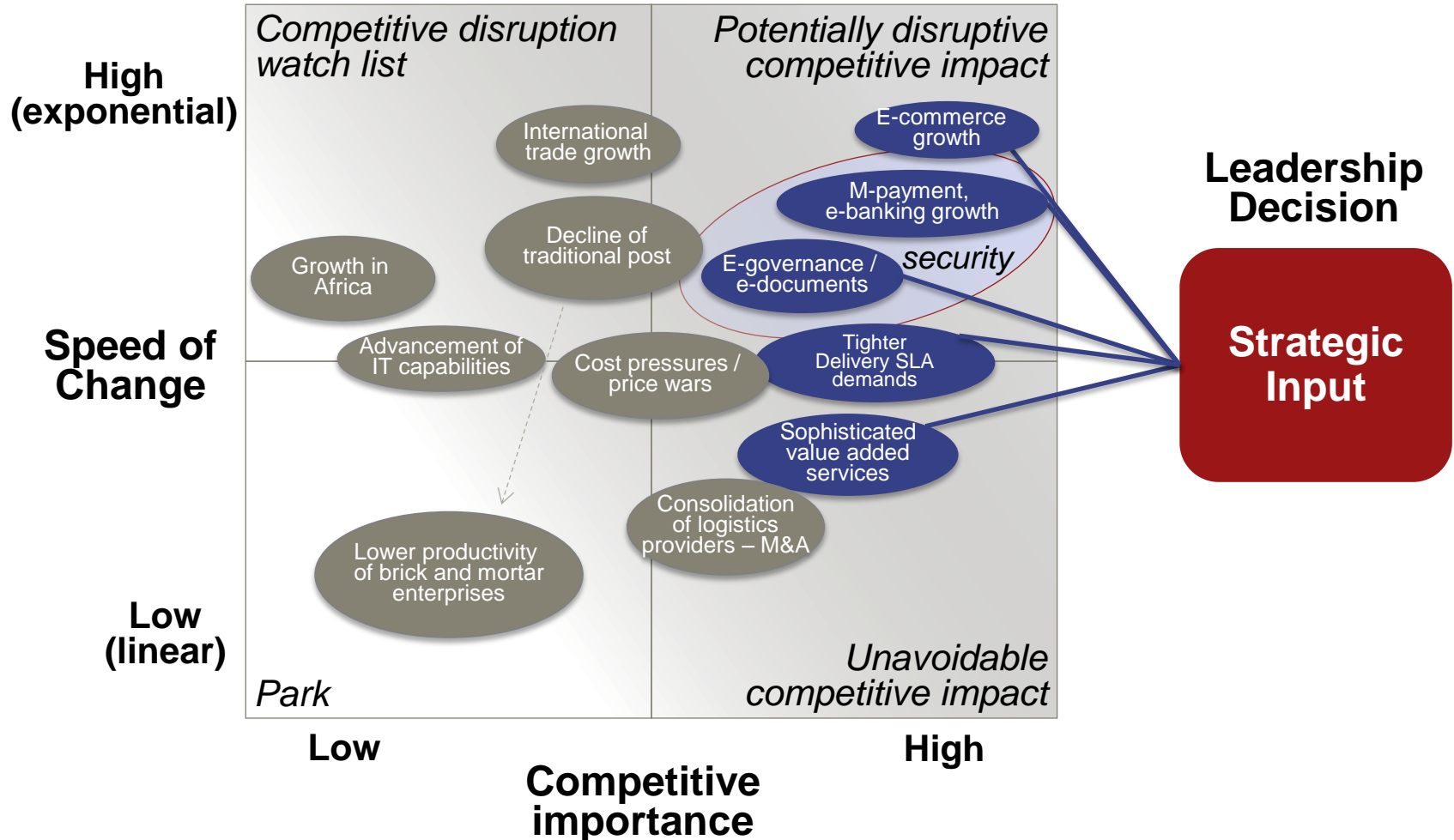
**The next best  
thing to strategy**



FutureProof methodology centers on three principles, building on our experience and the latest strategy trends

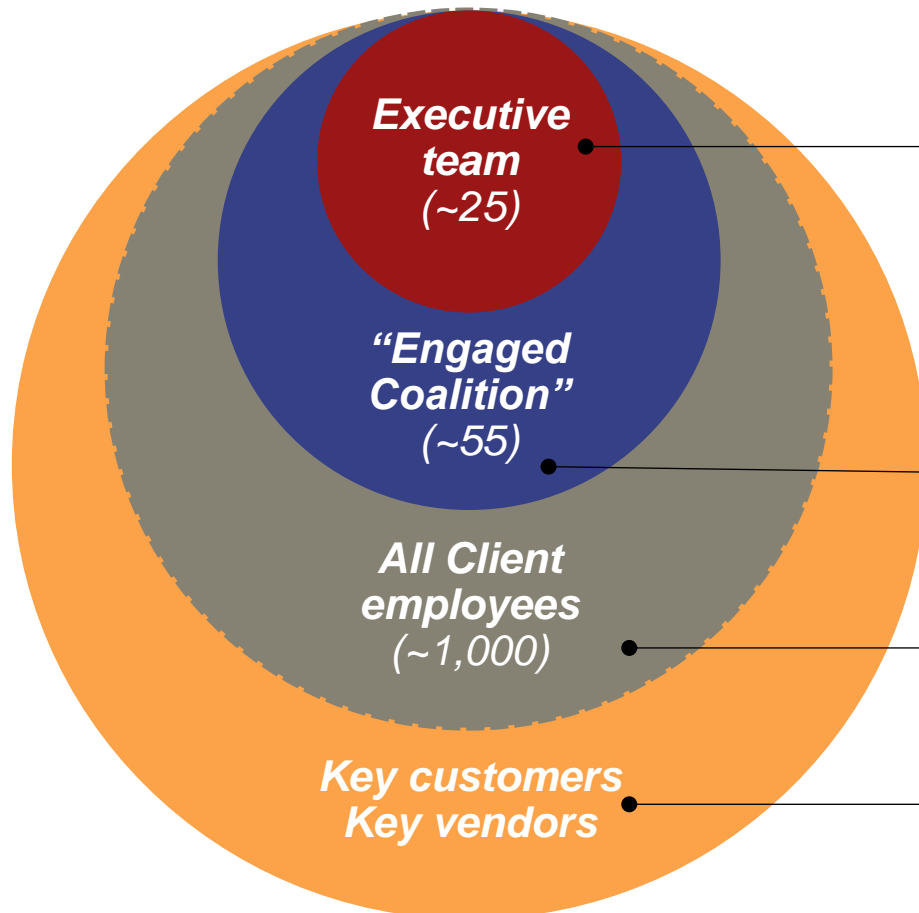


# Future focused approaches such as Scenario Planning and Foresighting provide the starting point for strategy formulation

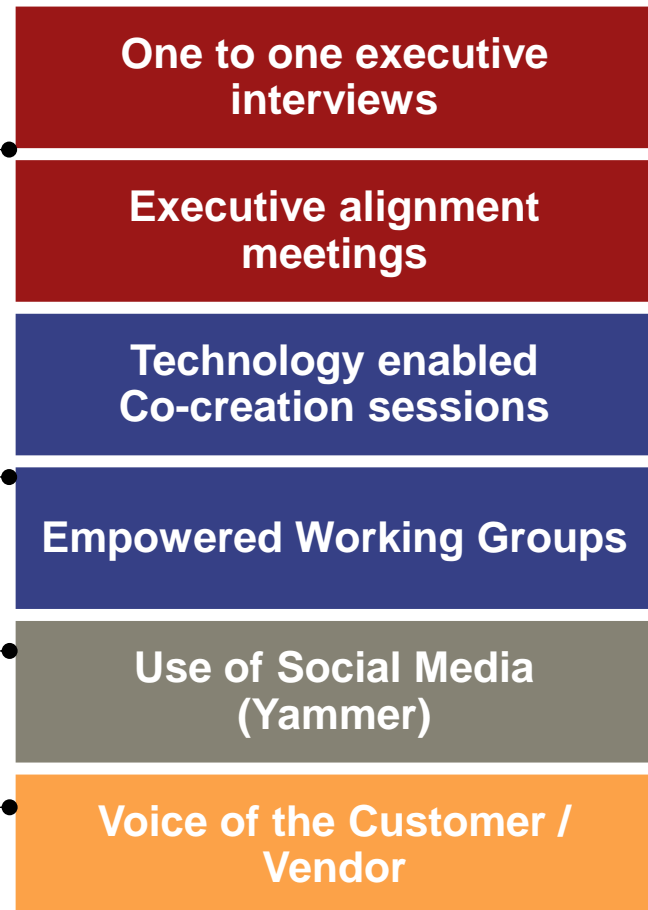


# Technology-enabled inclusion allows for new levels of organizational and even customer engagement

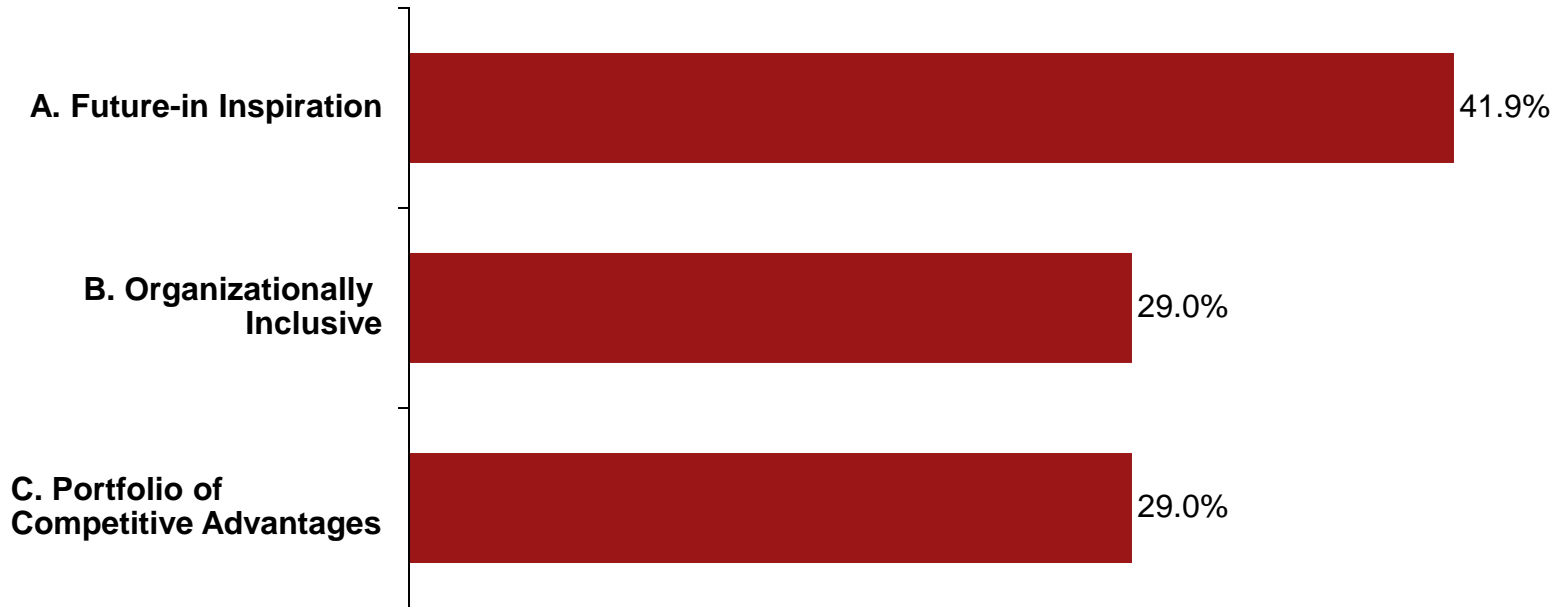
## Organizational inclusion



## Interaction



# Which FutureProof Pillar is most relevant for your organization?



# Writing a new chapter in the history of strategy

## The history of business strategy



What are your thoughts on FutureProof?



For further information on FutureProof, please do not hesitate to contact Martin

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