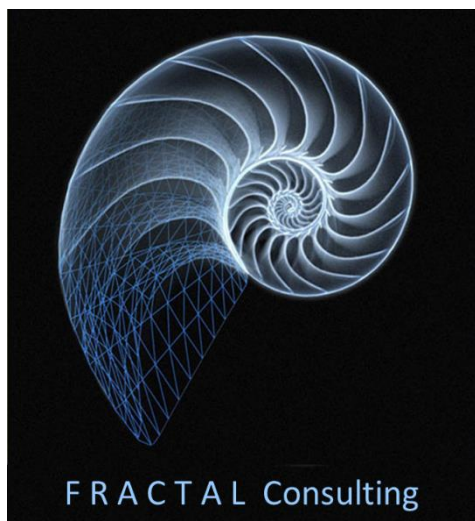


Dimensions of an agile approach to strategy

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Introduction from the Agile Business Consortium



**Agile
Business
Consortium**

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1.0 Introduction

Organisations have to find better ways of organising themselves in an increasingly Volatile, Uncertain, Complex and Ambiguous (VUCA) environment. An agile organisation can respond quickly and effectively to opportunities and threats found in its internal and external environments (be they commercial, legal, technological, social, moral or political).

Agile Strategy is one of the key areas in the Framework for Business Agility that the Agile Business Consortium has defined. The framework provides a lens, helping organisations to understand how to deliver value to their customers, partners, and people, in their business, social and physical environments. It helps them respond quickly and effectively, now and in the future, to opportunities and threats, ensuring they thrive and survive in a changing and sometimes disruptive world. The framework is driven by values, and drives capabilities and behaviours.

In this paper, we discuss the dimensions which we have learnt are core for an agile strategy. We also present where some commonly used practices support this agility, and where they fall short, so you can adapt or change your current strategy

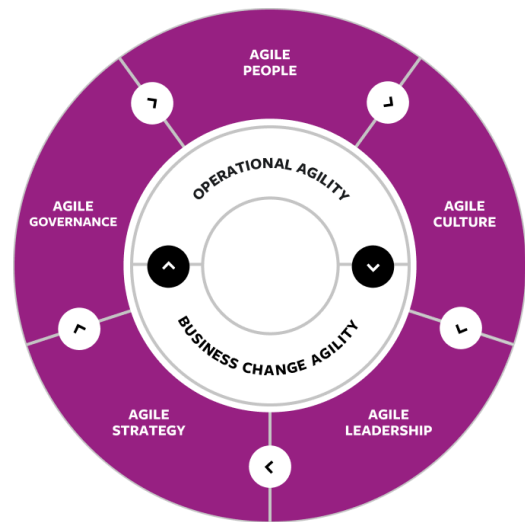


Figure 1 The framework for Business Agility

2.0 Background

The purpose of strategy is to achieve a good strategic fit between an organisation and its environment. It's about building and sustaining resources and capabilities for the organisation to ensure its survival and ongoing success in a changing organisational environment. It involves deciding on the future nature and direction of the business, right through to the execution of any changes in how the organisation works to achieve the advantageous future state set down in the strategy.

Business agility is about being able to change the organisation so that it maintains an advantageous fit with its environment

Strategic change can start with issues of fundamental identity, such as deciding what business you want to be in, as well as selecting markets, customers, technologies etc and it can involve major restructuring right through to the maintenance of business-as-usual. So, it implies being able to carry out a very wide range of potential change initiatives as well as having the ability to

foresee what a good future state would be, work out how to achieve that, and continually modify these aims and plans.

Conventional strategy assumes and requires a relatively stable strategic context, in which this year is much like last year and so the thrust of the strategy is broadly similar. Strategy is formulated as a complete end-to-end plan, the effectiveness of which is measured at the end of the execution period, which can last for years. But we are now in a period of increasing instabilities, where the environmental context is no longer stable, and with an increased prevalence of volatility and uncertainty, the failure rate of both strategy and organisations has increased.

In 1965, the average tenure of companies on the Standard & Poor's Index was 33 years. By 1990, it was 20 years. It is 15 years today, according to Richard Foster of Yale University. 87% of the original S&P 500 have been put out of business. Only GE remains out of the original S&P Index. Two of the original FT 30 remain. That is just in the private sector; many public sector organisations become effectively out of business but are quietly refinanced by central government as the services they provide cannot be allowed to cease. So, there is a large raft of organisations which are demonstrably not surviving let alone thriving and that is in large part because they are not setting, developing and executing strategy effectively.

This death rate of companies points to the need for different ways of developing strategy, ways which can at least handle and ideally exploit the more turbulent trading conditions which now exist. This White Paper describes the characteristics of such ways of formulating, implementing, and revising strategy, and how they differ from conventional methods. The start point is that Agile Strategy assumes a volatile strategic context and therefore can be effective in helping organisations succeed and survive in the much more challenging conditions which prevail today. In a rapidly changing world, organisations need more learning, agility and adaptation to succeed.

Developing this White Paper

Conventional approaches to both strategy and software development follow the same underlying philosophical paradigm based around freezing change: a fixed end point is decided, a plan with milestones is drawn up charting a straight-line route from here (as is) to the objective. The plan tends to be large, complicated and monolithic with multiple interacting parts and dependencies and as a result tends to be somewhat fragile and prone to failure with cascading effects if parts fail or are delayed. Execution is managed to minimise any deviation from the plan and success is measured at the end of the strategy execution process, which in the case of conventional strategy can be years after conception. But, of course, because the world changes between the development and execution stages, this approach rarely works.

In developing this paper, our work looked at the ethos behind the Agile Manifesto for software development, and the shift in mindset from conventional, waterfall software development to agile software development. The core shift in mindset was from monolithic and linear to modular and iterative. We weren't expecting to align all the details of strategy development with all the details of software development – and indeed, it would be really strange if they *were* aligned, given that they are doing very different things. But our starting point for approaches to Agile Strategy was this: what would Agile Strategy look like if it was modular and iterative? And if it expected and allowed for change?

Agile Strategy assumes a volatile strategic context and therefore can be effective in helping organisations succeed and survive in the much more challenging conditions which prevail today. In a rapidly changing world, organisations need more learning, agility and adaptability to succeed.

With this mindset, Agile Strategy must seek to address fundamental issues of change and uncertainty in a different and more flexible way than conventional approaches tackled these problems.

Survey results vary but put the failure rate of conventional strategy at between 70% and 98% ¹, so rather worse than the failure rates of Waterfall IT projects. Both Agile Software Development and Agile Strategy follow a different paradigm. Rather than attempting to freeze change, they flex and adapt: the end point isn't fixed as it's likely to change as the business environment changes, so long-term progress is broken down into smaller modular changes, with shorter time frames, and as much resourcing flexibility and freedom of manoeuvre as possible is retained to allow the future direction to be altered to meet the needs of the emerging situation. The plan is constantly reviewed and progressively redesigned as needed. Success is measured after each module of change.

There's also a question of scale and scope. The term 'strategy' is often used as a shorthand for corporate strategy and can be seen as the preserve of the most senior in an organisation. Yet strategy is an activity which is done by an organisational unit of any size, from a team to a line of business, a product division or functional division, up to the strategy of the whole organisation. That range means that *how* strategy is done varies greatly. A small unit like a team can probably be pretty agile with its strategy approach already. But the major challenge is for a whole organisation to be agile in its strategy, building synergy from the work of many units. With that in mind, the language and audience for this Agile Strategy White Paper is aimed at more senior people in organisations.

3.0 Agile Strategy Dimensions

Agile Strategy has therefore a number of distinctive and interdependent dimensions which distinguish it from conventional strategy approaches. They fall into two main groupings. Four dimensions focus on building an understanding of your strategic environment and five address developing and executing strategy.

¹ Failure rate of conventional approaches: 90% Kaplan and Norton (of Balanced Scorecard), 98% Russ Ackoff, 70% from McKinsey (2008), Bain, HBR

Understanding your environment

1. **Other actors:** taking account of the actions of others, influencing and being influenced by them
2. **Dynamics:** dealing with how strategy and performance change over time
3. **Multiple scenarios and contexts:** developing and exploring alternative possible futures
4. **Strategy cadence:** running strategy processes more often and faster, appropriate for the rate of change in the environment

Developing and executing strategy

5. **Balanced decision inputs:** ensuring that the right informational inputs are provided to decision makers
6. **Resource fluidity and autonomy:** ensuring resource with appropriate autonomy can be allocated to strategy execution
7. **Strategy integration:** ensuring strategy formulation and execution teams work in an integrated way
8. **Manoeuvre-based strategy:** strategy formed into clear packages or manoeuvres, with early feedback on performance
9. **Strategy feedback loops:** checking at each stage of execution whether the strategy is working

We go through each of these in more detail below, and for each dimension we highlight the differences between conventional strategy approaches and Agile Strategy approaches.

1. Other actors

Most conventional strategy approaches assume a single actor: you, and that everyone else, all the other actors, will continue doing whatever they are already doing. In this worldview, the backdrop or environment for your actions remains unchanged.

But it's the other actors who make up your strategic environment, so it's fundamental to treat actors as having independent will. An actor is an individual or organisation with decision making capability, including the ability to create and execute a range of different strategies in any particular context or situation. You examine what happens when my option A interacts with your option B, or my option A triggers a response from you of option C. It's the interaction between my actions and your actions which creates the game, a constant dynamic as each actor seeks advantage for themselves. That means that an understanding of their strategies (the strategies they are executing, those they could execute) and the interactions of those shape how your strategic context could change.

It's the interactions between organisations and other actors which are the underpinning driver of strategy

It's the interactions between organisations and other actors which are the underpinning driver of strategy, as significant changes on the part of one actor always have an impact on the others. The effect on others in their strategic context is the outcome of your strategy – it's the way in which you get your best possible strategic fit – and therefore must be understood and measured.

But just as your organisation seeks to change other actors and change the environment, those other actors are doing the same, so it's critical to get a grip on where and how those changes are likely to arise, and what those might mean for you. It's about understanding and then orchestrating this strategic dance.

Where there is a strategic relationship between two actors, value is exchanged between them. Each receives some value (money, reputation, learning, infrastructure etc) and each gives value in return. Given that strategy is about getting an advantageous fit in the environment, it's important to understand what value different actors want to receive, and what they are prepared to give to get that. A sensitised organisation is one in which people in each unit understand their own environment, its actors and dynamics, and the value which they deliver within it. It is often frontline staff who can be most attuned to subtle shifts in their environment. Some of these will just be fluctuations in demand and others could potentially be early, weak signals of change. These boundary spanning staff (inside to outside) can bring key insights into the organisation.

2. Dynamics

Conventional strategy approaches tend to take a snapshot of the strategic situation and assume it will remain stable over time. And in the past, that might well have been a reasonable assumption, but it's not so anymore. Today, in most sectors, there is an ongoing level of moderate change (incremental or radical, changing *how* you do things) interrupted by bursts of levels of higher change (disruptive or paradigm shift, changing *what* you do, or changing the paradigm for a particular product, service or market). Agile Strategy assumes that the strategic situation is fluid. That means that it needs to model and measure the dynamics of the strategic situation as it evolves, as well as the dynamics of the strategy itself. That points to an understanding of rates of change, and also an understanding of changes in those rates of change. X is going faster than you *and* is speeding up further, for example.

The rate of change of the organisation must at least equal the rate of change of its environment and that of its competitors

Agile Strategy must help managers, strategists and staff understand the dynamics of their strategic situation. The importance of this can't be overstated: in most cases, the rate of change of the organisation must at least equal the rate of change of its environment and that of its competitors. Understanding the dynamics of a strategic situation (what's changing, how fast) is key to designing a strategy that will maintain the organisation's fit with its environment.

3. Multiple scenarios and contexts

Most conventional strategy has an underlying premise of competition, that the sole purpose of strategy is to win, to beat another organisation. That's quite a limiting view. Some organisations compete but all organisations collaborate. Agile Strategy needs to be effective in both collaborative and competitive contexts, as well as those which are a bit of both, which are increasingly common. And there are other contexts too, such as defensive or growth or reshaping the structure of a market.

What's also common in conventional strategy is that the strategic environment is a given, and the strategy positions the organisation to its best advantage in that strategic environment. That assumes that the organisation responds to what's going on in its environment and modifies itself to fit the environment. But that excludes half of the strategic options and some of the most powerful strategic ones: those where the organisation shapes its environment to be a better fit for itself. The multiple scenarios need to cover the environment affecting the organisation *and* those where the organisation affects the environment so that either, or both of these, improve the organisation's strategic fit. Agile Strategy needs to develop options which are about altering the environment to the organisation's advantage, and to do this at a sufficient rate to match or exceed the rate of change in the environment.

Agile Strategy needs to have a formulation process which is fast enough for teams to be able to sketch out several possible scenarios

Conventional strategy generally defines one scenario and then develops strategy in light of that. But because strategic contexts are now unstable and uncertain, Agile Strategy needs to have a formulation process which is fast enough for teams to be able to sketch out several possible scenarios (those scenarios you could create, those that others could create) and then develop and maintain multiple possible strategies in preparation. This is important for several reasons.

First of all, it enriches the strategy debate and ensures that all assumptions are explored and tested, and different options are developed so there is less chance that strategists will be blindsided. Next, it harmonises the mental models of the strategy team, ensuring they hold a coherent and consistent view of the strategies developed and the chosen option; it builds preparedness in the organisation for events which would otherwise be unexpected. And research shows that the act of exploring multiple options improves the quality of the chosen option ² – because of that enrichment and alignment – by a factor of up to 6x. So, there are plenty of reasons to define multiple strategic scenarios and multiple strategic responses to those, and Agile Strategy needs to be able to do this fast. Practising and rehearsing strategic scenarios improves the effectiveness and speed of strategy development. It's a series of thought experiments, the strategy equivalent of a sandbox or a dry run, an opportunity to explore possibilities without deploying actual resource.

In many cases, development of scenarios indicates common starting points for several, or capabilities required by several. That means it's possible to develop organisational readiness in advance of final selection of a strategy, so that the capabilities needed to enable that strategy are more ready to mobilise at speed if required.

4. Strategy cadence

The time taken to develop and execute strategy using many conventional strategy approaches can run into months or years. But this is no longer tenable in a strategic environment where the rate of change is neither regular nor predictable. The cadence of the strategy cycle needs to be appropriate for the underlying rate of change of both organisation and environment, and you know this if you understand the dynamics of the strategic environment. Different parts of the

Having the ability to run a strategy development cycle at a range of speeds offers the most flexibility to an organisation

² Higher quality decisions when options are considered: from Decisive by Dan and Chip Heath

organisation are linked to different parts of the environment so there are likely to be different cadences across units, sometimes markedly so. On top of the background cadence of the environment, changes or crises can arise much, much faster than months or years, and strategy development needs to be able to handle that, acting on key learning or significant events, not waiting for the next planned strategy review. A key measure is the elapsed time from scanning the environment, synthesising intelligence and information, deciding on and then executing strategy and having an impact. The longer the strategy development and execution takes, the greater the chance it could be rendered irrelevant by the actions of other actors. This implies a strategy development process which can be run fast, really fast, sometimes in hours or days rather than weeks or months. And when the strategy process is quick and powerful, then it can easily be incorporated into the regular operating rhythm of the leadership team or picked up quickly if circumstances require that.

Most of the time, the organisation needs to operate a faster strategic cadence than its competitors or the environment. If this is not so, then there is the ever-present risk that the strategy will be rendered obsolete by the time it is executed, the world will have left the organisation behind. The statistics on organisational failure rates show that this is so. Having the ability to run a strategy development cycle at a range of speeds offers the most flexibility to an organisation; whatever the situation, you will have the capability to run your strategy process.

5. Balanced decision inputs

Many conventional strategy approaches look at what the organisation is good at, and then at where those strengths can be deployed for advantage, and others work the other way around, looking at which markets are attractive and defensible, and positioning themselves there. Those different views can lead to an unconscious bias in the information selected to support decision making and flawed or biased informational inputs lead to flawed or biased decisions. Agile Strategy carefully balances information on the organisation's capabilities with insight and intelligence on the external strategic context, both now and in the future. Equivalent attention is paid to information about now and intelligence about the future. This is where it's key to understand your environment, and also to know about your organisation, its capabilities, performance and potential. Balancing inside with outside, now with then. Excellence here requires treating a decision as having information requirements: what does it need to have, such that it is (literally) well informed? This is an exercise in designing the right information inputs. Having a good model of your environment is very helpful here – it provides focus on what information you need and saves time by ruling out of scope the information you don't need to gather. There is a point where you may not have all the information you would ideally like, but the decision needs to be made because of the window of opportunity or risk. If you wait until you have all the information, the strategic situation is likely to have moved on, so your information gathering needs to start again; you may never be fully 'ready'. But if you know the information you have and what is missing, you can make better judgements about how to proceed, based on the assumptions you make about the missing information. Having the right information on which to make decisions is the foundation of Agile Governance.

Decisions about strategy are some of the highest leverage activities which an organisation undertakes. Yet they are typically very under-resourced with information

It's very easy to let something as simple as setting an agenda destroy the balance between internal and external, now and future. Pressing operational concerns can consume all the available time, squeezing out slower paced but equally important discussions about strategic matters. It also means that there needs to be a good mix of skills, knowledge and outlooks in the strategy team – some people whose focus and interest is primarily on the now and optimising the current performance of the organisation's capabilities, and some people whose focus is primarily on the environment and preparing for possible futures. Imbalance in management teams is very common, and mostly the same team works with both operations and strategy, so has to be comfortable and effective switching from one to the other.

Decisions about strategy are some of the highest leverage activities which an organisation undertakes. Yet they are typically very under-resourced with information. Operations have been data-enabled for many decades now, management of those operations in the form of management information is fairly prevalent, yet custom suites of information for strategy development are very rare. These need data and information and models which have been synthesised from those. A picture is worth a thousand words. A model, even more words. A strategic decision suite is likely to contain models of the strategic environment, of strategy (yours, that of others), of ongoing and planned transformation and change, and of organisational capabilities, performance and potential. And as models become more pervasive in the wider organisation, the greater the shared understanding and alignment of all engaged staff, and the more readily unusual or unexpected signals from the strategic environment will be identified and addressed. Having a model sensitises people to understand what's important, what to look out for, and how to interpret what they see.

The greater the shared understanding and alignment of all engaged staff, the more readily unusual or unexpected signals from the strategic environment will be identified and addressed

6. Resource fluidity and autonomy

Organisations which focus highly on efficiency tend to have the majority of their resource locked into mission-critical activities, and that can be in direct tension to the resource fluidity required for Agile Strategy. It's important to overtly consider the resource needs of executing strategy and the value gained from it, and balance that with the resource needs of running today's operations and the value gained from those. A draft execution plan provides some credibility for the resource needs of the strategy when compared to the more grounded and evidence-backed resource needs of operations.

Effective strategy usually requires a degree of resource fluidity, resource which can be readily and speedily switched from one priority to another

Firstly, the organisation needs to be capable of making resource available in a timely way. Timely means that the process for deciding and delivering the resource needs of strategy can match the needs of the strategy execution. There is no point in having a slick, quick strategy development process where the resource requirements emerge just after a fixed quarterly resource allocation process, for example. That means that the time to decide to commit the resource, plus the time to actually make it available, should deliver at a cadence which matches that of strategy development, to ensure strategy execution gets the resource it needs, when it needs it. Effective strategy usually requires a degree of resource fluidity, resource which can be readily and speedily switched from one priority to another. Not having this resource fluidity can foreclose many

strategic options, particularly disruptive ones, whereas having it gives an organisation a much wider strategic repertoire to call on.

The linked factor is about the autonomy of the resource. It's one thing making the resource available, it's another giving the resource the empowerment to do what it needs to do. The very nature of strategy execution means that part of the organisation is being tasked with doing something new or to change an existing capability. To do that, it needs to be released from some of the ways of working in the existing capabilities. Without additional autonomy, a strategy execution team is seriously impeded in its ability to bring about change because it is being tied to existing working practices. The execution team agrees what changes in autonomy are appropriate and these could involve changes in decision rights or changes in ways of working.

With an Agile Strategy mindset, it makes sense to appreciate that the amount of required resource fluidity will itself flex according to changes in the strategic environment. That makes it important to look outside and into the future and get the best sense possible for this.

7. Strategy integration

Most conventional approaches involve a senior team setting strategy which is then cascaded down through the organisation through some mechanism. But that precludes units within the organisation (a function, a product-based or geography-based unit, for example) having a legitimate need to set their own strategy, while aligning to the thrust and direction of the overarching strategy. Units can affect organisation strategy just as organisation strategy affects unit strategy. Agile Strategy needs to be effective at all levels in the organisation and rapidly integrable across and within levels of the organisation. That implies a framework and vocabulary which is appropriate and applicable at all sizes of organisation and all levels of an organisation, and which can integrate the strategies across and between levels and units.

Agile Strategy is about seeing the development and execution as an iterative, continuously evolving strategy process

The best strategy emerges from teams that are able to integrate strategy development, execution, and modification in light of feedback. Often the relationship between the two is seen as linear, as execution follows development, and certainly much conventional strategy works like this. By developing the relationship between development and execution as a two-way process, strategy development is far better grounded in the reality of what the organisation is capable of and, perhaps counterintuitively, the whole of the decision-action cycle is speeded up. How well can the strategy development team cleanly and concisely describe their thoughts, intentions and timescales to the execution team? How well can the execution team give considered and accurate feedback to the strategy team on the do-ability of the proposed strategy? Of alternative options, which are more do-able? A continuous two-way dialogue and evolution over time between the two is very powerful.

Agile Strategy is about seeing the development and execution as an iterative, continuously evolving strategy process. Drawing development and execution together aligns the thinking and mental models of the developers and executors of strategy, so that the strategy is understood by both to be actionable. Re-engineering and integrating the relationship between development and execution also makes it much easier for the executors to feed back on the measures as they are captured (as in feedback loops below) as there is an active and ongoing strategy process to

receive that feedback and adjust strategy accordingly. This integration is where Agile Strategy and Agile Governance come together.

8. Manoeuvre-based strategy

Conventional strategy tends to produce its outputs in particular formats, often very long-term and large objectives such as: “Become #1 or 2 in XYZ market”. And while that leaves latitude to the execution team on how that should be achieved, there is too much greyness of what is expected: it is an objective and not a strategy. It’s a mental construct rather than real resources being deployed on real activities in a real timescale.

Having the strategic execution plan in discrete modules, each with clear metrics, makes it easy to detect if your execution is not matching expectations

Think back to those old military engagements in which generals marshalled their resources in physical locations and determined the sequence in which they should be engaged. That’s what is needed. Agile Strategy needs to work in smaller modules, a series of actions or manoeuvres, where each has a high degree of clarity and precision. A manoeuvre comprises an organisational change and actions to achieve it, together with clear output or outcome metrics. Collectively, the manoeuvres form a set of sequenced, modular changes, with a clear time frame for each to be completed to enable the execution of the strategy and achieve the desired strategic fit.

Metrics are important to guide the execution team. How ‘much’ of an output or outcome do you need to get? What time window does it need to be delivered in for it to be valuable? What are you willing to invest, to get it?

9. Strategy feedback loops

Conventional strategy approaches set the strategy and then, by and large, let them run until the strategic plan has been executed. But given the instability and uncertainty of strategic environments today, it is unlikely that the strategy as originally conceived continues to be appropriate for the strategic context as the context will change throughout the period of strategy execution. In addition, few conventional strategy approaches offer a way to develop progress and performance metrics.

Strategy feedback loops enable rapid evolution of thinking and decisions based on feedback from within and outside of the organisation

In contrast, Agile Strategy develops a sequence of manoeuvres which in turn provide a series of points at which progress can be assessed. Strategy feedback loops make strategy into an ongoing, continuous process, tracking whether your strategic hypothesis for achieving advantageous change is correct, and using the manoeuvre-metric combination to deliberately incorporate checks and tests throughout to ensure your strategic assumptions about impact on your environment are valid. Having the strategic execution plan in clear chunks, each with clear metrics, makes it easy to detect if your execution is not matching expectations. That gives you the chance to intervene, altering either expectations, the execution plan or the strategy itself.

The feedback loops that tell you whether each step of the strategy is working are consciously designed and managed. They enable rapid evolution of thinking and decisions based on feedback from within and outside of the organisation. They also provide a mechanism for information flows

on the change 'muscle', change capacity and ability to innovate in different parts of the organisation.

Governance needs to happen at a speed which is appropriate for the feedback loops; that means that you need to be able to take and revise decisions as and when feedback emerges. The strategy feedback loops track the progression of manoeuvres and usually start with output metrics relating to development of capabilities within the organisation, then moving on to outcome metrics which relate to a change in the organisation's fit in its environment, or changes in the strategic positioning of other actors. These tell you whether your strategy is working: is it changing your fit in your environment to your advantage? Are you now getting the value you want for the value you are prepared to give? All this requires your strategy to be adaptable, in its process and in its content, especially during strategy execution.

4.0 What next?

You might be interested to see to what extent your current strategy approach has Agile Strategy dimensions. There are many different approaches used for strategy. Having tested some of these, we show on the next page our thoughts on how they match up to the requirements of an Agile approach to Strategy. If your current approach doesn't exhibit most of these dimensions, you might like to think about moving to one which does.

If you'd like further information on Patterns of Strategy, you can:

Email strategy@fractal-consulting.com

Go to www.patternsofstrategy.com

If you'd like further information on Strategy Dynamics, you can:

Email contact@strategydynamics.com

Go to www.strategydynamics.com

Or you can contact the Agile Business Consortium for more information on Agile Strategy, and Business Agility, which is constantly being developed based on the learnings in their communities

Email info@agilebusiness.org

Go to www.agilebusiness.org

Assessment of strategy tools against Agile Strategy characteristics

Key:

✓✓ - characteristic fully delivered by tool

✓ - characteristic partially delivered by tool

? - characteristic could be delivered by tool if it is developed further

✗ - characteristic not delivered by tool

| Agility factor | Other actors | Dynamics | Strategy cadence | Multiple scenarios & contexts | Balanced decision inputs | Resource fluidity & autonomy | Strategy integration | Manoeuvre-based strategy | Strategy feedback loops |
|-------------------------------|--------------|----------|------------------|-------------------------------|--------------------------|------------------------------|----------------------|--------------------------|-------------------------|
| OODA | ✓✓ | ✓✓ | ✓✓ | ✓✓ | ✓ | ✓ | ? | ✓✓ | ✓✓ |
| Blue Ocean | ✓ | ✗ | ✗ | ? | ✗ | ✓ | ✗ | ✗ | ✗ |
| Patterns of Strategy | ✓✓ | ✓✓ | ✓✓ | ✓✓ | ✓✓ | ✓ | ✓✓ | ✓✓ | ✓✓ |
| Porter 5 forces | ✓ | ✗ | ? | ? | ✗ | ✗ | ✗ | ✗ | ✗ |
| SWOT | ✓ | ✗ | ? | ? | ✗ | ✗ | ✗ | ✗ | ✗ |
| Ansoff's strategic management | ✓✓ | ✗ | ? | ? | ✗ | ✗ | ✗ | ✗ | ✗ |
| Boston consulting grid | ✓ | ✗ | ✓ | ? | ✗ | ✓ | ✗ | ✗ | ✗ |
| Strategy dynamics | ✓✓ | ✓✓ | ✓✓ | ✓✓ | ✓✓ | ✓ | ✓✓ | ✓✓ | ✓✓ |
| Business model canvas | ✗ | ✗ | ✗ | ✓✓ | ✓ | ✗ | ✗ | ✗ | ✓ |
| Porter's value chain | ✗ | ✗ | ? | ? | ? | ✓ | ✗ | ✗ | ✗ |
| Balanced scorecard | ✗ | ✗ | ✓ | ? | ✓ | ✓ | ✓✓ | ✓✓ | ? |
| Value-based management | ✗ | ✗ | ? | ✓ | ? | ✗ | ? | ✓ | ? |