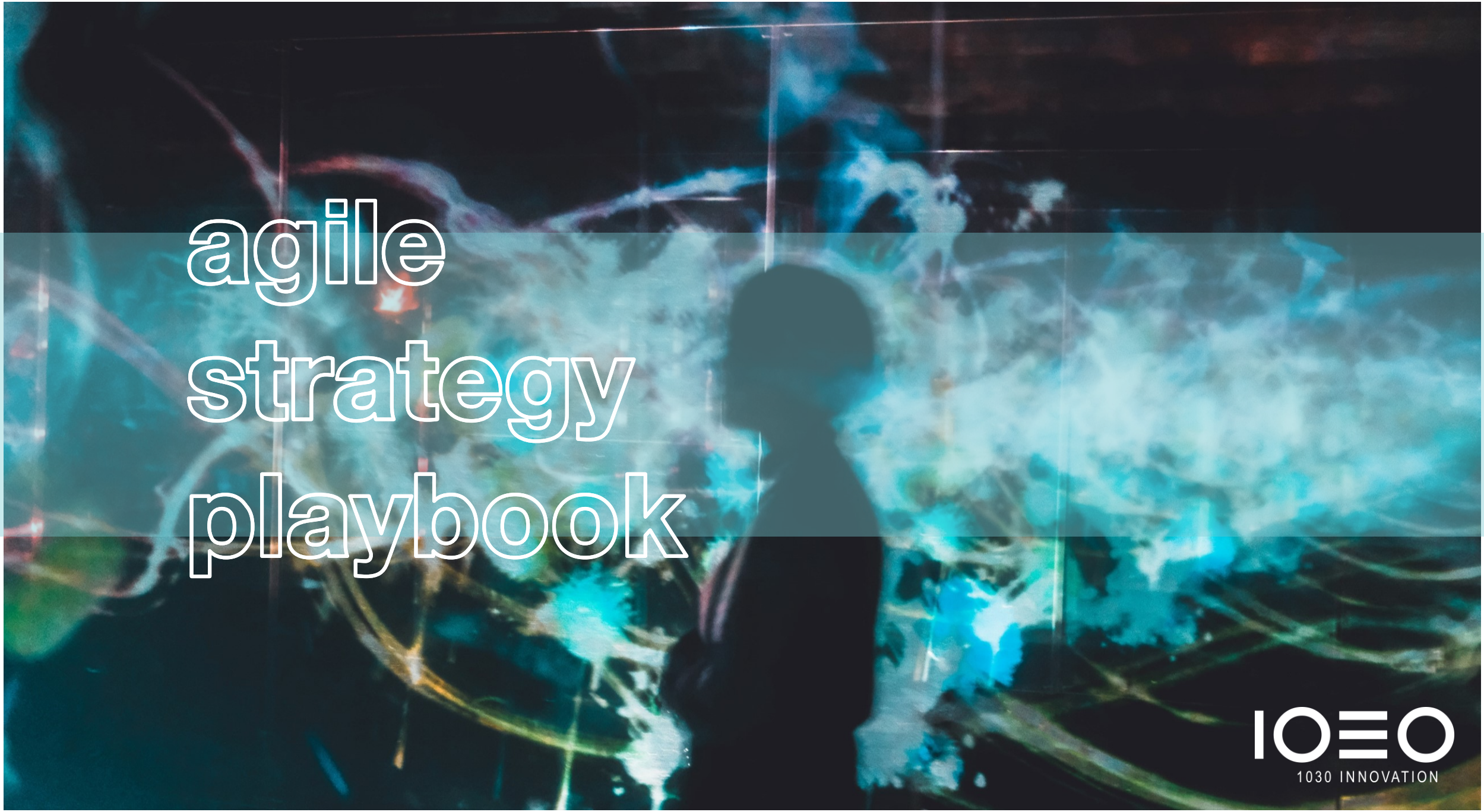
agile
strategy
playbook
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the playbook

A guideline to strategy development in a changing environment. It provides a compact framework as well as an easy-to-use modular toolbox.

It is designed to efficiently develop a strategy that is resilient to change while leveraging major opportunities and thus, to build a solid foundation for your future success.

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the rationale

Our world is in turmoil and the business environment changes very quickly these days. Planning becomes extremely difficult and building only on experience is obsolete.

What now?

We need to switch gears, say goodbye to linear thinking and embrace a systemic approach to strategy. To stay ahead of the game, we need to quickly adjust to an environment in transformation, become resilient to unexpected events while radically following a strong vision.

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agile strategy framework

the vision

the now	the future	the unknown
business-fit		
future-fit		
resilient		

agile strategic roadmap

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1
the vision
where are you headed?
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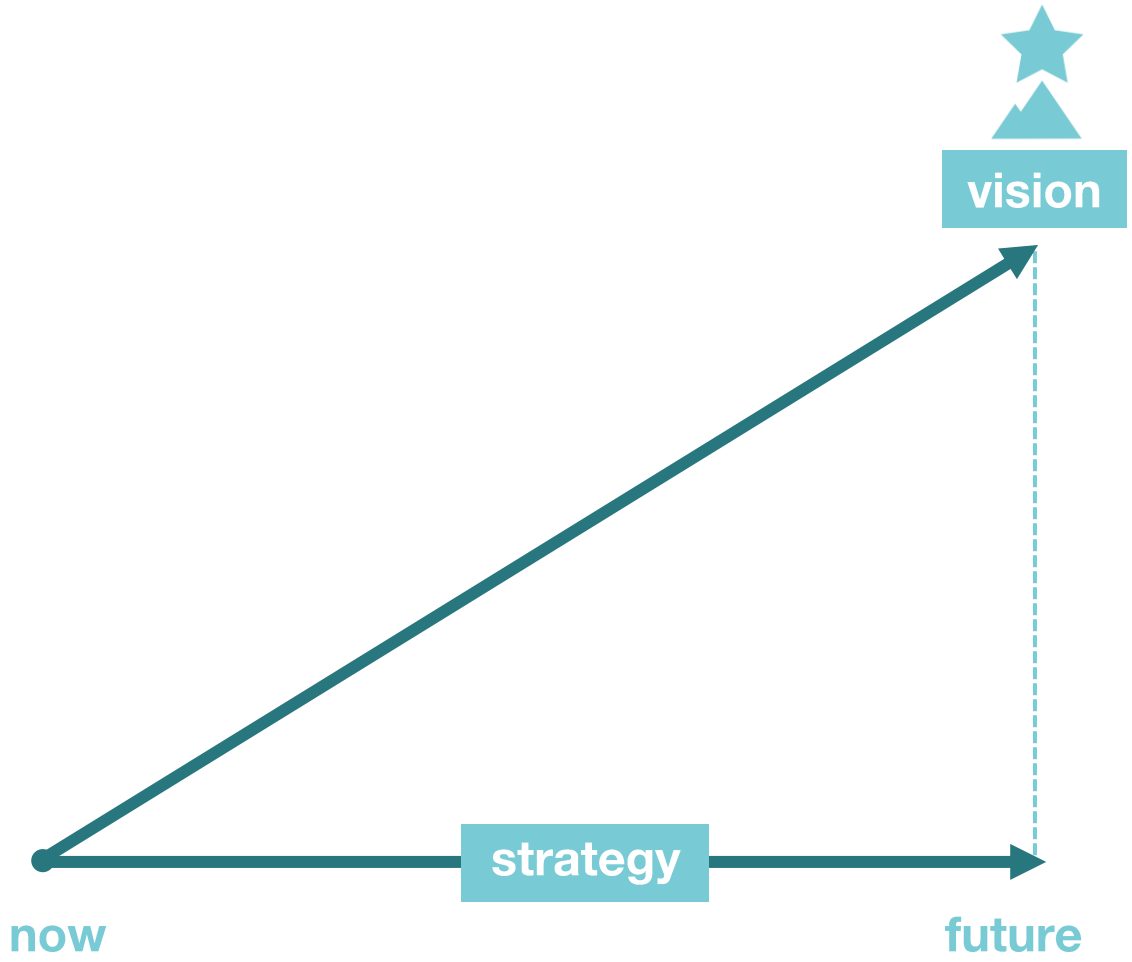
the vision

the vision is an ideal image of the future, showcasing what your organisation aims to achieve.

in times of uncertainty the vision is the only constant providing clarity and orientation.

therefore, it is very important that…

1. all employees know and understand the vision — what?
2. all employees relate to and identify with the vision — why?



2
the now
shaping your success by leveraging
present opportunities
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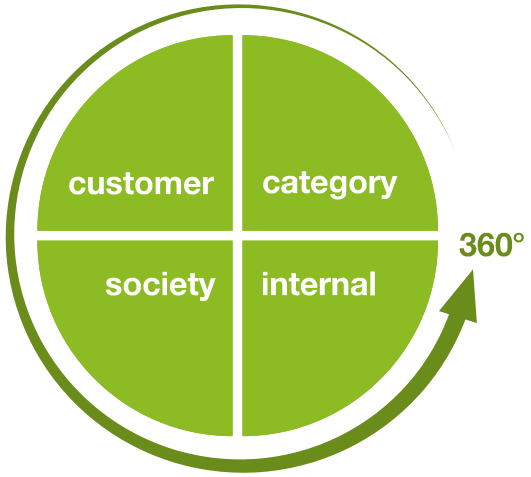
the now

1. 360° pulse check



comprehensive mapping of present dynamics affecting your business.

what are drivers and changes?
what themes are in focus?

2. challenges & opportunities

pains

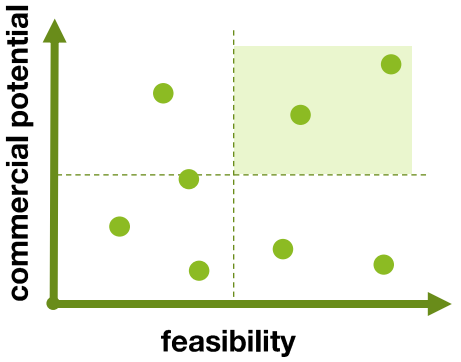
what difficulties arise from the current situation?

gains

what new opportunities are unlocked due to current dynamics?

synthesize actionable challenges & opportunities and derive relevant strategic themes.

3. strategic focus



prioritize the most powerful strategic themes and define or adjust your strategic focus.

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3
the future
make your strategy future-fit
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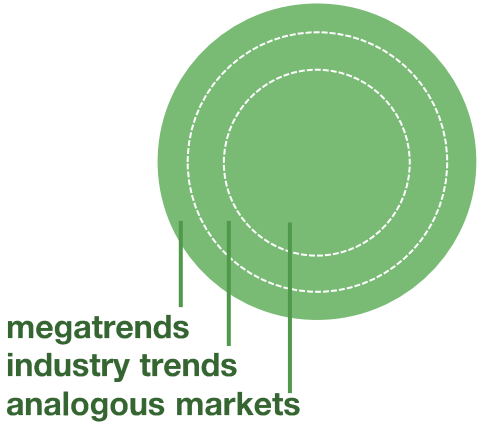
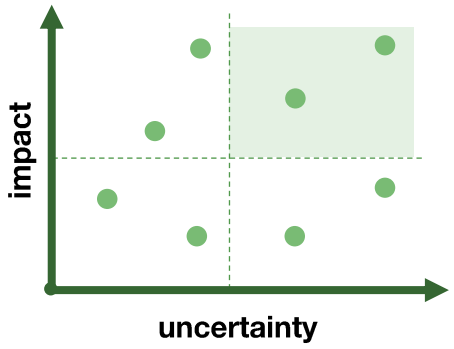
the future

1. trend radar



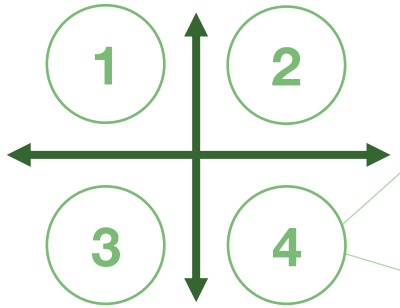
comprehensive trend research including societal megatrends, category trends as well as dynamics in analogous markets.

2. define uncertainties



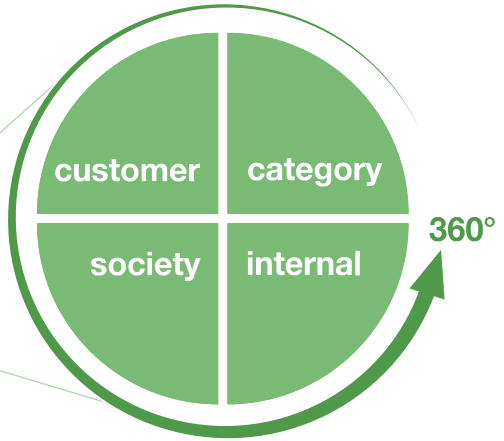
evaluation of trends based on their business impact and their level of future uncertainty.

3. scenarios



creation of different future scenarios based on uncertain aspects with high impact on your business.

4. implications



deep dive into each scenario and distillation of major implications to prepare for. Enrich your strategy with contingencies.

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4
the unknown
become resilient against
unforeseeable events
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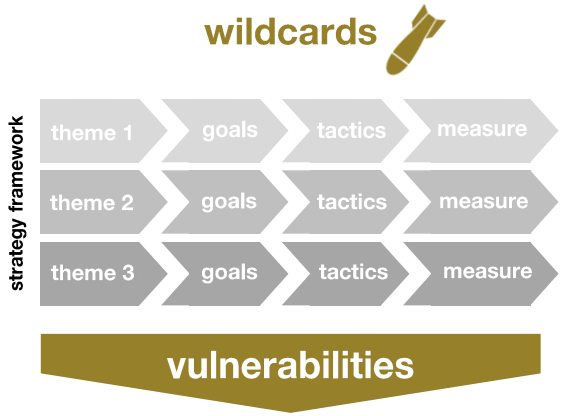
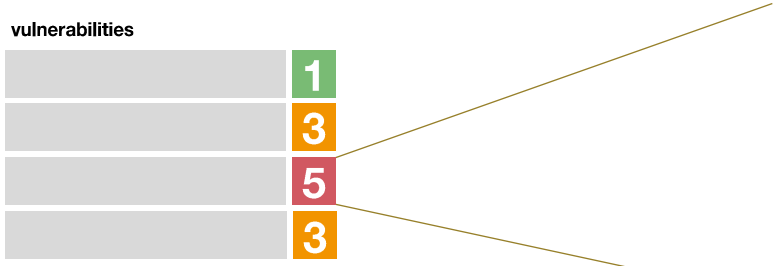
the unknown

1. pressure test simulation



simulate a pressure test for your strategy using a variety of ‘wild cards‘. Analyse your ability to manoeuvre under the new circumstances. Identify major vulnerabilities.

2. prioritization



prioritize vulnerabilities based on their potential level of damage.

3. strategy adjustment

develop creative ideas to decrease or eliminate vulnerabilities and discover new additional opportunities. Adjust and fine-tune your strategy accordingly.

5

agile strategic roadmap

real-time strategy adjustment

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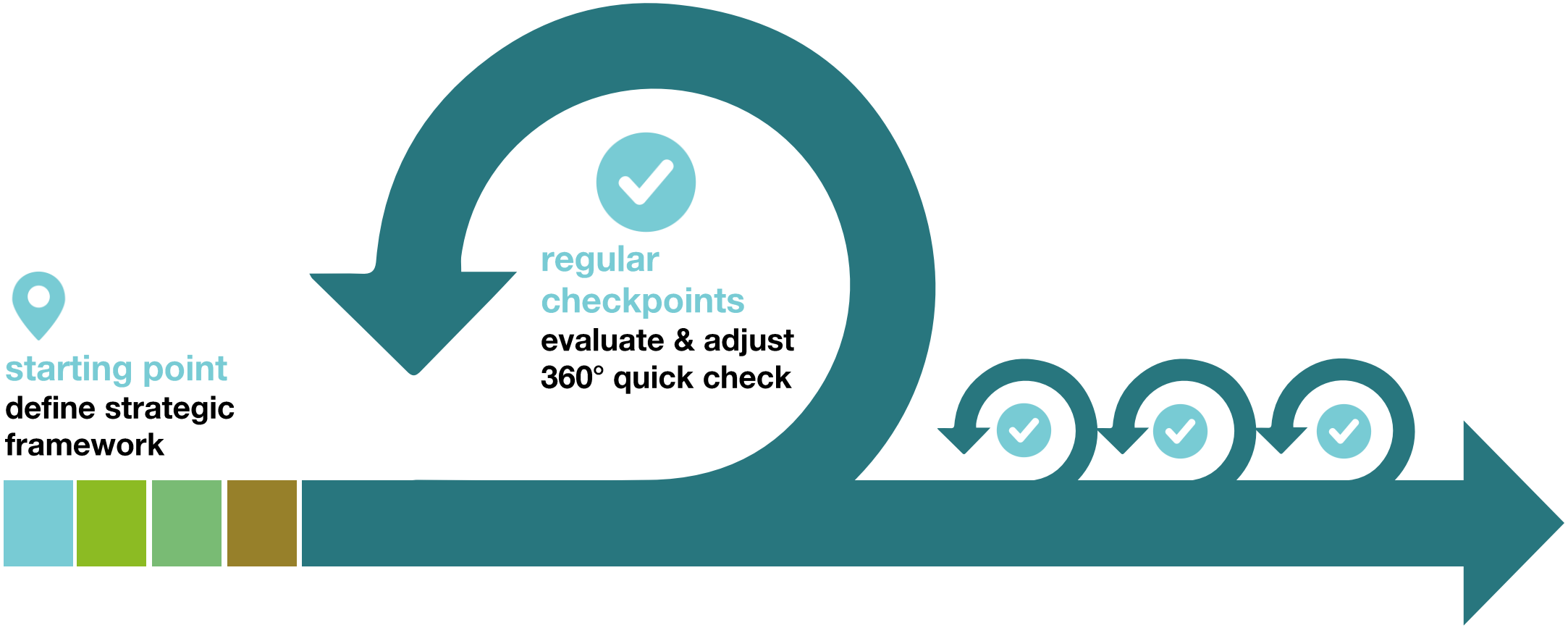
strategy scrumming



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