11TH STRATEGY EXPERTS FORUM

The Future of Strategic Management

From Planning to Value Creation

Thought Leadership Presentation

20 Minutes Session

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EDITION

Session Roadmap

01

Global Context & Transformations

The mega trends and economic shifts reshaping the rules of strategy until 2035.

02

The Gap in Traditional Models

Why traditional strategy offices fail and the urgent need for a new operating model.

03

The New Role: Corporate Value Creators

Transitioning from planning and monitoring to active intelligence and value generation.

04

Practical Implementation

Measuring real value and actionable steps for transforming your strategy office.

05

The ASLF Framework

Deep dive into the Adaptive Strategy Leadership Framework and its 5 core pillars.

SECTION 1

The World is Changing...

01

Has Strategic Management Changed?

A Historic Turning Point in Global Economy

The Past Decade

"Transformation": The most repeated word.

Focus: Building strategies, launching PMOs, restructuring organizations.

Result: We learned how to build plans and measure KPIs.

Today & The Future

New Economy: Fast, disruptive, driven by AI and geopolitical shifts.

The Need: Plans are no longer enough; we need continuous value creation.

Agile Strategy: Continuous adaptation and real-time resource reallocation.

Global Facts: The Need for Change

Economic Shifts

The lifespan of large corporations has shrunk from 60 years to less than 15 years. Companies that fail to adapt strategically disappear quickly.

Technological Disruption

AI and automation are changing business models overnight. Traditional strategic planning cycles (annual or 5-year) are too slow to respond.

The Reality of Strategic Execution

Do you know what this number represents?

70%

Of traditional strategic initiatives fail to achieve their target value.

SOURCE: MCKINSEY & COMPANY / GARTNER RESEARCH

Mega Trends Reshaping Strategy

AI Integration

Artificial Intelligence is moving from an operational tool to a core strategic decision-making engine.

Circular Economy

Sustainability is no longer a PR exercise; it is a fundamental requirement for long-term viability.

Workforce Evolution

The shift towards remote work, gig economy, and new skill requirements is changing how value is created.

The Shift in Economic Power

The Rules Have Changed

Comparing the top 5 companies globally from a decade ago to today reveals a massive shift from traditional assets to digital value creation.

Past: Oil, Manufacturing, Traditional Banking.

Present: Tech, Data, Platforms, AI.

Implication: Strategy must focus on intangible assets and rapid innovation.

Market Capitalization

The speed at which new companies reach a $1 Trillion valuation has accelerated exponentially, proving that agility beats size.

The Saudi Context: Moving Towards 2030

A Global Model in Rapid Transformation

Saudi Vision 2030 has proven that speed and adaptability are the core of modern strategy.

Unprecedented Speed: Achieving targets years before their deadlines.

High Flexibility: Updating programs and targets based on global changes.

Value Focus: Moving from "project completion" to "economic impact".

THE LESSON LEARNED

"Strategy is not a sacred document; it is a dynamic tool for value creation."

Strategic Agility

The ability to pivot resources rapidly towards new opportunities.

SECTION 2

Why Have Strategy Offices Become Less Impactful?

02

The Gap Between Production and Need

Why Have Strategy Offices Become Less Impactful?

The Gap: What PMOs Produce vs. What CEOs Need

Yesterday's Model
(STILL PRACTICED)

- Annual Plan Updates
- Collecting KPI Data
- Preparing Periodic Reports

Today's Model
(HIGHLY DEMANDED)

- Scenario Analysis & Alternatives
- Agile Resource Reallocation
- Supporting Investment Decisions

The Evolution of Strategy

Strategy Generations — Entering a Completely New Era

1ST GEN (PAST)

Strategic Planning

Focus on document creation, 5-year horizons, rigid structures.

2ND GEN (PRESENT)

Strategy Execution

Focus on KPIs, balanced scorecards, dashboards, and PMOs.

3RD GEN (FUTURE)

Strategic Intelligence

Focus on AI, predictive models, agility, and value creation.

Strategy offices in their current form will disappear if they don't redefine themselves.

The 3 Questions Every CEO Asks Today

CEOs are no longer satisfied with reports showing "90% project completion". They are asking deeper, value-driven questions:

1. The Value Question

"We spent millions on these initiatives, but where is the actual impact on our bottom line and market share?"

2. The Agility Question

"The market shifted yesterday. Why are we still funding projects that were planned two years ago?"

3. The Foresight Question

"What is the next disruption, and are we strategically positioned to capitalize on it before our competitors?"

Case Study: Strategic Transformation

Microsoft's Pivot

Under Satya Nadella, Microsoft shifted its strategy from "Windows everywhere" to "Cloud and AI first".

This wasn't just a product shift; it was a fundamental change in resource allocation and strategic foresight.

Key Takeaways

Agility: Willingness to abandon legacy products.

Foresight: Investing heavily in Cloud before it was the standard.

Value Focus: Shifting KPIs from software sales to consumption metrics.

SECTION 3

How Should Strategic Management Change?

From Reporting to Value Creation

The New Roles of the Strategy Office

To survive and thrive, the strategy office must transition from a "Reporting Entity" to a "Value Creation Engine".

From Planner to Navigator: Anticipating trends instead of just documenting goals.

From Monitor to Allocator: Actively shifting budgets to high-value areas.

From Reporter to Advisor: Providing actionable intelligence to the CEO.

THE SHIFT IN FOCUS

~~Process Compliance~~ → **Outcome Delivery**

~~Annual Cycles~~ → **Continuous Adaptation**

~~Looking Backward~~ → **Predicting Forward**

Pillar 1: Strategic Foresight

Moving from analyzing the past to predicting the future.

Trend Analysis: Identifying Mega Trends before they become mainstream.

Scenario Planning: Preparing for multiple possible futures (Best, Worst, Most Likely).

Early Warning Systems: Establishing indicators to detect market shifts early.

The Value Impact

Organizations with strong foresight capabilities are 33% more profitable than average, as they capture opportunities while competitors are still reacting to disruptions.

Pillar 2: Agile Resource Allocation

Strategy is meaningless without the courage to allocate resources accordingly.

Dynamic Budgeting: Moving away from rigid annual budgets.

Capital Reallocation: Shifting funds from declining projects to high-growth initiatives.

Talent Mobility: Deploying top talent to the most critical strategic priorities.

The Value Impact

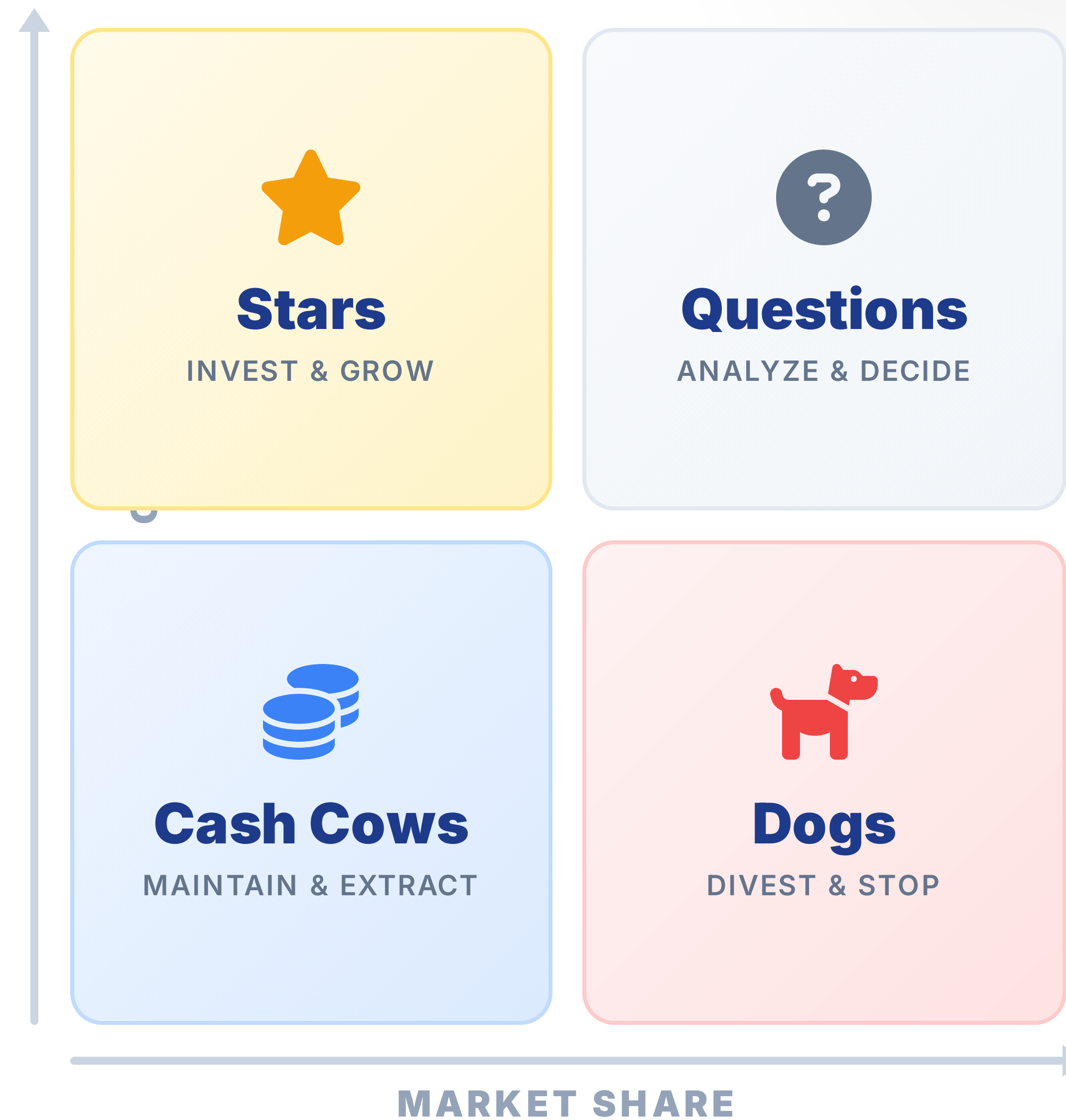
Dynamic resource allocators achieve 30% higher total returns to shareholders compared to companies that rely on historical budgeting.

Portfolio Management

The Value Matrix — Balancing the Strategic Portfolio

Agile resource allocation requires continuously moving investments from declining areas to high-growth opportunities.

- **Stars:** High Growth, High Share. Need heavy investment.
- **Cash Cows:** Low Growth, High Share. Generate cash to fund Stars.
- **Question Marks:** High Growth, Low Share. Invest or divest.
- **Dogs:** Low Growth, Low Share. Courage to STOP.



Pillar 3: Financial Sustainability

Ensuring long-term viability while pursuing strategic growth.

Cost Optimization: Eliminating non-value-adding activities.

Revenue Diversification: Creating new, sustainable income streams.

Investment ROI: Rigorous measurement of strategic initiative returns.

The Value Impact

A sustainable financial model provides the buffer needed to survive economic downturns and the capital required to invest heavily during recovery phases.

AI: The Ultimate Strategic Advantage

Strategy in the Age of Artificial Intelligence

AI is not just an IT tool; it is the most powerful strategic weapon available to leadership today.

Predictive Analytics: Forecasting market shifts before they happen.

Scenario Modeling: Simulating thousands of strategic choices in seconds.

Automated Insights: Moving from manual data gathering to instant intelligence.

"Organizations that use AI for strategic decision-making will outpace their peers by 2.5x in execution speed."

— GLOBAL RESEARCH INSIGHT

The AI Productivity Leap

The End of Manual Strategy

Are strategy offices still relying on manual Excel sheets and static presentations?

Data Processing: AI reduces analysis time from weeks to minutes.

Pattern Recognition: Identifying market correlations invisible to the human eye.

Competitive Edge: Real-time monitoring of competitor moves.

40%

Productivity Increase

Expected boost in strategic planning efficiency when integrating AI tools.

SOURCE: INDUSTRY REPORTS

SECTION 4

How Do Organizations Start This Transformation?

04

The Action Plan

The 90-Day Transformation Plan

Days 1-30: Assess

Audit current PMO capabilities. Identify the gap between current reports and required strategic intelligence.

Days 31-60: Redesign

Implement the ASLF framework. Shift KPIs from process completion to value creation metrics.

Days 61-90: Launch

Deploy predictive analytics tools. Present the first 'Value Creation Report' to the CEO.

Future Scenarios 2030

Business as Usual

Organizations that maintain rigid PMOs and annual planning cycles will face stagnation and loss of market relevance.

Adaptive

Companies that implement agile resource allocation and continuous strategic reviews will survive and maintain steady growth.

AI Driven

Organizations that fully integrate AI into their strategic intelligence will dominate their industries and define new markets.

The Strategy Office of 2035

Today's Office

- ✕ Heavy reliance on Excel and static dashboards.
- ✕ Focus on measuring past performance.
- ✕ Annual planning cycles.
- ✕ Large teams of analysts.

Office of 2035

- ✓ Powered by AI Agents and predictive models.
- ✓ Focus on scenario planning and future value.
- ✓ Continuous, real-time strategic adaptation.
- ✓ Lean teams of strategic advisors.

SECTION 5

Vision 2030 & ASLF Model

05

Adaptive Strategic Leadership Framework

Measuring True Strategic Value

Moving beyond "Percentage Complete" to Real Impact

1. Financial Impact: How much revenue was generated or cost saved?

2. Capital Efficiency: How many underperforming projects were stopped?

3. Strategic Agility: How fast were resources reallocated to new opportunities?

4. Market Positioning: Did we capture new market share?

5. Innovation Yield: What percentage of revenue comes from new strategic initiatives?

The Ultimate KPI for the Strategy Office:

"Are we creating enterprise value faster than the market is changing?"

Aligning with Vision 2030

A Blueprint for National Transformation

Saudi Vision 2030 exemplifies the shift from traditional planning to dynamic value creation on a national scale.

- **Agility in Action:** Programs and initiatives are continuously assessed and optimized based on real-world impact.
- **Value Focus:** Emphasis shifted from mere execution to driving non-oil GDP growth and improving quality of life.
- **Execution Excellence:** Moving beyond reaching targets to achieving tangible, long-lasting economic impact.

The National Standard

Corporate strategy offices must mirror this national agility to remain relevant and contribute effectively to the broader economic goals of the Kingdom.

2030

The Ultimate Benchmark for Adaptive Strategy

THE CORE FRAMEWORK

ASLF

Adaptive Strategy Leadership Framework

Model - Post-Forum Edition

The ASLF Model

The 5 Pillars of the Adaptive Strategic Leadership Framework

1. **Strategic Foresight**
2. **Agile Resource Allocation**
3. **Corporate Resilience**
4. **Financial Sustainability**
5. **Smart Decision (AI)**

The ASLF Model shifts the focus from ~~measuring past performance~~ to **creating future value**.

Implementing the ASLF Model

1. Leadership Buy-in

Transitioning to adaptive strategy requires the CEO and board to embrace flexibility over rigid annual commitments.

2. Technology Enablement

Deploying the right AI and analytics tools to enable real-time data processing and scenario modeling.

3. Capability Building

Upskilling the strategy team from project managers to strategic advisors and data analysts.

The Evolution of Strategy

Pre 2020
Strategic Planning
Focus on building the document and defining long-term visions.

2020 - 2025
Strategy Execution
Focus on PMOs, KPIs, and tracking project completion rates.

Post 2026
Adaptive Intelligence
Focus on real-time value creation, AI foresight, and agility.

The Future Belongs to the **Adaptive**

Thank You for Your Time & Attention