



## **Strategy Tip #5**

Uncertainty is your  
friend

**Strategy** is a **bet on the future**.

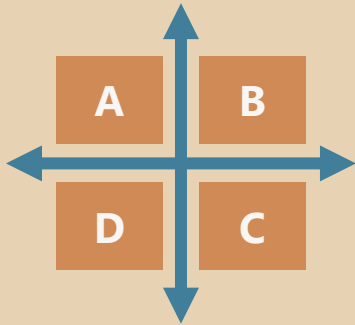
But what if that future is **highly uncertain**? In such cases, your bets can become very expensive.

Smart companies still place these bets, but they do so while actively **minimizing their risks**.

How do they do that?



# 1: The future



Start with identifying the key trends shaping your business.

Then separate them into **base trends**, which are going to happen anyway, and your **key uncertainties**.

With two key uncertainties you can build a 2x2 scenario matrix of **4 distinct scenarios** A through D.

## 2: No-regret moves



Next, think through what you would do in each scenario.

Actions that appear in **all four future scenarios** are your no-regret moves, they should be pursued regardless.

So, **KLM** should continue to invest in AI no matter what happens to the global travel market.

### 3: Contingent moves



Acting on every scenario-specific initiative can be extremely costly.

Instead, create **real options** that keep your future choices open.

When Richard Branson launched Virgin Atlantic, he negotiated a deal with Boeing: for a fee, he secured the right to return unused aircraft or request additional ones

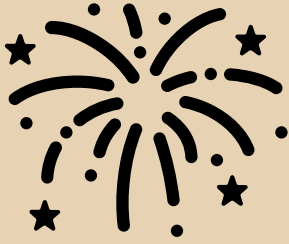
## 4: Trigger-points



Identify the signals that suggest a scenario is unfolding — these are your **trigger points**.

Track them (AI can help) and act when needed by **exercising your options**.

**Virgin Atlantic** did so well in its first year that Branson skipped the return option and bought more planes instead.



As Dwight D. Eisenhower said:  
“Plans are worthless, but  
planning is everything.”

Are you facing challenges in  
dealing with uncertainty? Share  
**your thoughts** in the comments  
or reach out if you need help  
making plans.

