

THE FUTURE OF STRATEGY

Strategy is the last core function in the enterprise that still has no system.



WHERE STRATEGY IS TODAY

Every other function was eventually given a system of record. Finance got ERP. Customers got CRM. People got HCM. Operations got the supply chain stack. Engineering got the delivery pipeline. **The function that decides what the company actually does still runs on a slide deck, an annual offsite, and a handful of capable people.**

- ◆ **It runs on documents.** A deck cannot be queried, re-run or stress tested. When an assumption changes, the deck does not change with it.
- ◆ **It is episodic.** Planning is annual, review is quarterly, and neither the environment nor a competitor keeps to that schedule.
- ◆ **It lives in people.** The working model of the business sits in a few senior heads and a consulting team. When they leave, it leaves with them.
- ◆ **It is never scored.** No other function would accept a decision process with no record of what was assumed and no way to check afterwards whether it held.

Organisations already spend heavily to compensate. Strategy consulting alone runs to roughly sixty billion dollars a year. What that buys is advice. What it does not leave behind is an asset the organisation owns.

WHAT CHANGES

STRATEGY TODAY

The environment is described
Options are argued in a room
Assumptions stay implicit
The adversary is treated as static
Judgement is never scored

STRATEGY AS AN OPERATING SYSTEM

The environment is **modelled**
Options are **played out and priced**
Assumptions are **declared and checked**
The adversary **answers**
Output is **verified against what happened**

WHAT SUPERPOSITION IS

SP2 holds an organisation's strategic environment as a live causal model rather than a document. It carries many weighted futures at once and resolves them as horizons arrive, which is where the name comes from. It prices every option against an adversary that answers.

Every quantity it produces is labelled **measured, declared or sealed**, so a reader always knows what is evidence and what is model.

WHY NOW

Two conditions arrived together. Reasoning systems can finally hold and maintain models of this complexity. And the operating environment became fast and adversarial enough that an annual planning cycle stopped being a discipline and became a liability.

This layer sits above operational platforms rather than replacing them. They report what is happening. **This reports what the system is doing and what is about to happen.**

HOW TO JUDGE ANY CLAIM IN THIS CATEGORY, INCLUDING OURS

Ask to see where the recommendations were scored against what actually happened. Almost no one in strategy can answer that question. It is the test this category will eventually be held to, and it is the one worth applying now.