

# CENTRE FOR EXCELLENCE IN ADAPTIVE STRATEGY



***STRATEGIZE YOUR WAY  
THROUGH TURBULENCE***

Firms are torn between rigid strategic planning and fickle 'flavour of the month' strategy (or no strategy at all).

There are good reasons why one gets to one or the other approach. The former gives a reassuring illusion of control over the course of actions a company follows. And with the latter comes a comforting impression of trying to match, or even beat, the pace of change in the market. But none is really effective to sustain superior performance amidst turbulent environments.

## THIRD ROAD

Fortunately, there is a third road: consciously evolving your company strategy to build an adaptive advantage. But what does an adaptive strategy look like? How is it different from the traditional strategy recipes? How do you know when you have one? And if not, how can you build one? These are some of the questions that the **Vlerick Centre for Excellence in Adaptive Strategy** will address.

## WHAT DO WE PROPOSE?

A venue for co-creating knowledge with partners and member companies eager to learn about adaptive strategy.

This implies:

- A yearly international barometer of firms' adaptive strategy capabilities
- Co-creation workshops to share experiences and develop new insights on the various building blocks of adaptive strategy
- Research projects and case studies to see what adaptive strategy means in practice
- White papers, articles and research reports to capture and synthesize our learnings
- An annual conference on adaptive strategy.

## WHO ARE WE?



### **PROF DR CARINE PEETERS**

Expert in adaptive strategy processes and capabilities.



### **PROF DR KURT VERWEIRE**

Expert in business strategy formulation, implementation, and strategic change.

## WHAT ARE WE WORKING ON?

The idea of the centre originates in conversations with managers and executives who shared with us the challenges they face to formulate and execute winning strategies in the midst of changing market conditions. The projects we have already initiated to seek answers to these questions surfaced at least two things that successful companies do differently:

### **1. ADAPTIVE STRATEGY MAKING.**

In most companies, the typical approach to strategy is one that is planned, episodic, and self-reinforcing. This clashes with the requirements of turbulent markets where changes are frequent, sometimes disruptive, and often hard to predict. Instead, we see winning companies embrace an ongoing, much more open and emergent approach to strategy. But also a well-orchestrated process building on carefully nurtured capabilities.

### **2. A STAGED APPROACH TO DEALING WITH MARKET DISRUPTIONS.**

Market disruptions, such as the ones caused by the remarkable developments in digital technologies, are no sudden shocks. They progress along three main stages. And winning companies understand that there is no universal answer to market disruptions. Each stage involves specific challenges, and hence requires different strategic answers.



### **PROF DR KERSTIN FEHRE**

Expert in corporate strategy, strategic flexibility and decision making.



### **PROF DR MARTIN WEISS**

Expert in corporate strategy, dynamics and performance measurement.

## INTERESTED IN LEARNING MORE ABOUT OUR PROJECTS & THE CENTRE?

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## INTERESTED IN BECOMING A PARTNER OF THE CENTRE?

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