

TOOL DESCRIPTION

PAVE Strategy Metaphors



The **PAVE Strategy Metaphors** tool facilitates strategy development tailored to your context by enabling you to address two key questions: “Is it predictable?” and “Can it be shaped by your actions?”.

The tool operates by situating your scenario within one of four environmental metaphors: Mountain Tour, Jungle, Green Field and Wonderland. Your metaphor selection guides the use of the tool, providing recommendations for a “strategy for your strategy”, that is, general guidelines that enable you to flourish in your unique environment. By implementing these recommendations, you can identify actionable steps that enable you to answer the essential question, “What should we do next?”

Main applications:






- Product and corporate strategy development.
- Personal strategy formation, such as career progression.

PAVE Strategies and metaphors for your strategy:

- P: Planning and Positioning ← Mountain Tour
- A: Adaptation and Adjusting ← Jungle
- V: Vision and Persistence ← Green Field
- E: Effectuation and Entrepreneurial Shaping ← Wonderland

| | | |
|-------------------------------|------------------------------------|---|
| Duration 60–120 min | Participants unspecified | Facilitation no special material needed |
|-------------------------------|------------------------------------|---|

PAVE Strategy Metaphors | Process

| Descriptions 10 min  | Choose PAVE metaphor 10 min  | Develop actions 15 min  | (Optional) Repeat step 3 15 min  | Create action plan 10 min  |
|---|--|---|---|--|
| <p>Begin by articulating the “case for action”, which is the trigger or need prompting your strategic considerations. Then, define the “strategic ambition”, a direction or outcome that your strategy can be used to achieve. This step establishes the direction and purpose for your subsequent strategic choices.</p> | <p>Choose one of the PAVE metaphors – Mountain Tour, Jungle, Green Field or Wonderland – that most closely resonates with your current environment. This metaphor will help you to understand and articulate the predictability and moldability of your context, thus influencing your choice of the strategy that will be most effective.</p> | <p>By using the tool, the chosen metaphor can be translated into one of four generic PAVE strategies. Use the strategy as a guide and brainstorm to identify specific, actionable steps that align with it. These should be practical actions that bring you closer to achieving your strategic ambition.</p> | <p>Optionally, you can explore other PAVE strategies to broaden your strategic perspective. For each PAVE strategy, develop additional sets of actions. Taking this comparative approach can help you to uncover alternative strategies and possibly to develop more robust action plans.</p> | <p>Consolidate the ideas generated into a prioritized action plan. Rank the actions based on their importance, urgency and contribution regarding your achievement of your 'Strategic Ambition'. This list will guide your immediate next steps along the strategic journey.</p> |

PAVE Metaphors | Template "MAP"

Which of the four context metaphors best describes your situation? Which one describes it the least?

For your ranking, write the numbers 1 (for "best") to 4 (for "least") on the map:

E: "Wonderland".

I don't know the rules of the game here, but I can interact and co-create with the "locals" here.



shapeable

A: "Jungle".

Everything here is opaque and surprises lurk around every corner. I can feel my way through step by step.



not shapeable



V: "Green Field".

What I build or create here, I can freely design or shape according to my will.



P: "Mountain Tour".

I can't change the mountain, but I can choose which of the peaks I want to climb and by which route.

not predictable

predictable

PAVE Metaphors | Template “COMPASS”

Based on the generic recommendations, develop concrete and actionable ideas for what you should "do next".

- Expose who you are, what you know/can/have and what you want
- Address/involve stakeholders at an early stage
- Co-create visions of the future with stakeholders
- Orchestrate collaboration
- Build an ecosystem



Be the orchestrator!
Expose | Integrate | Co-create



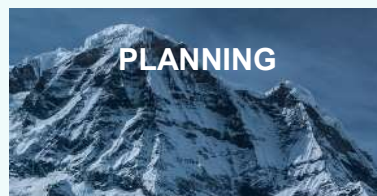
Be the first!
Develop | Create | Persevere

- Search for gaps in the solution space
- Create a vision of a desired future
- Draw a rough roadmap to what you want
- Be persistent and use your own influence
- Flexibly avoid obstacles along the way

- Observe and interpret signals of change
- Build a portfolio of options and experiments
- Use resources flexibly / distribute new ones
- Proceed in short iterations
- Learn quickly and build on successful experiments



Be fast and agile!
Vary | Select | Scale



Think big!
Analyze | Plan | Implement

- Analyze the attractiveness of options (e.g., segments, customers)
- Analyze competitors
- Identify trends and scenarios
- Determine your positioning
- Define goals and make plans
- Derive milestones and key figures

**What you could do
(based on your PAVE strategy):**

- ...
- ...
- ...