

# **Navigating and Taking Advantage of Disruption and Change**

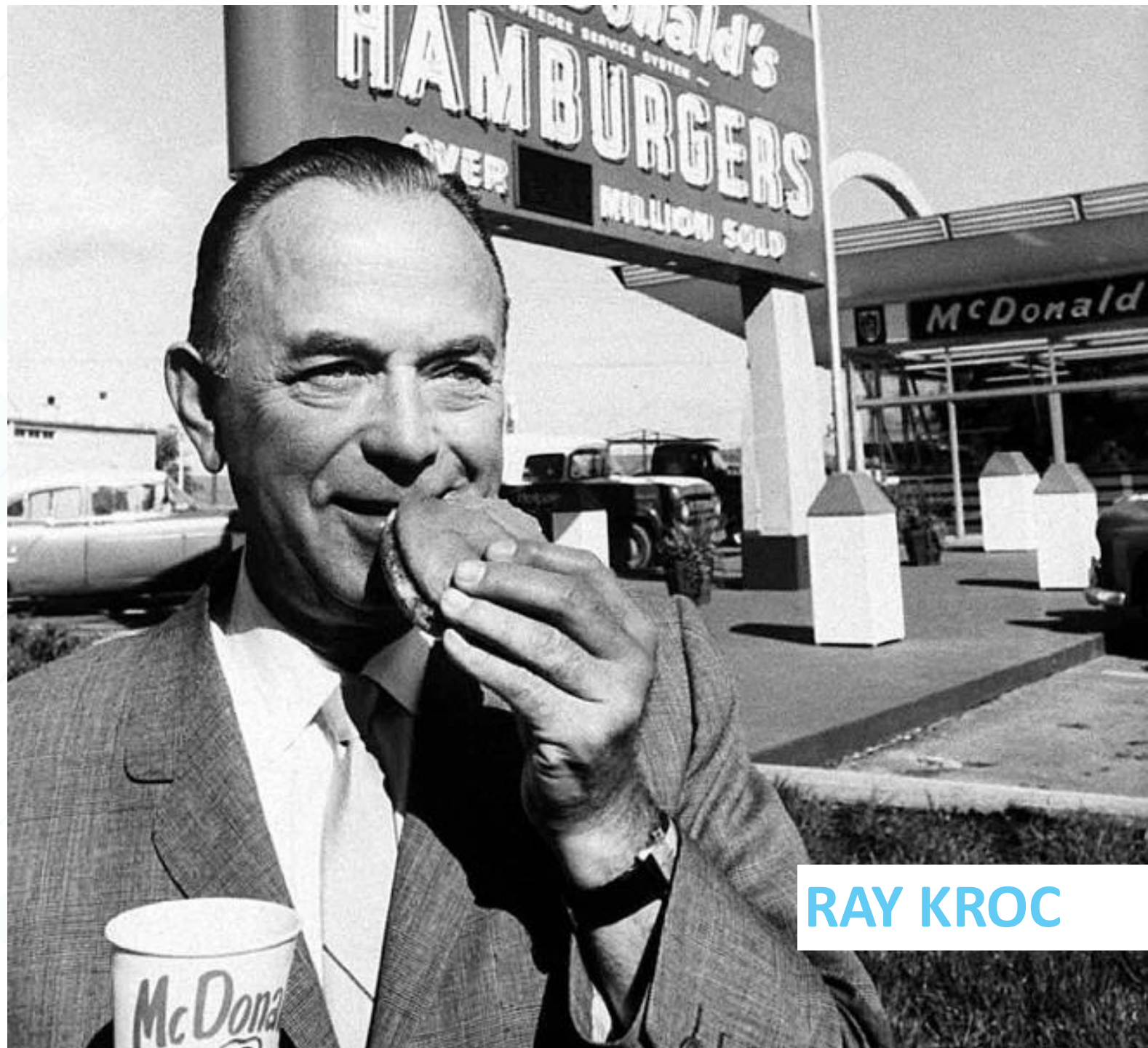
**NEMEON**



**February 5, 2026**

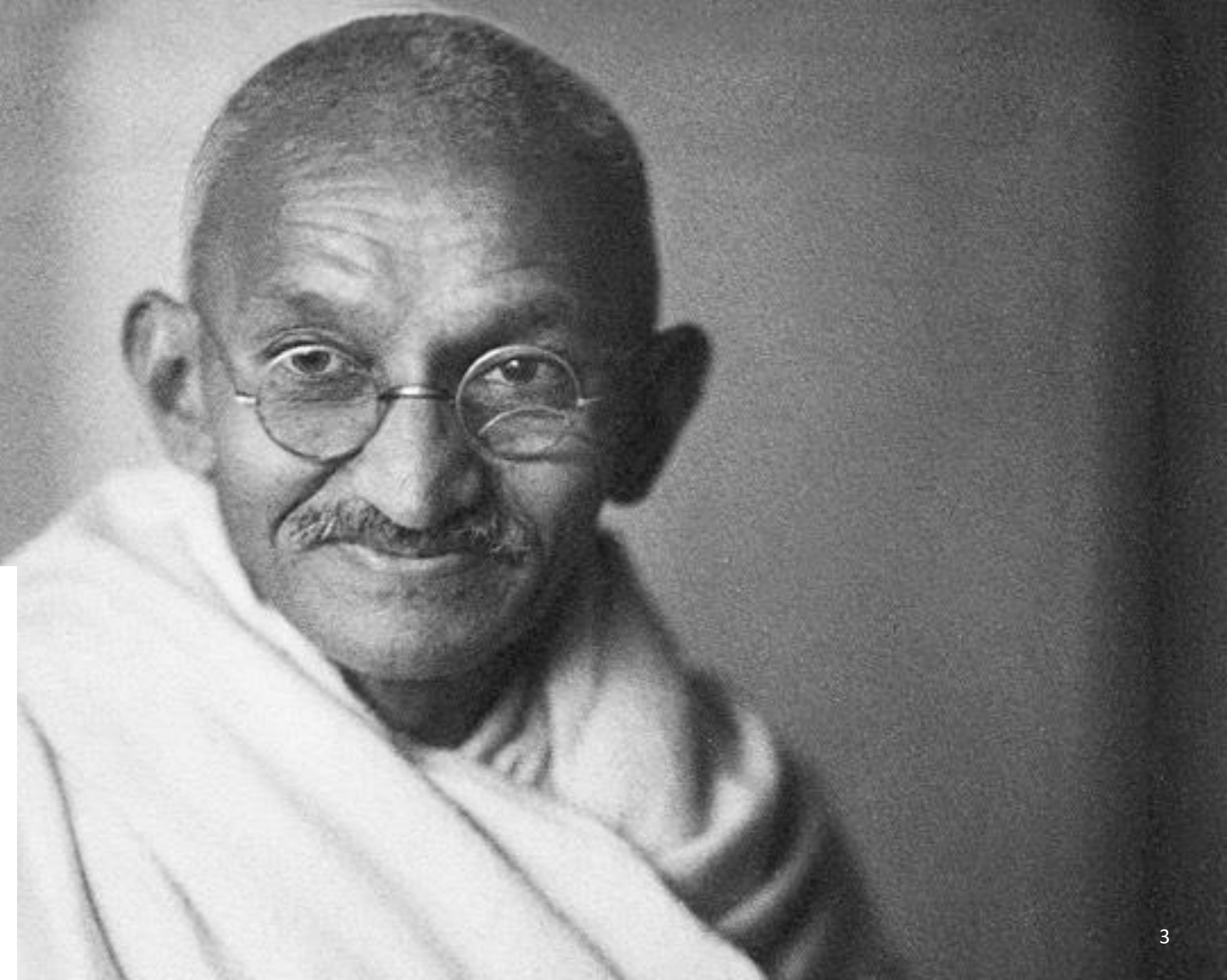
**Kaihan Krippendorff**

MY ATTITUDE  
WAS THAT  
COMPETITION CAN  
COPY MY STYLE, BUT  
THEY CAN'T READ MY  
MIND SO I'LL LEAVE  
THEM A MILE AND A  
HALF BEHIND



RAY KROC

**“First they ignore  
you, then they laugh  
at you, then they  
fight you, then you  
win.”**





# The 4<sup>th</sup> Option<sup>®</sup>









4<sup>th</sup> Options can be low-cost, easy, yet disruptive



Rural stores



Flat-pack box



Guest-host reviews



Drive-thru

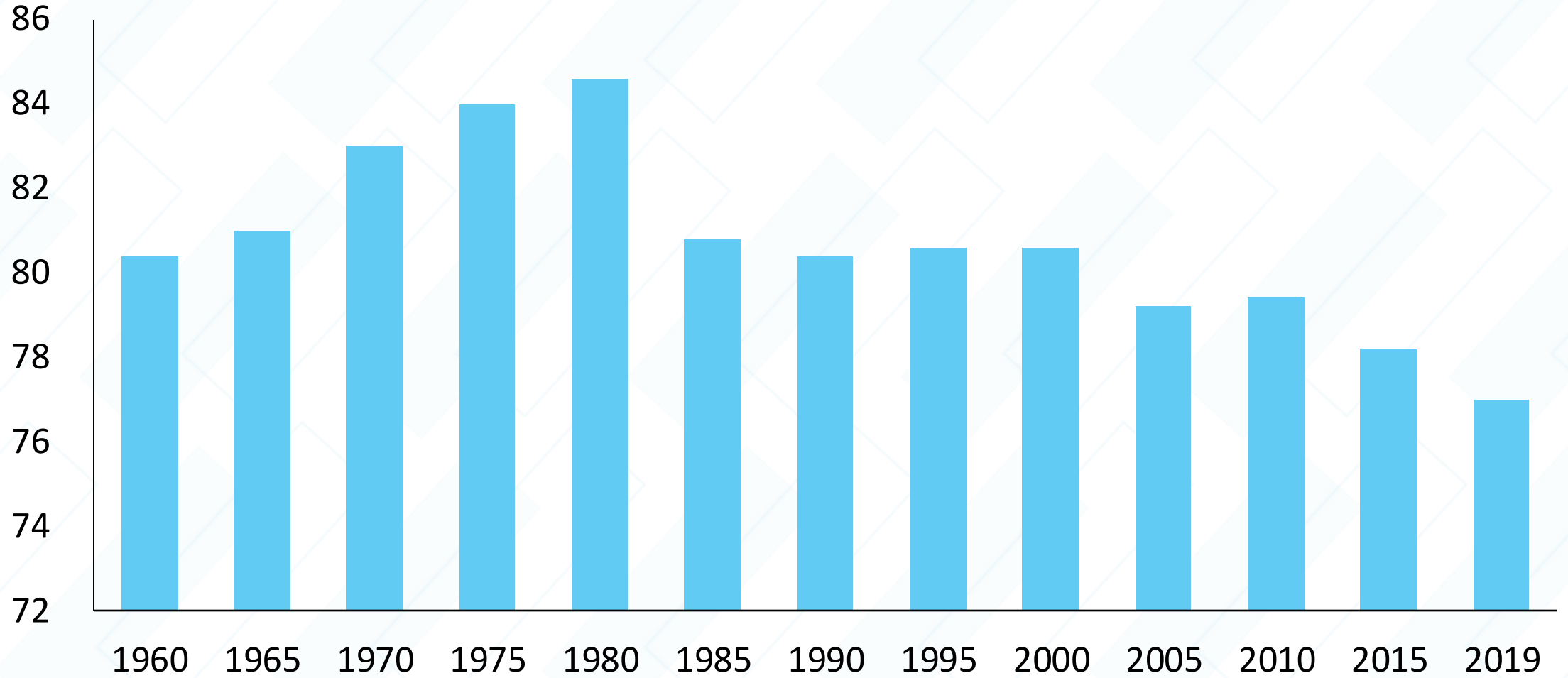


Stop-the-line

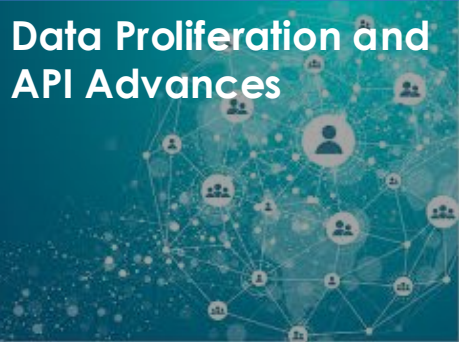
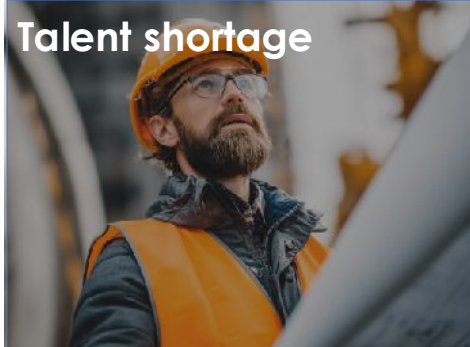
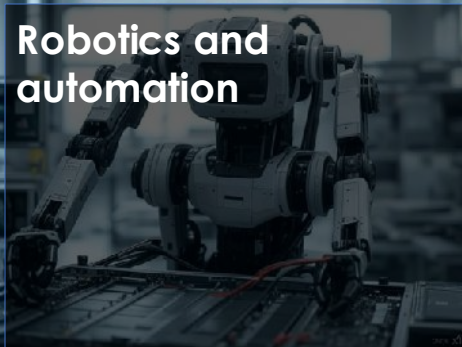


Like button

Average Height of Last Five NBA MVPs (inches)



# Trends on the Radar of Strategy Officers in 2026





Thinker



Outthinker



Thinker



Outthinker

# Business games that changed



Portals as gateway



Search precision as gateway



Owning music catalogs + sound fidelity



Digital distribution + catalog size



Craftsmanship



Scalable mass production



Hardware



Operating system



Standalone GPSs



Wearables



# 5 Steps of Business Disruption

01

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## Job-to-be-Done Stays the Same

The core need or problem remains constant. The "job-to-be-done" doesn't change, even as solutions do.

02

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## A New Way Emerges to Get It Done

A new method emerges. Innovations in technology or business models offer better speed, cost, or quality, disrupting the status quo.

03

---

## Profit Shift to the New Chokepoint

Profit shift to new chokepoints. Value moves to companies owning critical assets or platforms in the evolving ecosystem.

04

---

## Winning Capabilities Change

Winning capabilities change. Old skills become obsolete; new, often unfamiliar, competencies are crucial for competitive advantage.

05

---

## Winning Mindsets (Playbook) Change

Mindsets adapt. Leaders adopt new mental models, rethinking assumptions about competition and value creation to align with new paradigms.

## SEARCH

Movies ▾

GO

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## MOVIES

[New Releases](#)  
[Coming Soon](#)  
[Featured VHS Titles](#)  
[Featured DVD Titles](#)[Stories](#)  
[Award Winners](#)  
[Ratings Defined](#)

## GAMES

[PlayStation 2](#)  
[PlayStation](#)  
[Nintendo 64](#)  
[Game Boy Advance](#)  
[Game Boy Color](#)  
[Dreamcast](#)[Stories](#)  
[Ratings Defined](#)

## NEW RELEASES

1. Unbreakable
2. Dude, Where's My Car?
3. You Can Count On Me
4. Nowhere in Sight
5. The Pledge

## FEATURED MOVIES

**Superheroes**

The creator of 'The Sixth Sense' takes **Bruce Willis** and **Samuel L. Jackson** into the sci-fi supernatural in this stunner

**Mummy Dearest**

The Mummy Returns is over the \$200-million mark. Revisit the original in our **Summer Sequels** spectacular.

**No Waiting**

Tom Hanks' Oscar®-nominated performance as the ultimate Survivor in **Cast Away** is **Guaranteed to be There\***

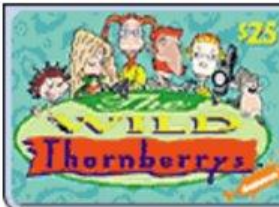
## FEATURED GAMES

**Twisted Metal: Black - PS2**

This latest version of the **car combat** classic is arguably the best, as the original developers return to the wheel. A must play.



**Divide and Conquer** Dying to get something off your chest? Take the Conker's Bad Fur Day Survey and **get a free CD.**



Buy a DIRECTV System, get a **FREE \$25 GiftCard.** Plus, catch The Wild Thornberrys on tour!

## FEATURED STORIES

**Box Office Race: June 22-24**

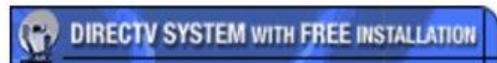
Never underestimate 'The Fast and the Furious.' The Vin Diesel street-racing action flick blows away the field.

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Making the most of Search My Store at **blockbuster.com**

**Hollywood Headlines: June 27, 2001**

JLo's getting tough, John Goodman doing dirty deeds and Ninja Turtles are coming out of their shell.

[More Stories >](#)

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'Psycho' tops AFI's list of thrilling movies

**EVF Litigation Settlement**

[Extended Viewing Fee Notice](#)



# Three steps

01

---

**Pick a leverage point in your business**

Decide which area of your business model to innovate in

02

---

**Generate options**

Generate more ideas than your competition

03

---

**Work on “crazy” ideas**

Make space to work on seemingly “crazy” ideas

## 9 Elements types of leverage points to consider

1. **Position:** Where you fit in your local market — Who you're known by, what jobs you're trusted with, and when contractors call *you* first.
2. **Product:** Not just what's on the shelf, but how reliably you help customers get jobs done without delays, rework, or surprises.
3. **Promotion:** How you win the next job — Through word of mouth, reputation, and long-standing relationships ... not ads or discounts.
4. **Place:** The channels by which you reach customers — Yards, locations, trucks, and how close you are when a job needs something *now*.
5. **Physical Experience:** What customer see/ hear/ smell/ taste/ touch when do business with you
6. **Process:** How work actually gets done — How inventory is order and stored, decisions made, exceptions handled, etc.
7. **People:** How you hire, organize, incentivize your people ... your culture (values, behaviors, how things get done).
8. **Pricing:** Not just your pricing level but who pays, when they pay, and on what basis they pay.
9. **Purpose:** Why you're in business — Supporting builders, crews, families, and communities over the long haul, not just chasing volume.

# Strengths and opportunities

Leverage Point	Advantages	Opportunity	Risk
1 <b>Position</b>	Deep local knowledge; know contractors by name; understand jobsite rhythms, seasonality, stress signals; sense demand shifts early	Get ahead of problems before the phone rings	Relying solely on intuition while competitors combine data with scale
2 <b>Product</b>	Sell reliability and peace of mind; being in-stock matters more than price; trusted when things go wrong	Talk less about shingles, more about helping jobs run smoothly	Letting the offering collapse back into products and SKUs instead of outcomes
3 <b>Promotion</b>	Growth through trust, referrals, long-term relationships; personal and family reputation is the brand	Be more intentional about turning trust into repeat business	Assuming loyalty persists without being actively reinforced
4 <b>Place</b>	Close to jobsites; deeper, local inventory; ability to act fast without approvals	Use speed and availability as a real selling point	Absorbing higher operating costs without capturing corresponding value
5 <b>Physical Experience</b>	Familiar faces; owners and staff visible; faster face-to-face problem solving	Double down on the moments customers remember	Automating away high-trust interactions that differentiate you
6 <b>Process</b>	Agility; making exceptions; wiring money; solving problems fast	Keep flexibility while making good decisions easier to repeat	Depending on heroics instead of building repeatable advantage
7 <b>People</b>	Long-tenured employees; customer memory; pride in craft; lower churn	Invest in your team like they're the business	Losing institutional knowledge through burnout or turnover
8 <b>Pricing</b>	Customers pay for certainty, speed, reliability; less price sensitivity with trust	Charge for the value you already deliver	Allowing competition to define pricing purely on cost
9 <b>Purpose</b>	Community roots; multi-generation mindset; independence tied to identity	Use purpose to guide what you grow and what you don't	Letting purpose drift into nostalgia instead of direction

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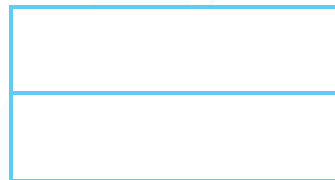
Make space to work on seemingly “crazy” ideas



# Relative number of pattern chess players recognize



GRAND MASTER

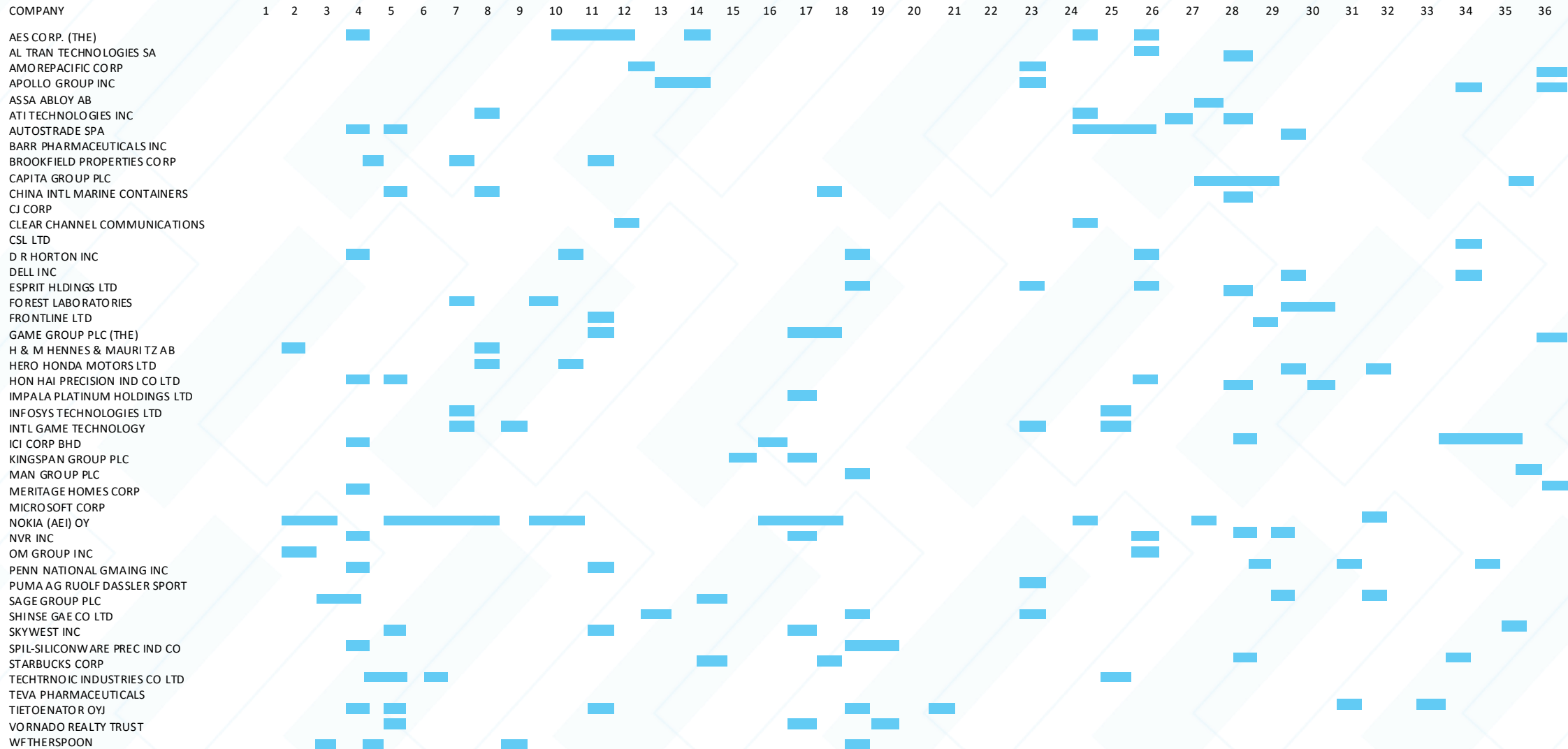


MASTER



EXPERT

# CORE RESEARCH



## Stratagems to Find a Fourth Option

### **STRATAGEM 22**

MOVE EARLY TO THE NEXT BATTLEGROUND

### **STRATAGEM 34**

COORDINATE THE UNCOORDINATED

### **STRATAGEM 27**

EMBRACE WHAT OTHERS ABANDON

### **STRATAGEM 33**

BE GOOD

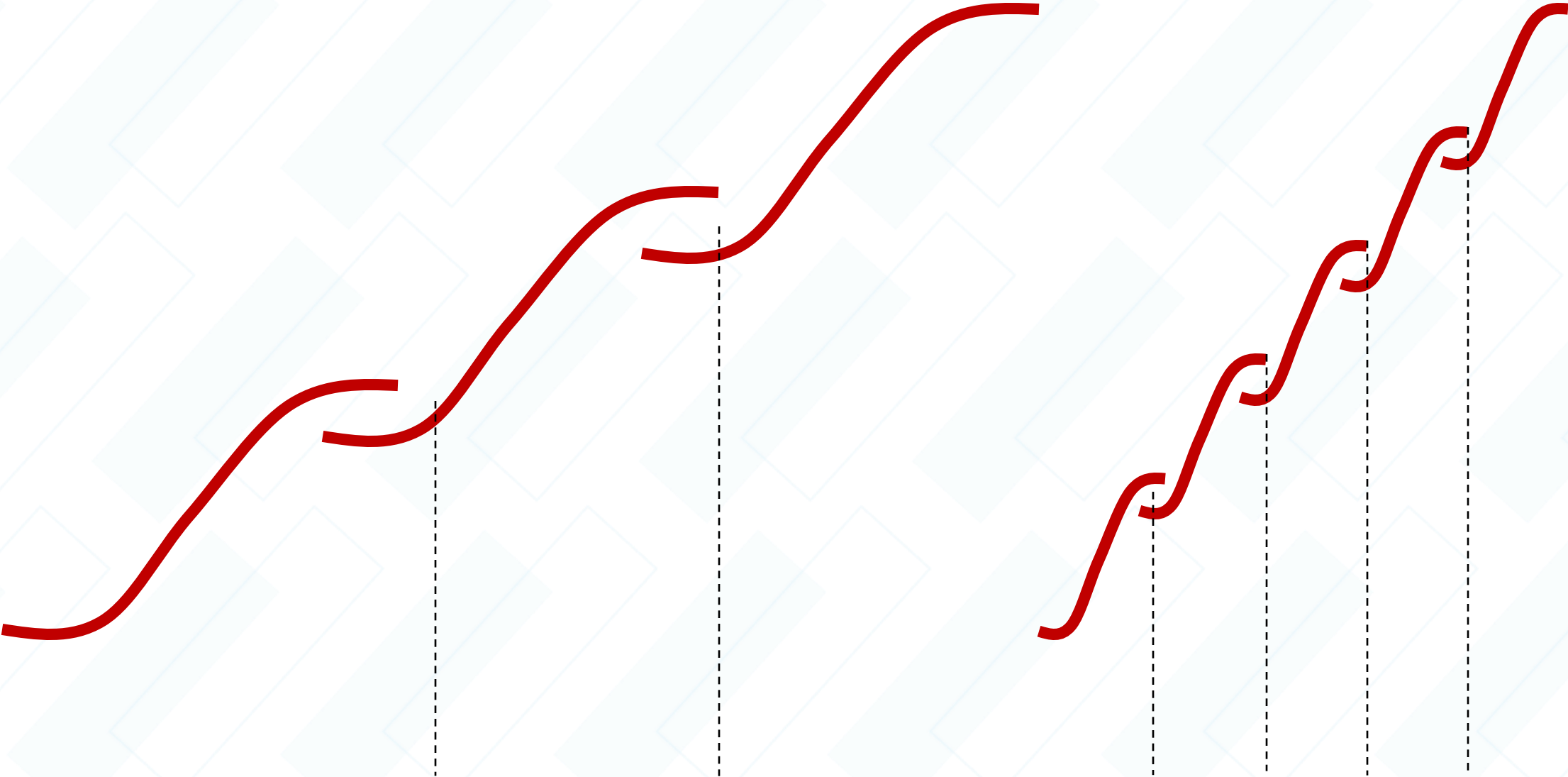
### **STRATAGEM 32**

CREATE SOMETHING OUT OF NOTHING

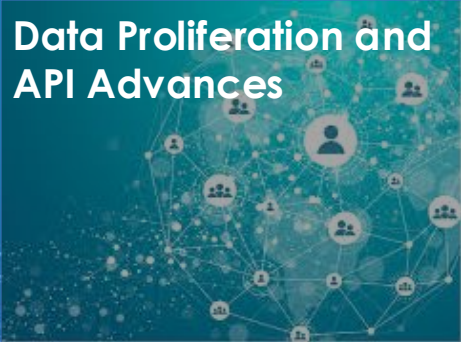
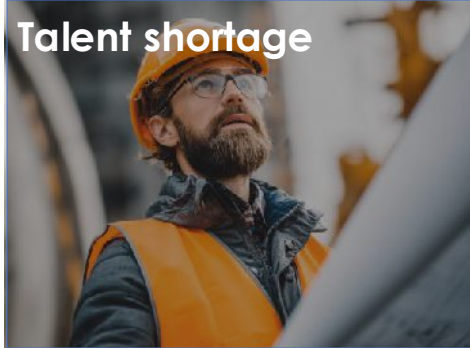
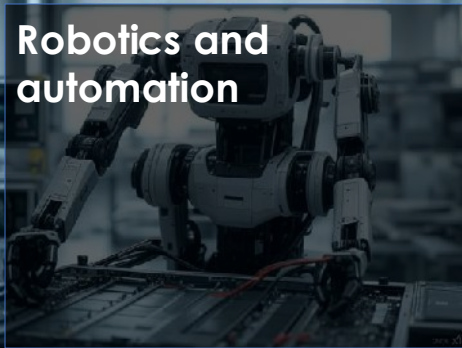
# Move Early to the Next Battleground



# Cycles Accelerating



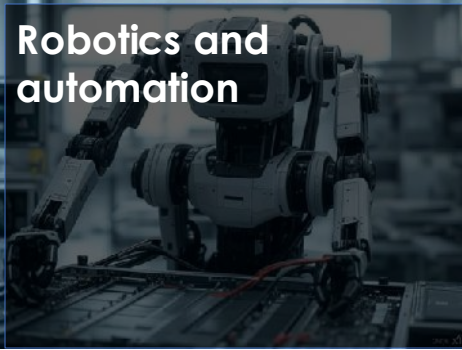
# Trends on the Radar of Strategy Officers in 2026



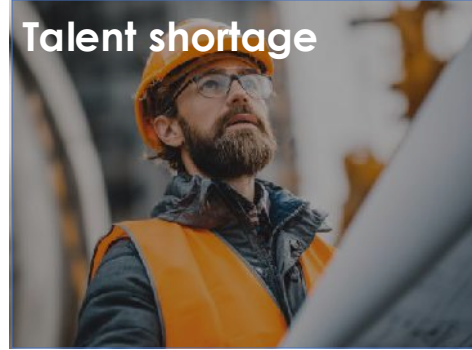
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3D Printing



Robotics and automation



Talent shortage



Digital value

Data Proliferation and API Advances  
Physical → Digital Customers

AI  
Physical → Digital Customers



Next Gen Customers and Workers



Global regulatory uncertainty

IoT and spaces  
Physical → Digital Customers

Connected users  
Physical → Digital Customers



New organization models



Climate change and sustainability

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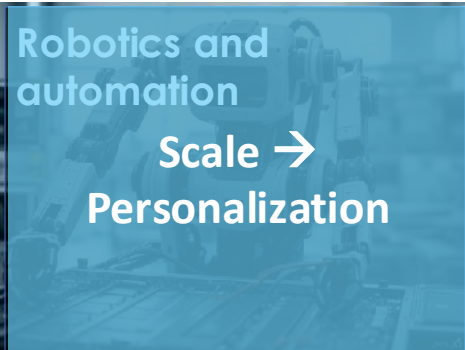
3D Printing

Scale → Personalization

A photograph of a 3D printing factory floor with large industrial printers and stacks of printed parts.

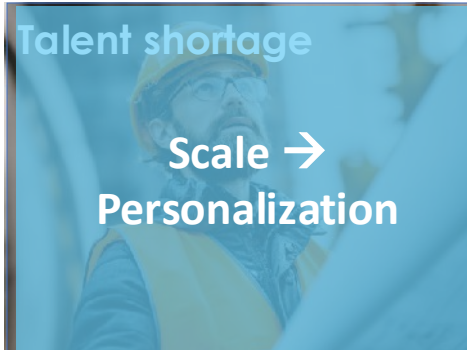
Robotics and automation

Scale → Personalization

A photograph of an industrial robot arm in a factory setting.

Talent shortage

Scale → Personalization

A photograph of a worker wearing a hard hat and safety vest, looking upwards.

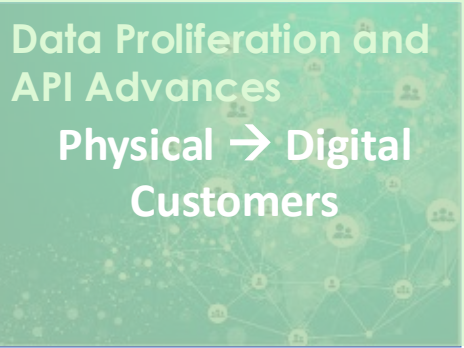
Digital value

Scale → Personalization

A photograph of a digital dashboard with various charts and graphs.

Data Proliferation and API Advances

Physical → Digital Customers

A green background with a network diagram of nodes and connections.

AI

Physical → Digital Customers

A green background with a stylized brain icon and the letters 'AI'.

Next Gen Customers and Workers

A photograph of people wearing AR glasses and interacting with digital overlays.

Global regulatory uncertainty

A photograph of chess pieces placed on a map of the world.

IoT and spaces

Physical → Digital Customers

A photograph of a control room with multiple computer monitors and desks.

Connected users

Physical → Digital Customers

A photograph of a person wearing AR glasses and interacting with a digital interface.

New organization models

Scale → Personalization

A blue background with a network diagram of nodes and connections.

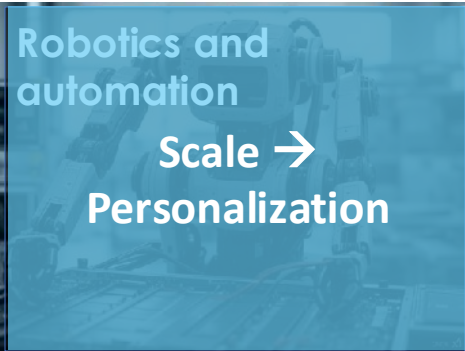
Climate change and sustainability

A photograph of a small, floating island with a house and trees, symbolizing sustainability.

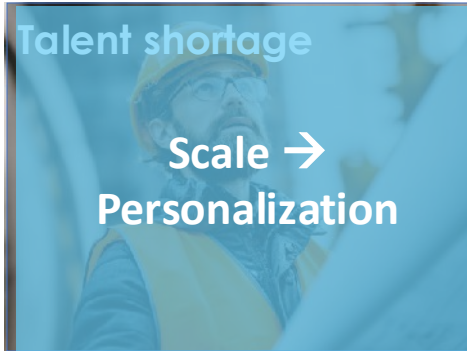
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Scale → Personalization



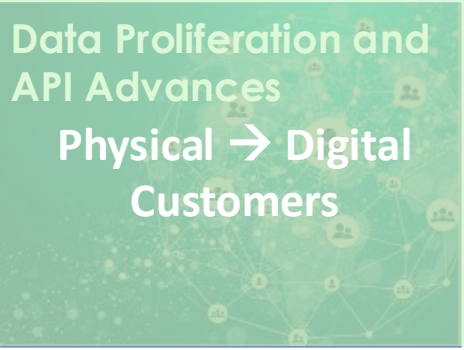
Robotics and automation  
Scale → Personalization



Talent shortage  
Scale → Personalization



Digital value  
Scale → Personalization



Data Proliferation and API Advances  
Physical → Digital Customers



AI  
Physical → Digital Customers



Next Gen Customers and Workers



Global regulatory uncertainty  
Cost of Distance



IoT and spaces  
Physical → Digital Customers



Connected users  
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New organization models  
Scale → Personalization



Climate change and sustainability  
Cost of Distance

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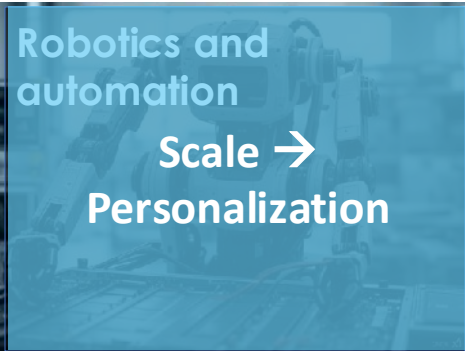
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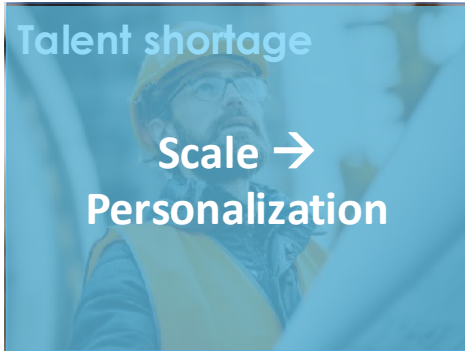
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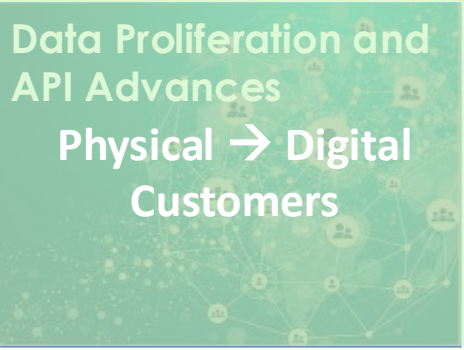
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AI

Physical → Digital Customers



Next Gen Customers and Expectations of proximate, personalized experiences



Global regulatory uncertainty

Cost of Distance



IoT and spaces

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Connected users

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New organization models

Scale → Personalization



Climate change and sustainability

Cost of Distance



# Proximity

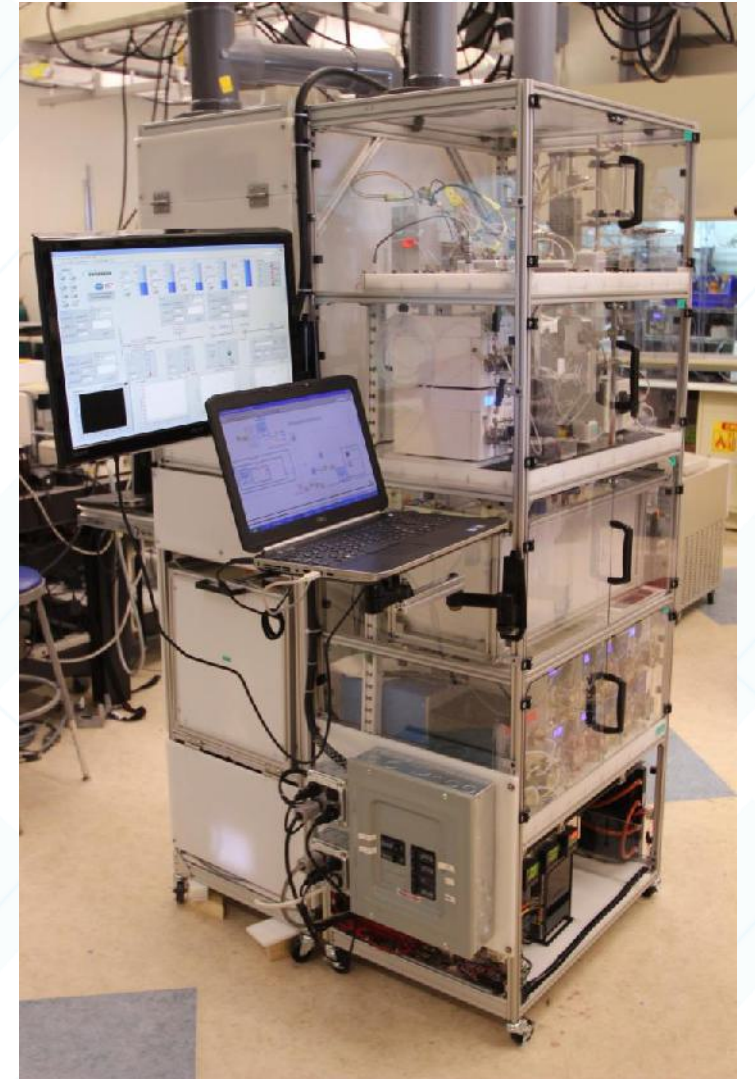
- Value created closer to the point of demand ...  
in time and space
- Ultimately, we reach  $P=0$



Coca-Cola Freestyle

# Proximity

- Value created closer to the point of demand ...  
in time and space
- Ultimately, we reach  $P=0$



DARPA's PoD  
(Pharmacy on Demand)













# What does $P=0$ look like?

- What need do we (really) serve?
- When does that need emerge?
- How do we create value (combining things)?
- What would it look like to do it in the same place at the same time as need arousal?

## Move Early to the Next Battleground

**Where is the next battleground (think Proximity)?  
What can we do to move there early now?**

## Stratagems to Find a Fourth Option

### **STRATAGEM 22**

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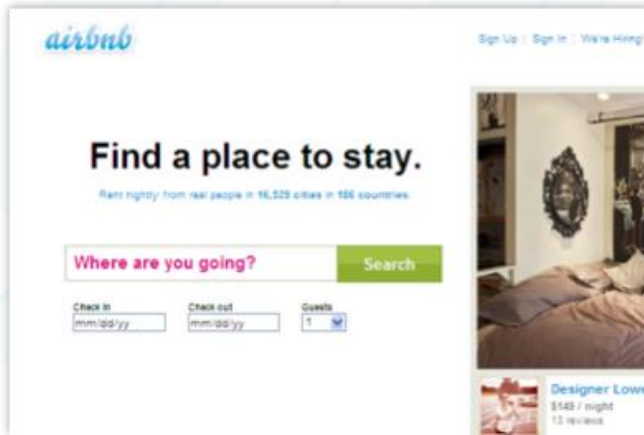
BE GOOD

### **STRATAGEM 32**

CREATE SOMETHING OUT OF NOTHING

# Coordinate the Uncoordinated

AirBnB



Equip Share



engre



Uber



TaskRabbit



Blockchain



Farms



# Warehousing



# Construction

SmartFilter

6 8 11  
MORE CONFIDENT LESS CONFIDENT

Enter existing tag

People In Group

Construction

Rebar

Person (3)

Person 01

Person 02

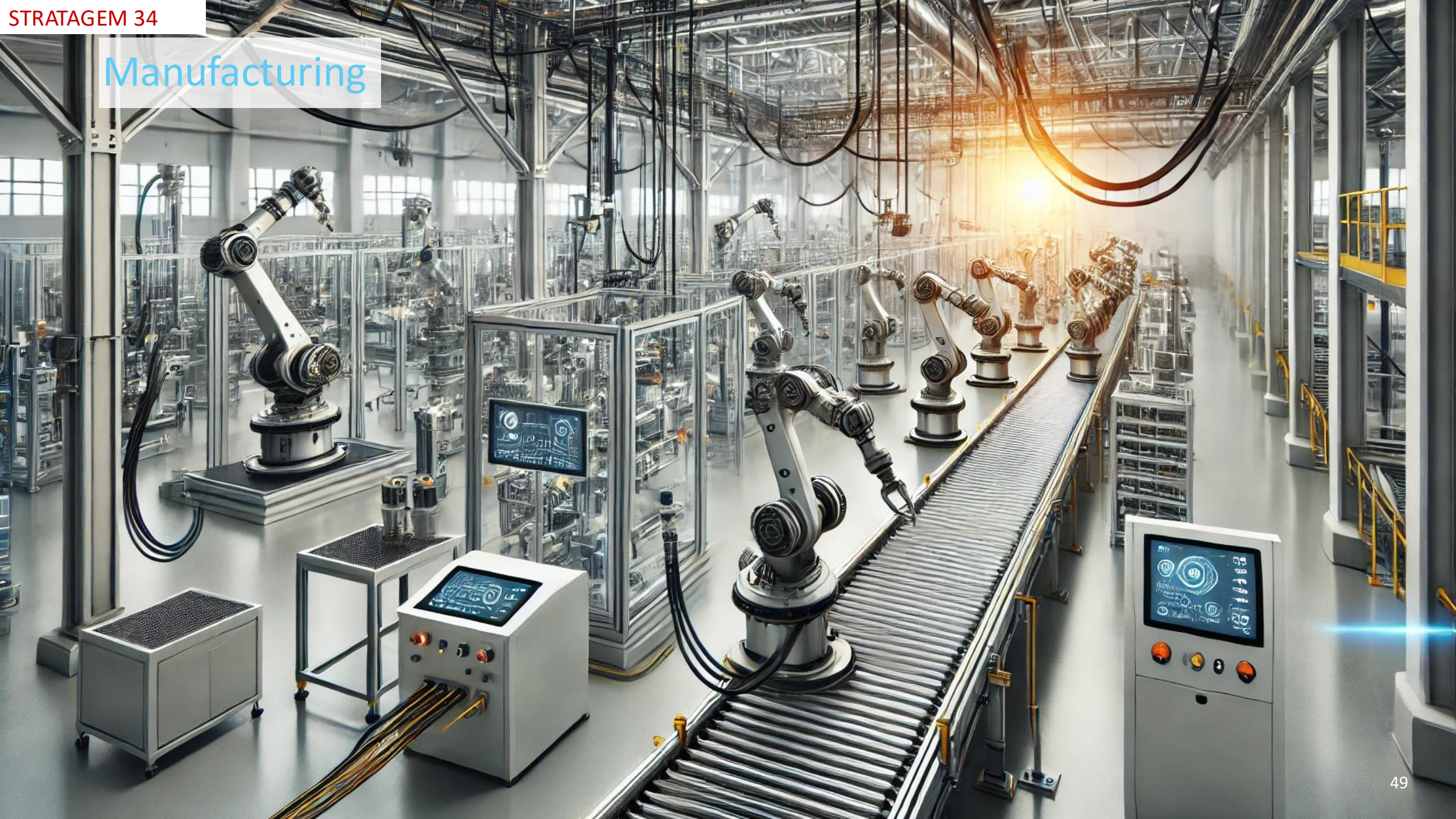
Person 03

Concrete Pour

No Gloves



# Manufacturing



# Industrial plants



# Roofing and Siding Value Chain

The supply chain is a complex network that brings food from farm to table through seven interconnected stages:



## Raw Materials and Inputs

Asphalt, polymers, metals, composites, aggregates, resins, coating, energy, machinery machinery



## Manufacturing & Product Engineering

Product design, manufacturing, testing, warranties, compliance



## Distribution & Aggregation

Inventory aggregation, local stocking, credit, credit, finance, availability management, jobsite jobsite readiness



## Logistics and Jobsite Delivery

Warehousing, local and regional transport, JIT jobsite delivery, emergency and same-day fulfillment



## Contractors and Installers

Contractors, installers, remodelers, exterior specialists, labor coordination, scheduling, installation



## Inspection, Insurance, & Financing

Insurance adjusters, inspectors, financing providers, warranty administration



## End Customer/ Property Owner

Homeowners, commercial property owners, multifamily owners, developers

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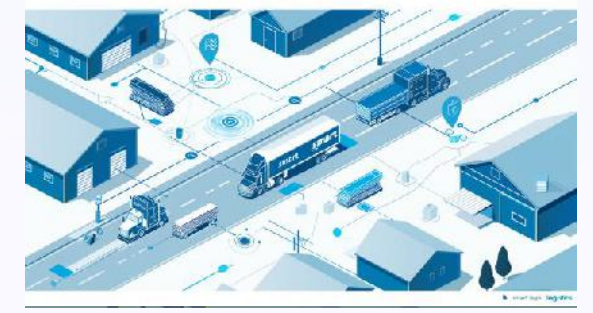
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## End Customer/ Property Owner

Homeowners, commercial property owners, multifamily owners, developers





# Arbilla

# Coordinate the uncoordinated

Hover



Eagleview



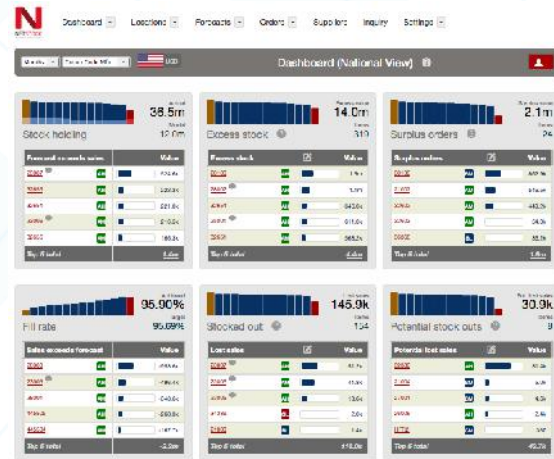
OnFleet



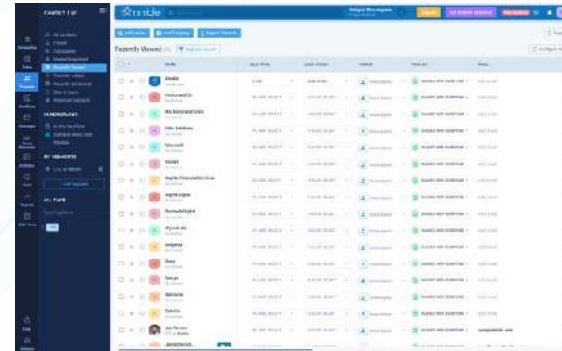
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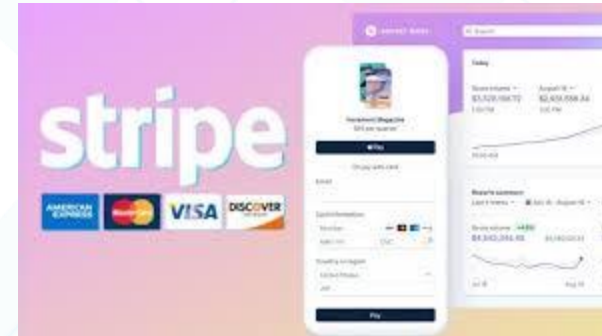
NetStock



Nimble



Stripe



# Coordinate the Uncoordinated

**WHO/ WHAT WOULD WE LIKE TO  
COORDINATE?**

## Stratagems to Find a Fourth Option

### STRATAGEM 22

MOVE EARLY TO THE NEXT BATTLEGROUND

### STRATAGEM 34

COORDINATE THE UNCOORDINATED

### STRATAGEM 27

EMBRACE WHAT OTHERS ABANDON

### STRATAGEM 33

BE GOOD

### STRATAGEM 32

CREATE SOMETHING OUT OF NOTHING

# Embrace what others abandon



# Embrace what others abandon



# Embrace what others abandon





**WHAT IS BEING ABANDONED THAT YOU CAN EMBRACE?**

## Stratagems to Find a Fourth Option

### **STRATAGEM 22**

MOVE EARLY TO THE NEXT BATTLEGROUND

### **STRATAGEM 34**

COORDINATE THE UNCOORDINATED

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EMBRACE WHAT OTHERS ABANDON

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BE GOOD

### **STRATAGEM 32**

CREATE SOMETHING OUT OF NOTHING

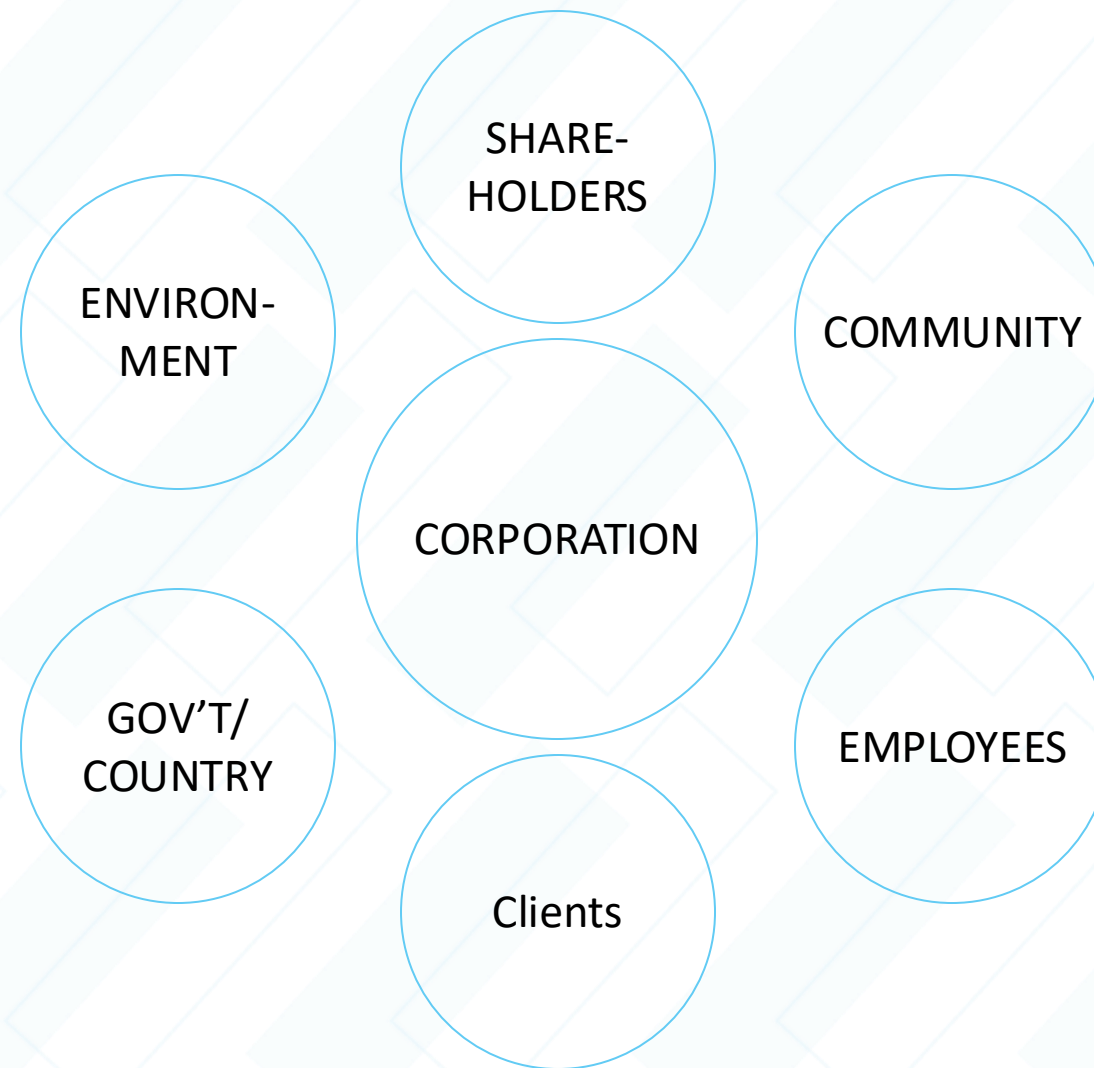
# Be Good

Share-  
Holders

**Corporation**

Clients

# Be Good



## Be Good

“At Mastercard we believe those efforts begin with the belief that business can be a **force for good** ...”



AJAY BANGA

# Be Good



# Be Good





## Be Good

HOW CAN YOU CREATE A STRATEGIC  
POWER BY DOING GOOD?

STOP?

START?

COMMUNICATE?

ALIGN?

## Stratagems to Find a Fourth Option

### **STRATAGEM 22**

MOVE EARLY TO THE NEXT BATTLEGROUND

### **STRATAGEM 34**

COORDINATE THE UNCOORDINATED

### **STRATAGEM 27**

EMBRACE WHAT OTHERS ABANDON

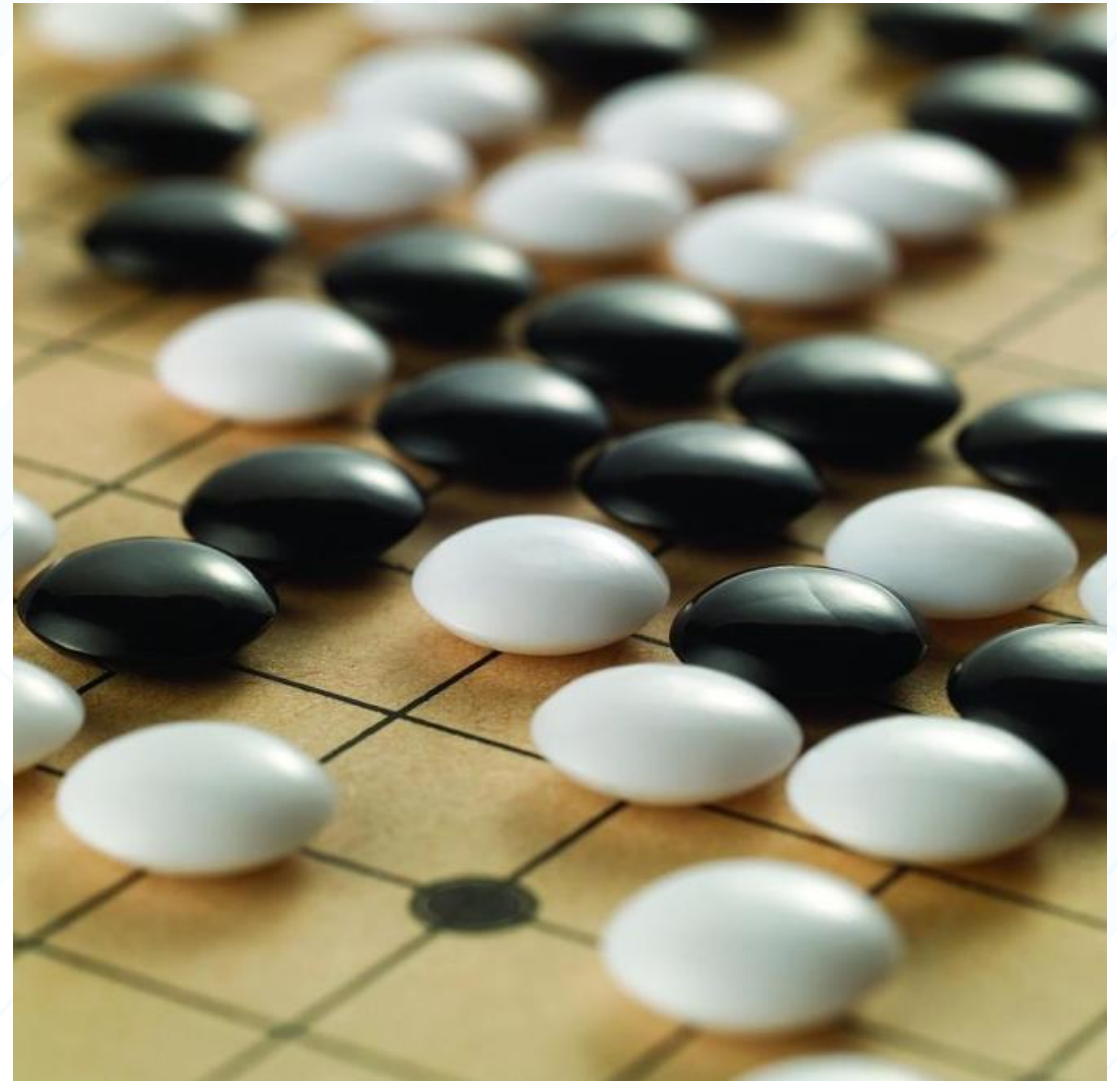
### **STRATAGEM 33**

BE GOOD

### **STRATAGEM 32**

CREATE SOMETHING OUT OF NOTHING

# Create Something out of Nothing



# Create Something out of Nothing



## Create Something out of Nothing

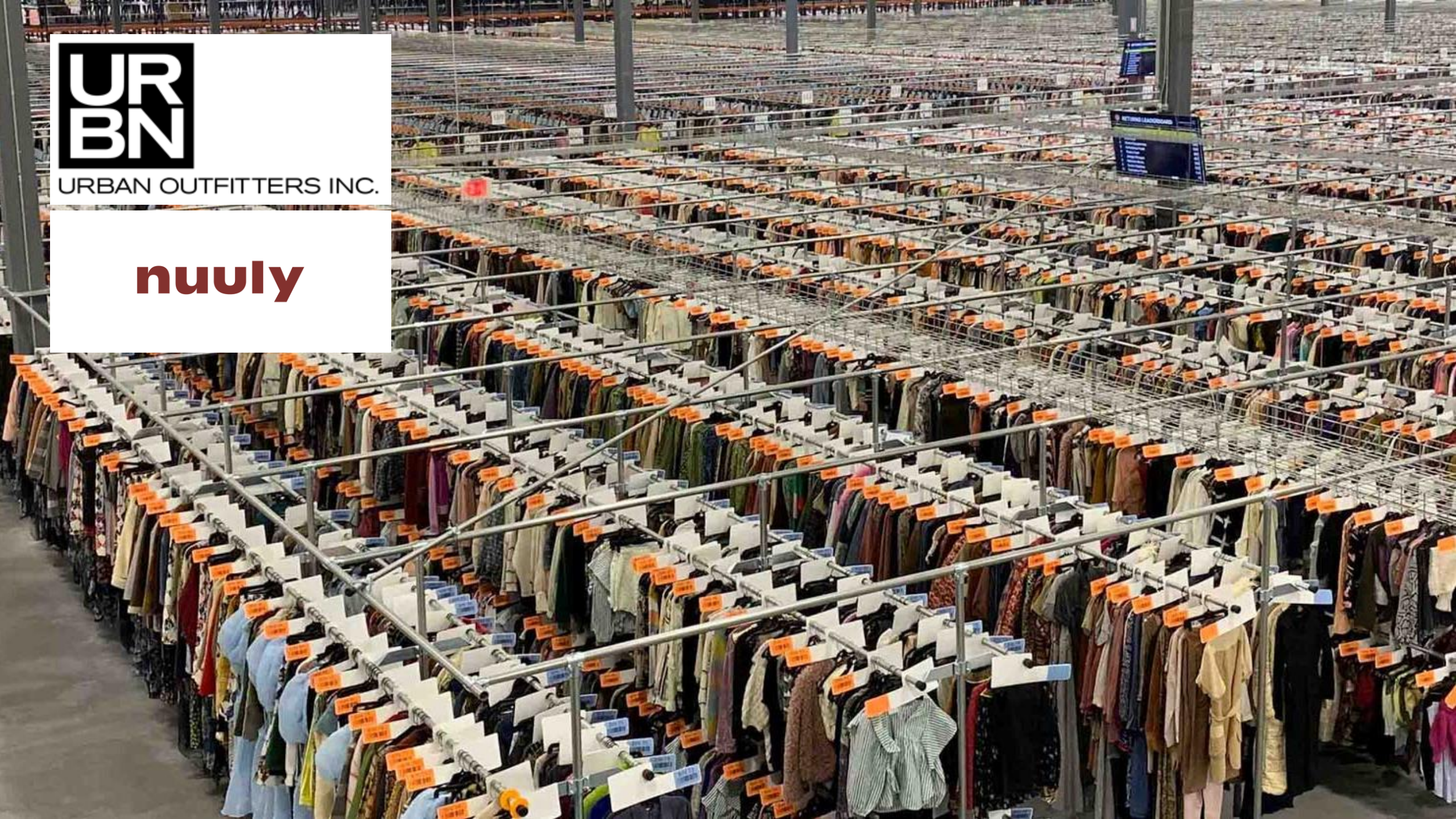
4 ways to unlock non-consumption:

1. Price
2. Access
3. Know-how
4. Time

The logo for Urban Outfitters Inc., consisting of the letters 'UR' stacked above 'BN' in a bold, white, sans-serif font, enclosed within a black square.

URBAN OUTFITTERS INC.

**nuuly**



# CREATING X AS SERVICE



- Roofing/ siding inventory as a service?
- Jobsite success?
- Material sourcing as service?
- ?

# Create Something out of Nothing



# Create Something out of Nothing



## Create Something out of Nothing

### **WHAT WOULD YOU LIKE TO ADD TO THE GAME?**

- NEW CUSTOMERS?
- NEW STAKEHOLDERS?
- NEW OCCASIONS?
- NEW CATEGORIES?
- NEW NEEDS?

## Stratagems to find a Fourth Option

### **STRATAGEM 22**

MOVE EARLY TO THE NEXT BATTLEGROUND

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EMBRACE WHAT OTHERS ABANDON

### **STRATAGEM 33**

BE GOOD

### **STRATAGEM 32**

CREATE SOMETHING OUT OF NOTHING

# Three steps

01

**Pick a leverage point in your business**

Decide which area of your business model to innovate in

02

**Generate options**

Generate more ideas than your competition

03

**Work on “crazy” ideas ideas**

Make space to work on seemingly “crazy” ideas

# Three steps

01

**Pick a leverage point in your business**

Decide which area of your business model to innovate in

02

**Generate options**

Generate more ideas than your competition

03

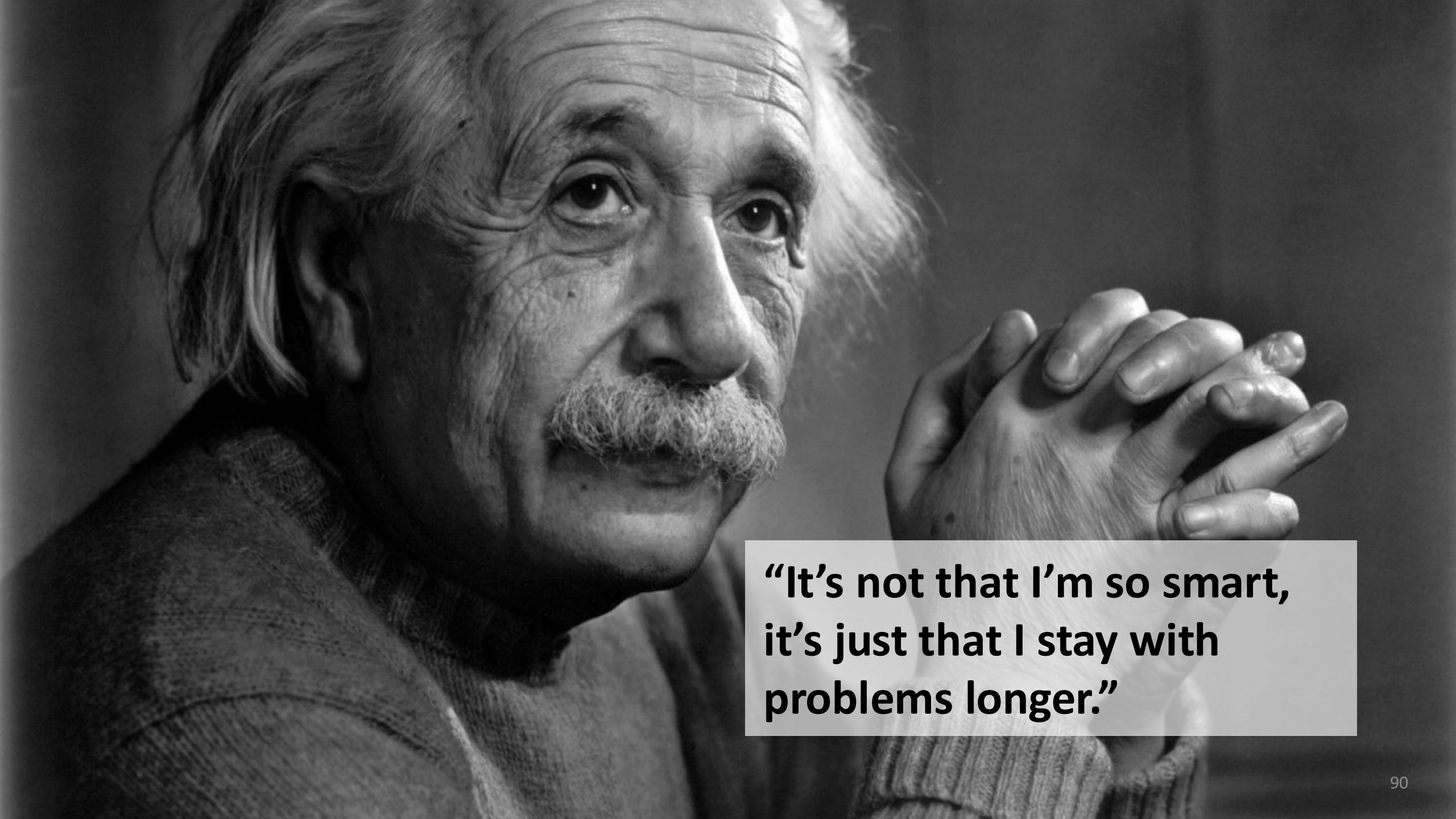
**Work on “crazy” ideas ideas**

Make space to work on seemingly “crazy” ideas



**“Never interrupt someone doing what you said couldn’t be done.”**

**AMELIA EARHART**



**“It’s not that I’m so smart,  
it’s just that I stay with  
problems longer.”**







# Selecting Your Fourth Option

High

Crazy Ideas

Winning Moves

1. Plot Each Idea

Wastes of Time

Tactics

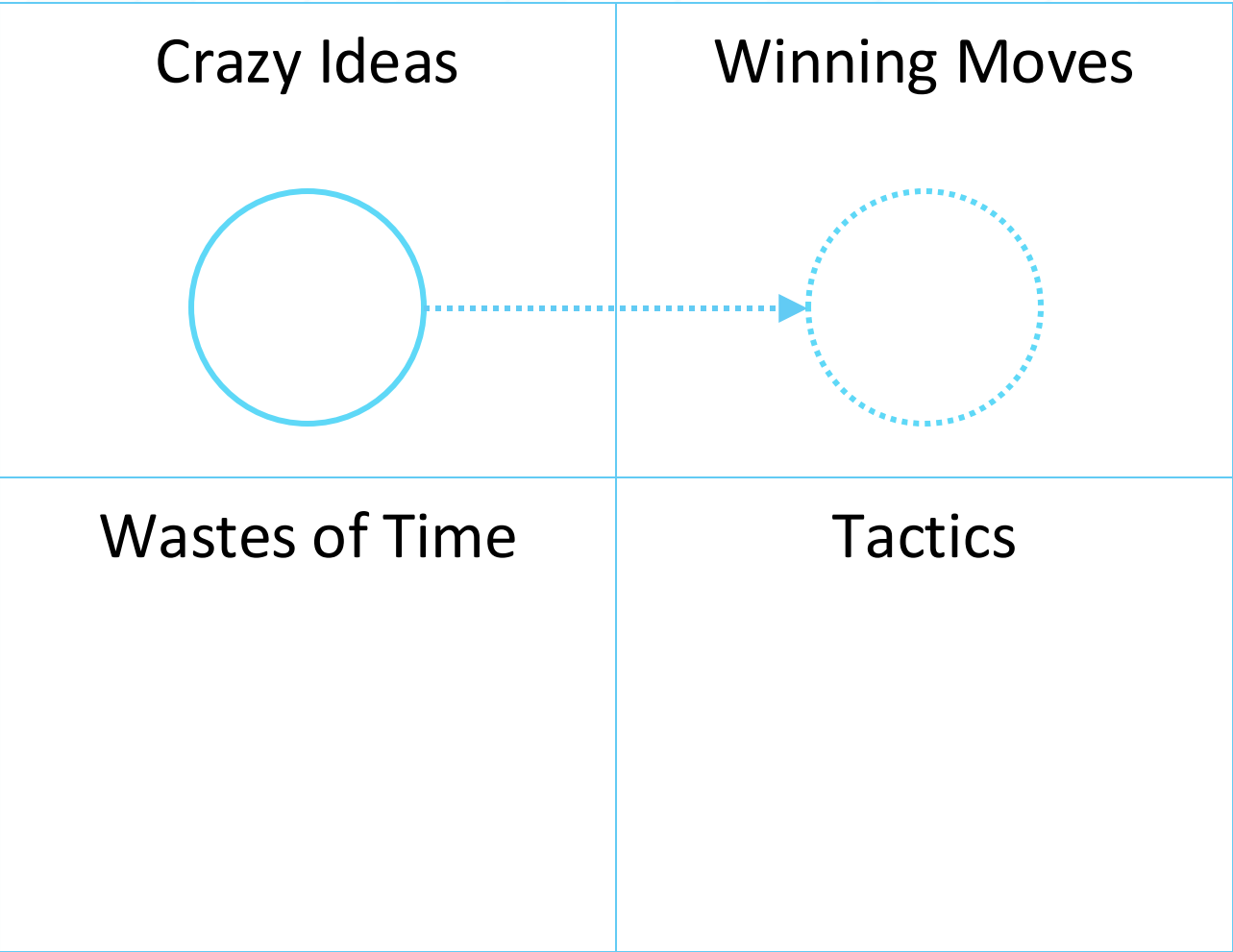
Low

Difficult

Easy

# Selecting Your Fourth Option

High



- 1. Plot Each Idea
- 2. Work on a “Crazy” Idea

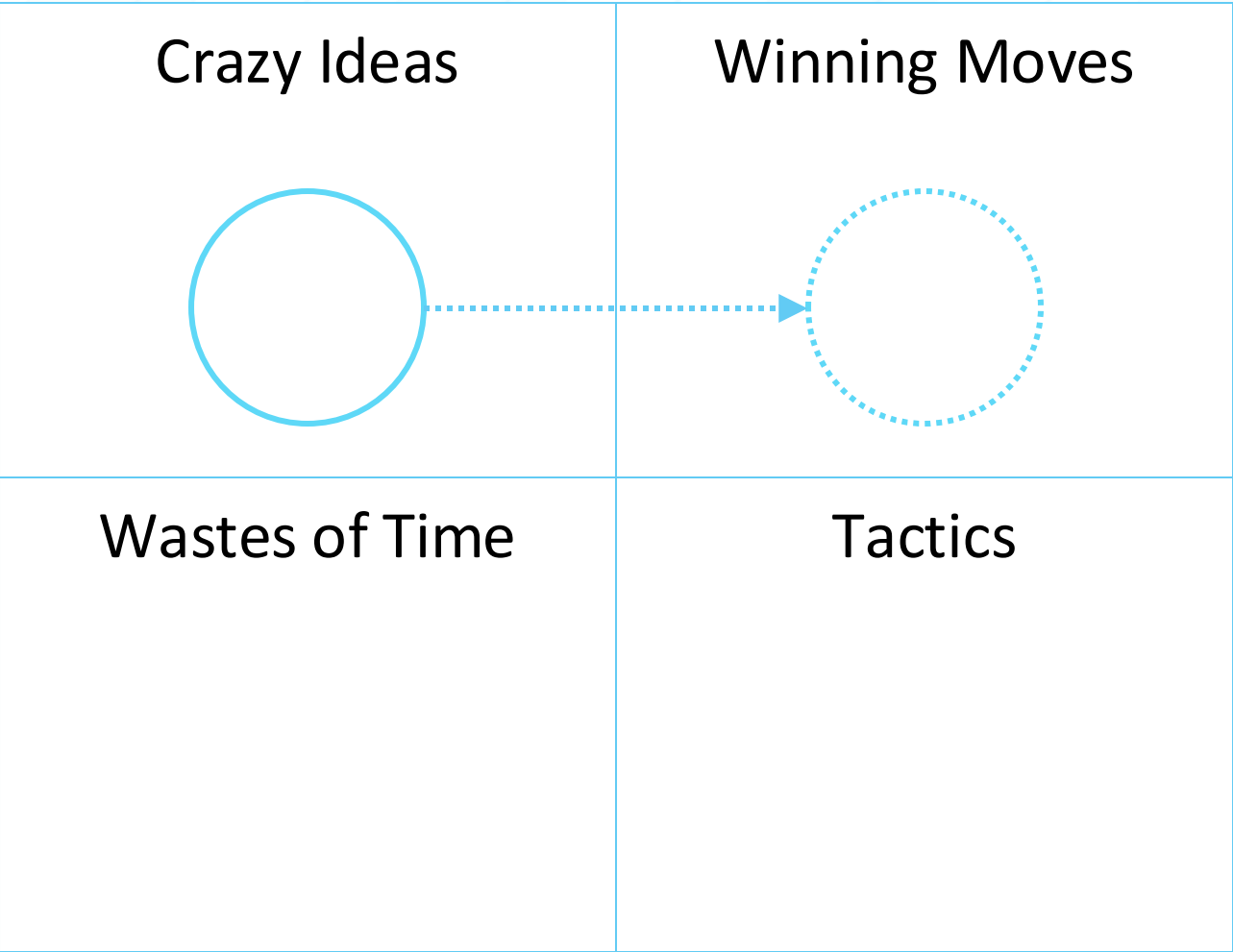
Low

Difficult

Easy

# Selecting Your Fourth Option

High



- 1. Plot Each Idea
- 2. Work on a “Crazy” Idea
- 3. Pick Your “Fourth Option(s)”

# Three steps

01

## Pick a leverage point in your business

Decide which area of your business model to innovate in

9Ps

02

## Generate options

Generate more ideas than your competition

5 Patterns

03

## Work on “crazy” ideas

Make space to work on seemingly “crazy” ideas

2 X 2 Matrix



Stay in contact



Complementary access to  
online courses

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