

Kaihan Krippendorff Keynote Outline

Every strategic game – Chess, Football, business, etc. – is composed of distinct phases. During later phases, as options narrow, logic becomes an important problem-solving approach. But during earlier phases of the game logic is inappropriate.

Studies of grand master chess players, indeed of experts across numerous fields, establish that logic plays a limited role in competitiveness. The size of your playbook is far more important than the quality of your logic.

Yet business strategists cling, like novice chess players, exclusively to logic methods. Our traditional tools and frameworks may help us navigate mature games – mature industries populated by established players – but they are ineffective at creating new openings for growth.

Former McKinsey consultant, Kaihan Krippendorff, has studied corporate conflict for 15 years. By analyzing the 100 most competitive companies of the decade, looking as a grand master chess player would for “opening moves” rather than logic, he has identified seven strategic “openings” that most often trigger periods of abnormally strong growth, profitability, and value creation. By can overtake your competition with greater ease by learning the “openings” companies ranging from Nokia and Microsoft to Whole Foods and Google used to rise above their peers.

Is there an “opening move” you have not considered?

Talking points:

- It is easier to outthink your competitors than to outmuscle them
- Openings vs. end-games: why logic will not help you beat your competition
- Mental vs. physical competition: why resources will not help you beat your competition
- The 100 most competitive companies of the decade and what you can learn from them
- Seven opening moves: the seven moves the decade’s most competitive companies most often used to displace their competition and how you can apply them
- The leading edge: how to rapidly isolate the strategies that will propel you past your competition

About Kaihan Krippendorff

Strategist, former McKinsey consultant, and author of *Hide a Dagger Behind Your Smile: Use Ancient Chinese Stratagems to Seize the Competitive Edge*; Kaihan Krippendorff has over a decade studying corporate conflict.

Kaihan works regularly with large and medium-sized corporations including Microsoft, J&J, Ryder, DHL, and Fidelity Investments to design bold and innovative growth strategies. He delivers key-note speeches across the U.S., Europe, Asia, and Latin America and lectures regularly at business schools including Wharton and MIT Sloan.

He earned his MBA from Columbia Business School and London Business School, his BSE in Finance from the University of Pennsylvania's Wharton School, and his BSE in Engineering from the University of Pennsylvania's School of Engineering.