IGPI

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Designing Dynamic Strategies for the Next Stage of Value Creation

How Companies Create Value Is Changing

Many companies still conduct strategy discussions much as they always have. Annual strategy meetings follow familiar formats, and business plans are often built on the previous year's plans. Yet these approaches were shaped in an era when companies competed primarily through better products and customer experiences.

In the past, companies built their competitive advantage through product-centric value creation. As markets evolved, the focus shifted toward experience-centric value creation, where success depended not only on the product itself also but on the overall customer experience.

Today, the basis of competition is changing once again.

Increasingly, competitive advantage depends not only on what companies create themselves, but also on how they bring together and enable others to create value together.

Designing the Environment Where Value Is Created

At its core, this approach is about designing an environment in which customers, suppliers, partners, and other stakeholders can co-create value.

One example is MISUMI, a Japanese supplier of precision mechanical components. Through its *meviy Marketplace*, the company has moved beyond component supply to create a digital platform connecting manufacturing partners with corporate customers. Corporate buyers gain access to a broader network of suppliers, while manufacturing partners gain access to new customers. Rather than simply delivering products or services, MISUMI has created an environment in which demand and supply can interact and generate new business opportunities.

In this model, competitive advantage depends less on the superiority of individual products or services than on the ability to bring together the right participants, foster productive relationships, and build systems that enable continuous value creation.

Static Strategies Cannot Design Dynamic Environments

Traditional strategy frameworks often define strategy as a roadmap for closing the gap between where a company is today and where it aims to be. The process is straightforward: define the objective, analyze the current situation, and determine how to bridge the gap.

That logic becomes far less effective when value is created through an ecosystem of participants rather than by a single company. Markets change, customer needs shift, technologies advance, and participants' roles and behaviors evolve. As these conditions change, so do the interactions among participants and the value that emerges from them.

Strategy, therefore, can no longer be treated as a fixed plan developed once and executed over time. It must continually evolve alongside the environment in which value is created.

Products and customer experiences remain important sources of competitive advantage. But as value increasingly emerges through interactions among broader networks of participants, management must continually reassess where value comes from, how participants interact, and which assumptions still hold. Strategy, in other words, becomes an ongoing process of adaptation and redesign, rather than a fixed plan.

How IGPI Can Help

As the sources of competitive advantage continue to evolve, organizations must rethink not only what they create, but also the environment and relationships through which value is created.

IGPI works with management teams to design strategies that enable customers, suppliers, partners, and other stakeholders to co-create value over time. We help organizations continually adapt their strategies, business models, and operating structures as these ecosystems evolve and new sources of competitive advantage emerge.

About the Author

Sakata Kohki, Partner of IGPI Group & CEO of IGPI Singapore

After joining Cap Gemini and Coca Cola, Kohki joined Revamp Corporation where he managed projects on global expansion and turnaround in various sectors including F&B, healthcare, retail, IT, etc. After joining IGPI, he has managed projects mainly on global expansion and cross border M&A in various sectors such as logistics, IT, telecom, retail, etc. In addition to his broad experience in implementing solutions that has been developed in Western countries, he has developed multiple methods to turnaround Asian companies with focus on setting clear vision and employee empowerment. Kohki has proven the practicality of these methods by turning around Asian companies not only as an advisor but also as senior management.
He graduated from Waseda University Department of Political Science and Economics and IE Business School.

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137 Telok Ayer Street #05-01 Singapore 068602
TEL: +65 6226 1524 URL: http://www.igpi.com.sg
Contact us: https://www.igpi.com.sg/contact-us/#sendenquiry
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