

Value-Based Strategy in the Age of AI

The Moat & Meter Framework - strategy's next chapter, built for the operators the big firms overlook

THE LINEAGE - SIXTY YEARS OF STRATEGY, ONE NEXT CHAPTER

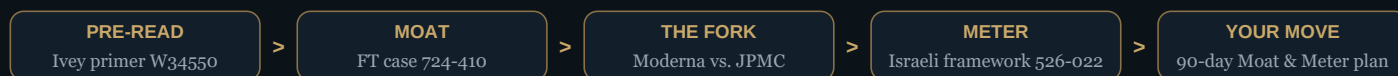


THE CASE CANON - WHAT HARVARD TEACHES THE FORTUNE 500, TRANSLATED FOR OPERATORS

CASE	TITLE & AUTHORS	WHAT IT GIVES AN OPERATOR	PILLAR
#10272	Competing in the Age of AI (book) <i>Iansiti & Lakhani - HBR Press, 2020</i>	The theory: AI factories and data network effects are why AI moats compound.	FOUNDATION
724-410	The Financial Times & Generative AI <i>Casadesus-Masanell et al. - 2024</i>	Five Forces under AI disruption. Will AI eat your business - or defend it?	MOAT
625-053	DBS' AI Journey <i>Feng Zhu - 2024</i>	A decade of compounding: 800+ models, 350 use cases. Capability as a moat.	MOAT
625-070	Moderna: Democratizing AI <i>Bojinov, Lakhani et al. - 2025</i>	Bottom-up adoption: staff built 750+ custom GPTs in two months. Your team can too.	ADOPT
325-066	JPMorganChase: Leading in GenAI <i>Bojinov, Lakhani, Lane - 2025</i>	The deliberate path: security-first rollout for trust-sensitive businesses.	ADOPT
625-015	Building an AI Factory at P&G <i>Bojinov, Lakhani, Lefort - 2025</i>	AI as a repeatable, measurable capability - not a pile of one-off projects.	METER
526-022	Generative AI in Marketing <i>Ayelet Israeli - 2025</i>	Value created vs. value destroyed: the adoption decision framework, made teachable.	METER
824-130	Generative AI & the Future of Work <i>Stanton & Higgins - 2023</i>	People first. AI augments a good team; it doesn't replace one.	PEOPLE
W34550	GenAI: Beyond ChatGPT (Ivey) <i>Ning Su - 2023 - 9 pages</i>	The owner's on-ramp: everything you need before the first workshop.	PRE-READ

Every case number verified against Harvard Business Publishing, July 2026.

THE WORKSHOP ARC



"The Lords of Strategy wrote four chapters. The fifth belongs to operators - a moat you can defend, and a meter you can read."