

Strategie und Unternehmertum

Strategie Straße Zum Erfolg



Warum ist Strategie wichtig für ein Unternehmen?

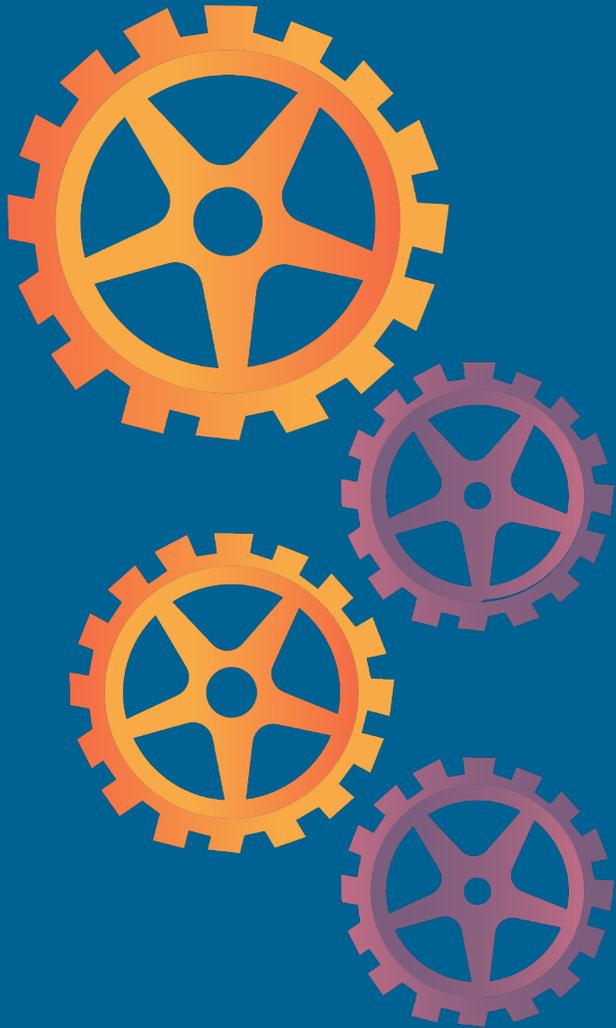
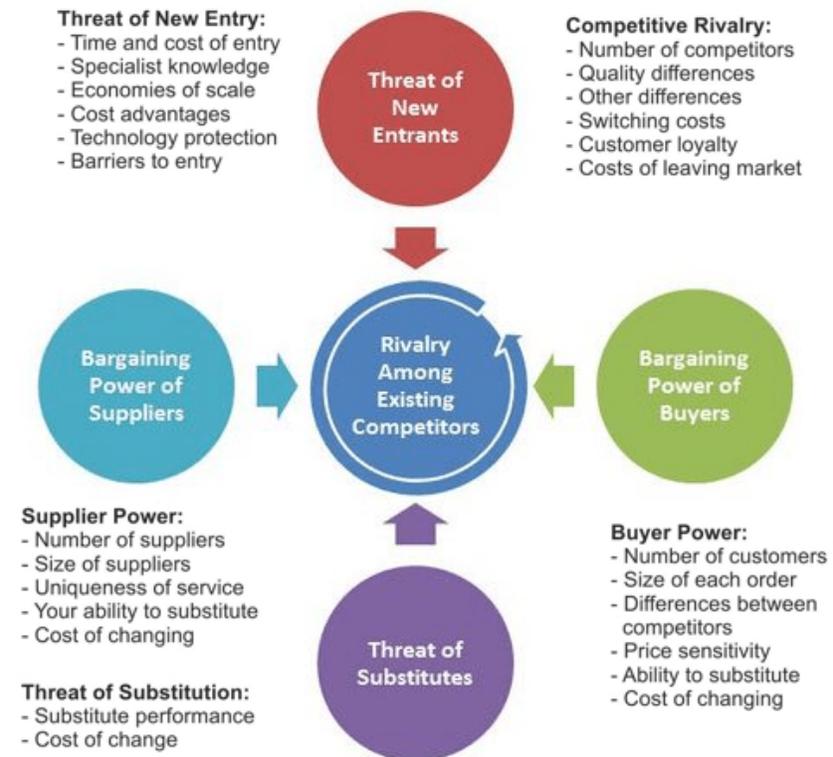
- Definition des Unternehmens selbst
- Werte und Prinzipien
- Zweck
- Vision
- Fahrplan
 - wie sie sich entwickeln,
 - was ihre Fähigkeiten sind,
 - und ob diese Fähigkeiten ihnen helfen, zu wachsen



Welche Instrumente stehen für die Entwicklung einer Unternehmensstrategie zur Verfügung? (1)

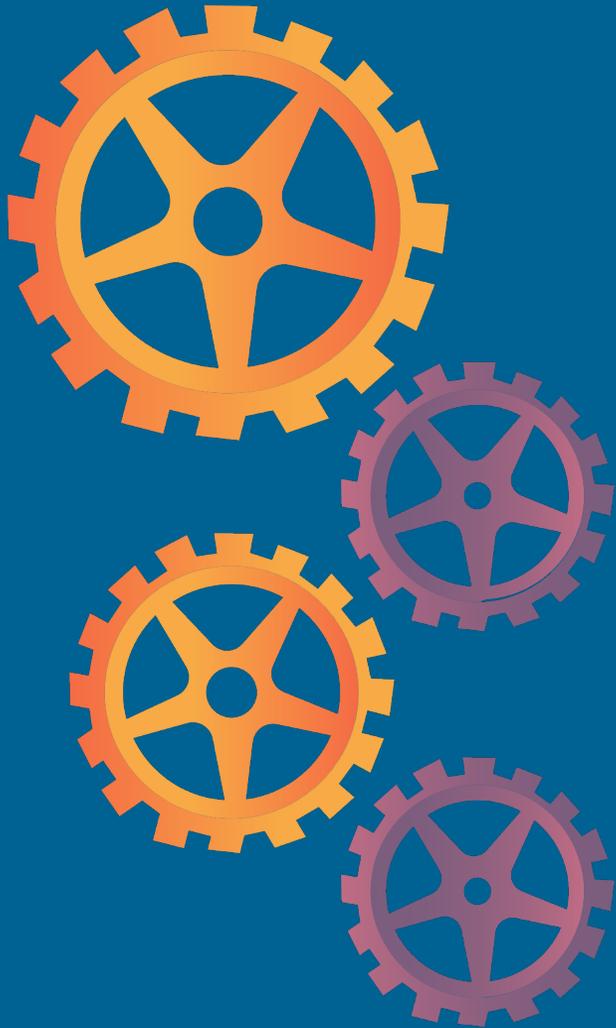
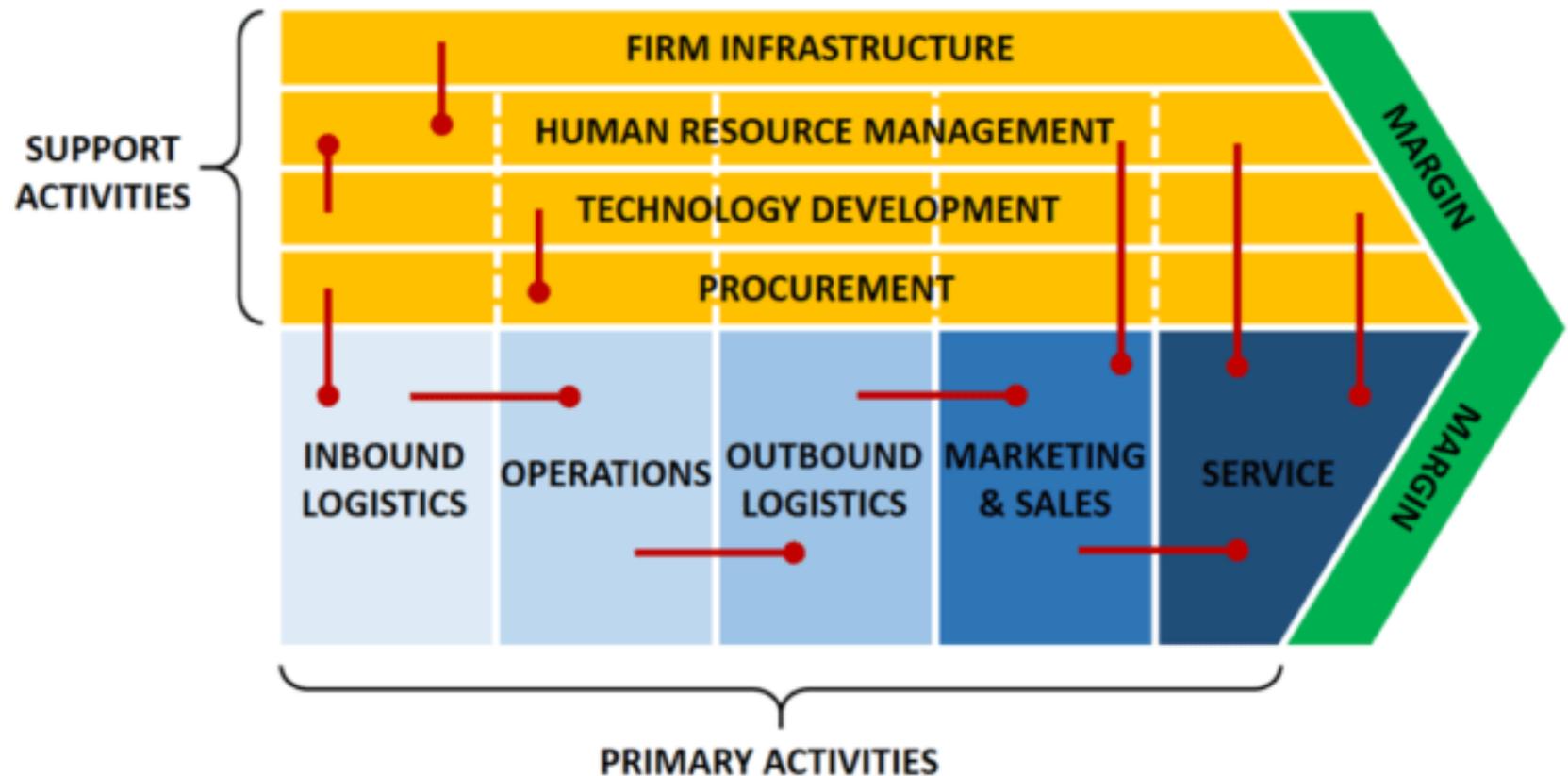
- Analyse der externen Umgebung

Five Forces Analysis (Porter)



Welche Instrumente stehen für die Entwicklung einer Unternehmensstrategie zur Verfügung? (2)

■ Interne Umgebungsanalyse



Welche Instrumente stehen für die Entwicklung einer Unternehmensstrategie zur Verfügung? (3)

■ Risiko- und Innovationsanalyse (Unternehmerische Strategiematrix)

Innovation
(Erstellen eines
einzigartigen und
unterschiedlichen
Produkts/Dienstle-
istung)

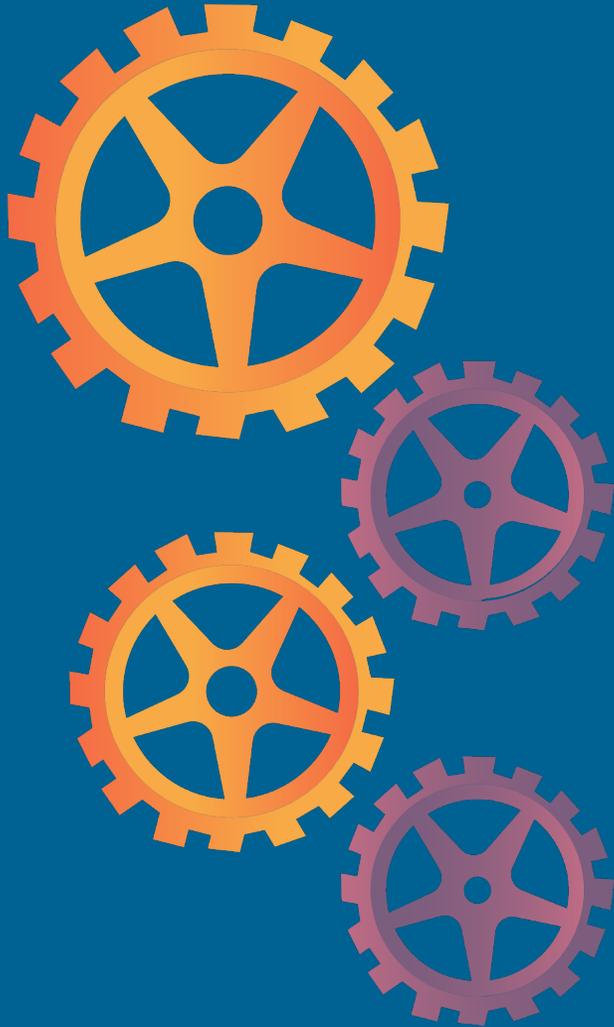
Hoch	Hohe Innovation Niedriges Risiko	Hohe Innovation Hohes Risiko
Niedrig	Geringe Innovation Niedriges Risiko	Geringe Innovation Hohes Risiko
	Niedrig	Hoch

Risiko

(Wahrscheinlichkeit eines Großschadens)

Welche Instrumente stehen für die Entwicklung einer Unternehmensstrategie zur Verfügung? (4)

■ SWOT-Analyse (extern – intern)



Welche Instrumente stehen für die Entwicklung einer Unternehmensstrategie zur Verfügung? (5)

■ Business-Canvas

Designed for: Designed by: Date: Version:

The Business Model Canvas

Key Partners <p>Who are our Key Partners? Who are our Key Suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>DEFINITION FOR PARTNERSHIP Specialization and economy Reduction of risk and complexity Acquisition of particular resources and activities</p>	Key Activities <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>KEY ACTIVITIES Production Problem Solving Platform/Network</p>	Value Propositions <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>EXAMPLES Personalization Customization "Selling the invisible" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	Customer Relationships <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>EXAMPLES Personal assistance Self-serve/Personal Assistance Automated Services Communities Co-creation</p>	Customer Segments <p>For whom are we creating value? Who are our most important customers?</p> <p>KEY MARKET SEGMENT Segmentation Demographic Behavioral Multi-sided Platform</p>			
Key Resources <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES Physical Intellectual (Brand, patents, insights, data) Human Financial</p>		Channels <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNEL MODELS</p> <ol style="list-style-type: none"> 1. Direct How do we reach customers about our company's products and services? 2. Indirect How do we help customers evaluate our organization's Value Proposition? 3. Partners How do we allow customers to purchase specific products and services? 4. Distributors How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support? 					
Cost Structure <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>BY HOW BUSINESS MODELS Cost Driven (lowest cost structure, low price value proposition, maximum automation, extensive outsourcing) Risks (Costs Related to value creation, premium value proposition)</p> <p>EXAMPLE COST STRUCTURES Fixed Costs (Salaries, rents, utilities) Variable costs Economies of scale Economies of scope Economies of size</p>		Revenue Streams <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <table style="width: 100%; font-size: small;"> <tr> <td style="vertical-align: top;"> FIXED REVENUE Asset sale Usage fee Subscription Fee Licensing/Leasing/Licensing Licensing Advertising fees Advertising </td> <td style="vertical-align: top;"> RECURRING REVENUE L2/L3 Price Product/Service dependent Customer segment dependent Volume dependent </td> <td style="vertical-align: top;"> ADVANCED PRICING Registration/Sign-up/Sign-in Usage dependent Real-time Market </td> </tr> </table>			FIXED REVENUE Asset sale Usage fee Subscription Fee Licensing/Leasing/Licensing Licensing Advertising fees Advertising	RECURRING REVENUE L2/L3 Price Product/Service dependent Customer segment dependent Volume dependent	ADVANCED PRICING Registration/Sign-up/Sign-in Usage dependent Real-time Market
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Gibt es bestimmte Arten von Unternehmertum?

- ✓ Replikativ versus innovativ
- ✓ Chancenbasiert versus Notwendigkeitsbasiert
- ✓ Corporate Venturing
- ✓ Social Venturing



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