

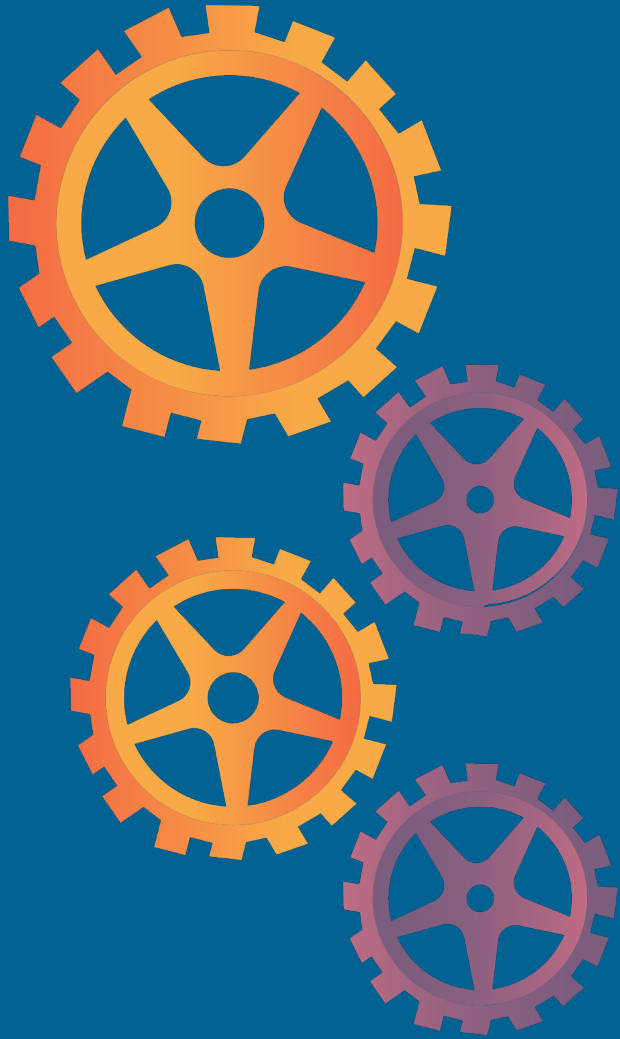
# Strategie und Unternehmertum

Strategie Straße Zum Erfolg



# *Warum ist Strategie wichtig für ein Unternehmen?*

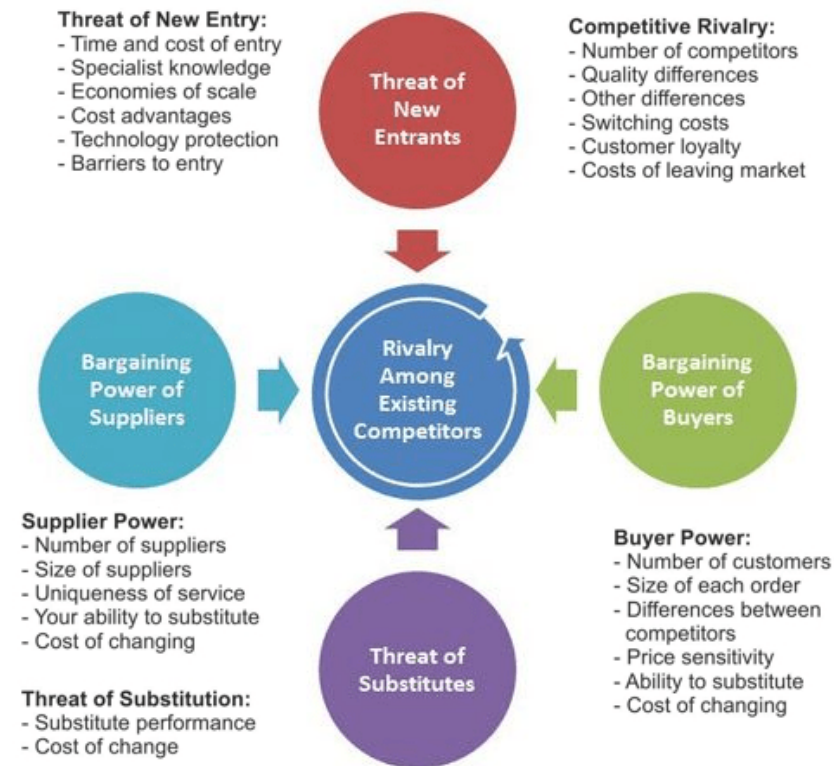
- Definition des Unternehmens selbst
- Werte und Prinzipien
- Zweck
- Vision
- Fahrplan
  - wie sie sich entwickeln,
  - was ihre Fähigkeiten sind,
  - und ob diese Fähigkeiten ihnen helfen, zu wachsen



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

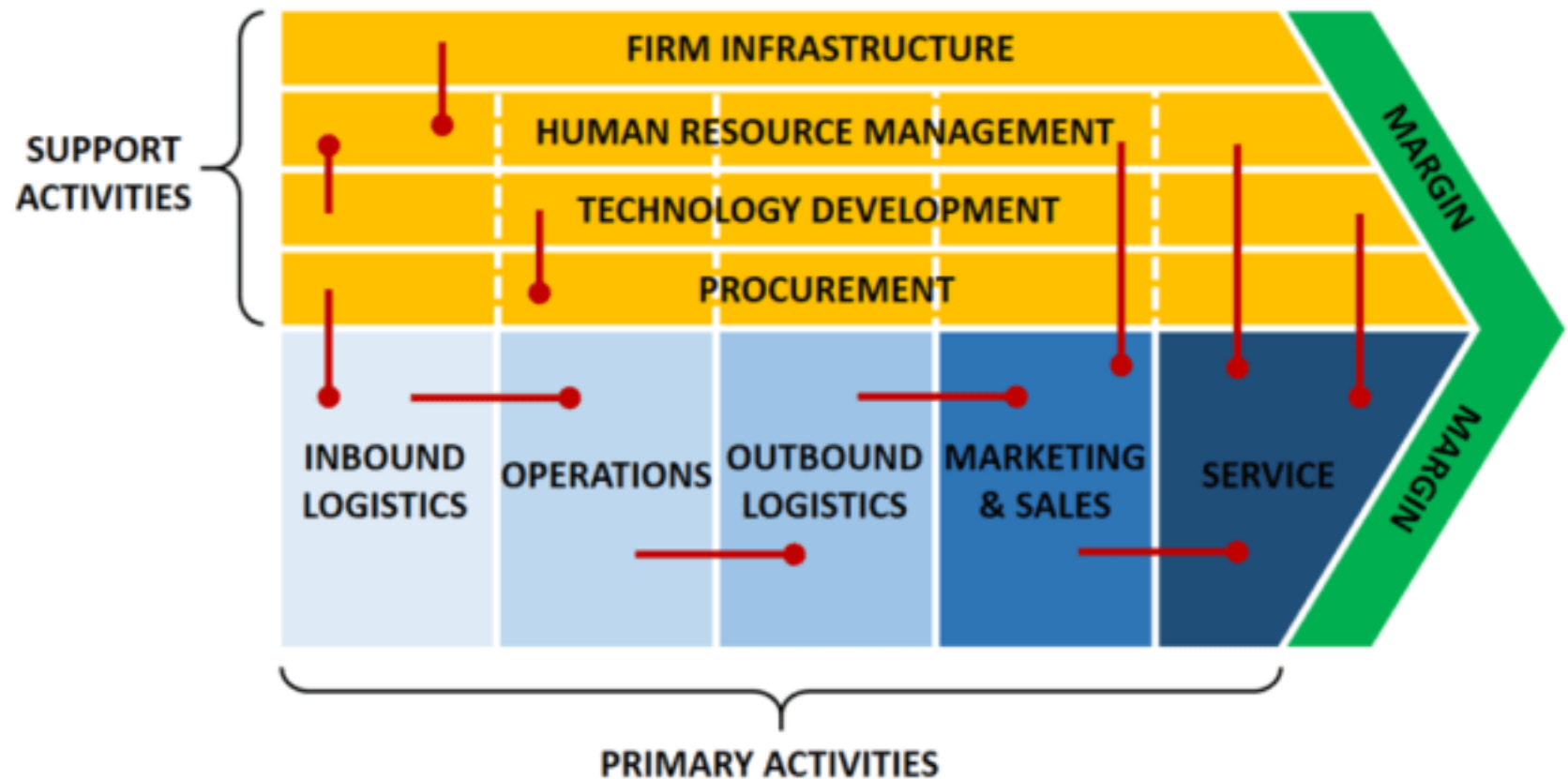
## ■ Analyse der externen Umgebung

### Five Forces Analysis (Porter)



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

■ Interne Umgebungsanalyse



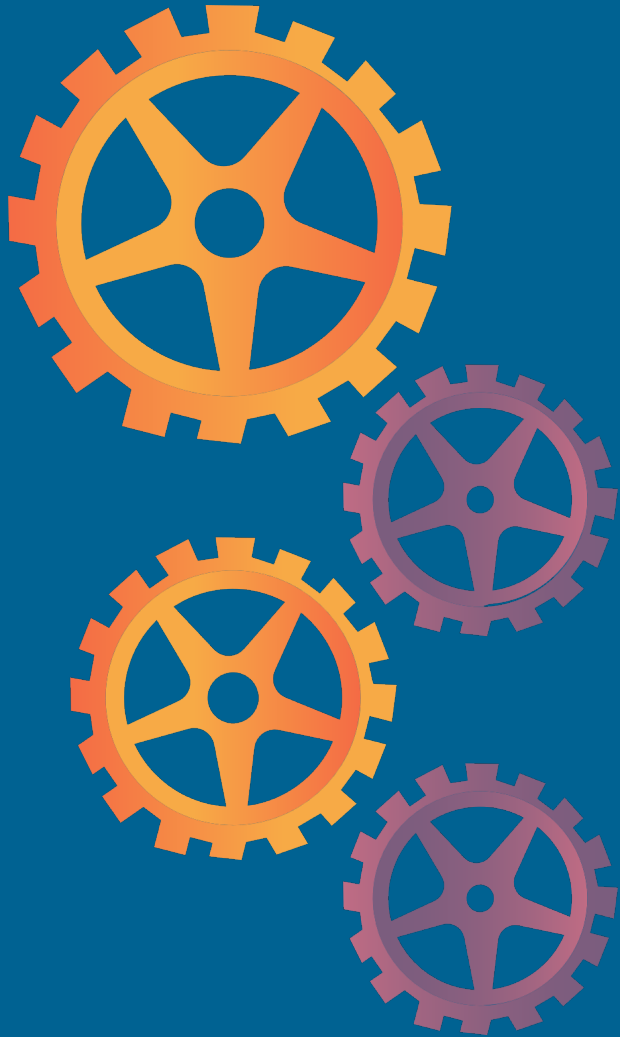
## *Welche Instrumente stehen für die Entwicklung einer Unternehmensstrategie zur Verfügung? (3)*

### ■ 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










### The Business Model Canvas


Designed for:

Designed by:

Date:


Version:

<b>Key Partners</b>  <small>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</small> <b>REASONS FOR PARTNERSHIP</b> Distribution and economy Reduction of risk and complexity Acquisition of particular resources and activities	<b>Key Activities</b>  <small>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</small> <b>ACTIVITIES</b> Production Problem Solving Platform/Network	<b>Value Propositions</b>  <small>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?</small> <b>VALUE PROPOSITIONS</b> Newness Performance Customization Convenience "Getting the job done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability	<b>Customer Relationships</b>  <small>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?</small> <b>CHANNELS</b> Personal assistance Self-serve Automated Services Communities Co-creation	<b>Customer Segments</b>  <small>For whom are we creating value? Who are our most important customers?</small> <b>MARKET SEGMENTS</b> Mass Market Niche Market Segmented Diversified Multi-sided Platform
<b>Key Resources</b>  <small>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</small> <b>TYPES OF RESOURCES</b> Physical Intellectual (brand patents, copyrights, data) Human Financial		<b>Channels</b>  <small>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are we reaching them best? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</small> <b>CHANNEL MODELS</b> 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sale How do we provide post-purchase customer support?		
<b>Cost Structure</b>  <small>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</small> <b>IS YOUR BUSINESS MODEL</b> Cost Driven (lowest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition) <b>SAMPLE COST STRUCTURES</b> Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope		<b>Revenue Streams</b>  <small>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?</small> <b>TYPES</b> Asset sale Usage fee Subscription Fee Licensing/Royalties/Licensing Licensing Advertising fees Advertising		



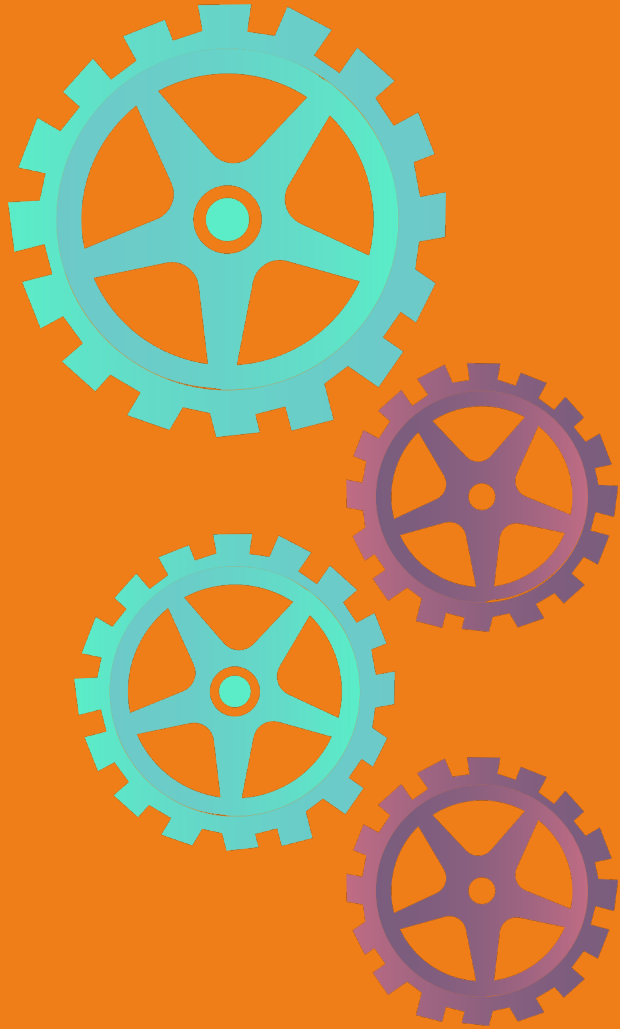
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Strategyzer.com

# *Gibt es bestimmte Arten von Unternehmertum?*

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





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