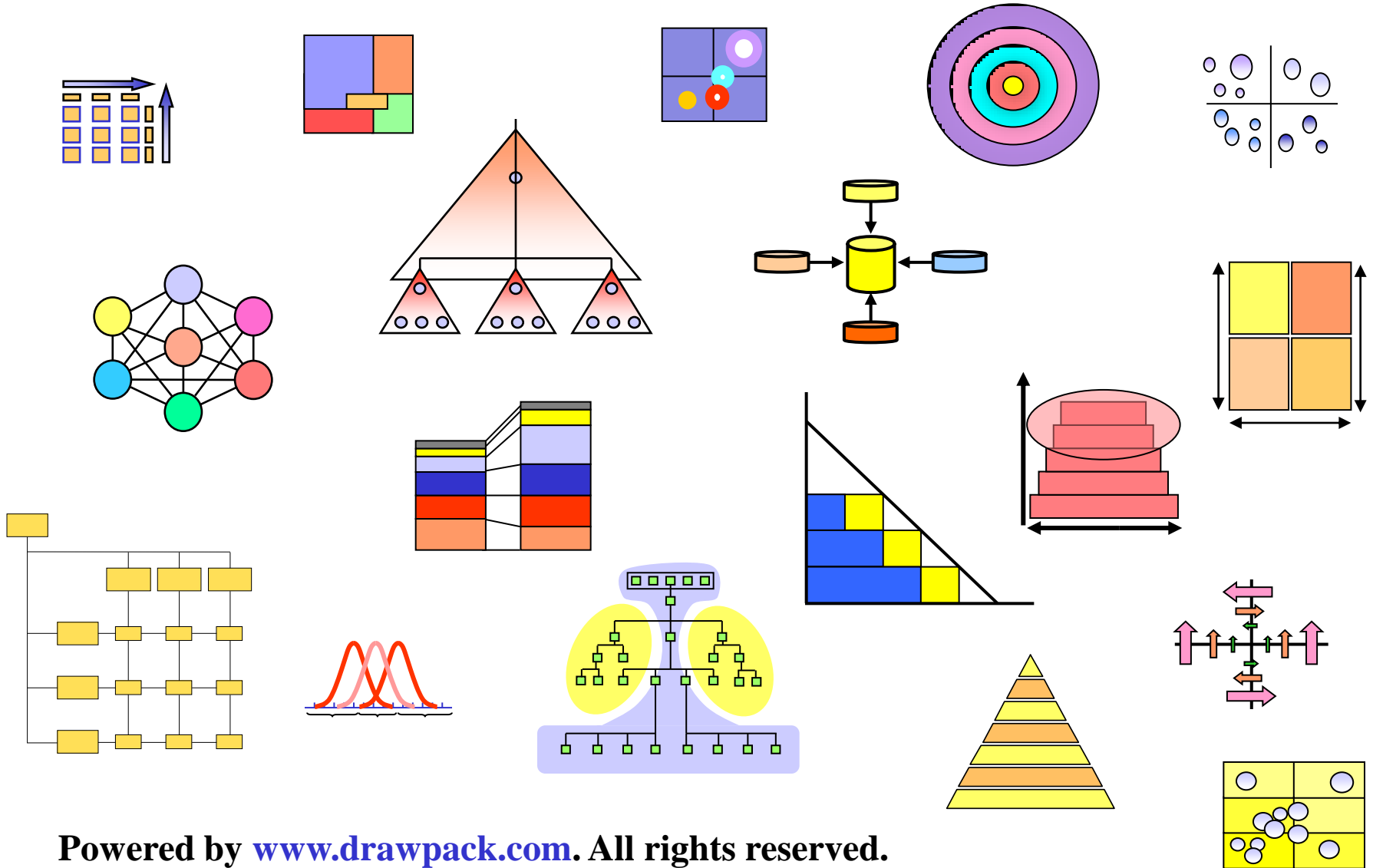


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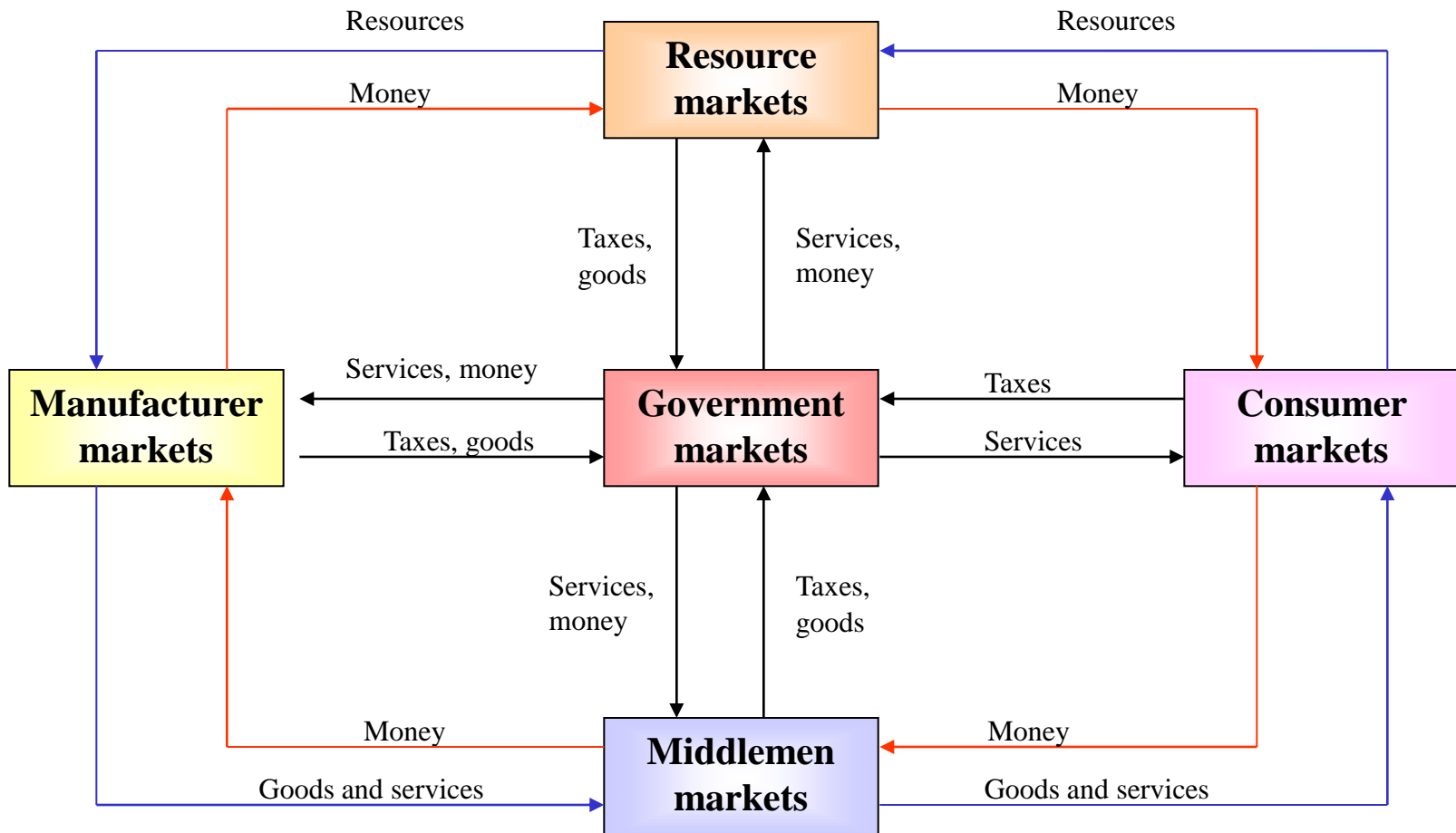
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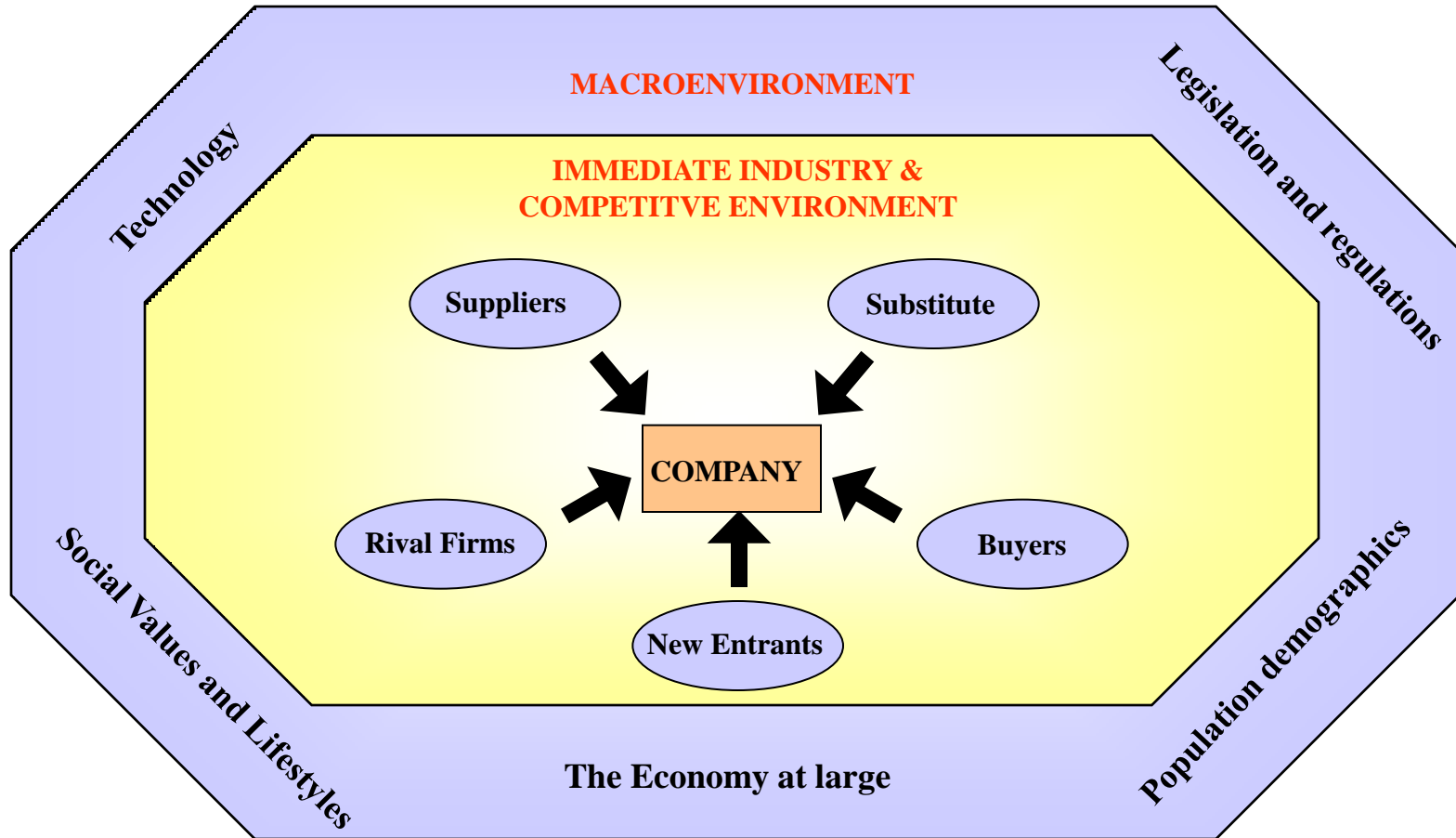
Key Words...

Break-even – Financing Life Cycle – Economies of Scale – Elasticity – Sales Cycles – Market Potential – Portfolio Matrix – Product Model – Four P's – Push/Pull Strategy – Marketing Mix – PDCA Cycle – SWOT – Value Chain – Ansoff Matrix – BCG Matrix – 7-S Model – Core Competencies – GE Business Screen – Nine Cell Industry – Risk/Reward Diagram – Porter's Five Forces – Industry Competition – Generic Strategies – Geobusiness Model – Porter's Diamond – Matrix Design – PIMS – Leavitt's Diamond – Belbin's Team Roles – Theory X/Y – Maslow's Hierarchy – Herzberg's Theory – Cultural Web – Pareto Curve – CIM Concept – Value Drivers

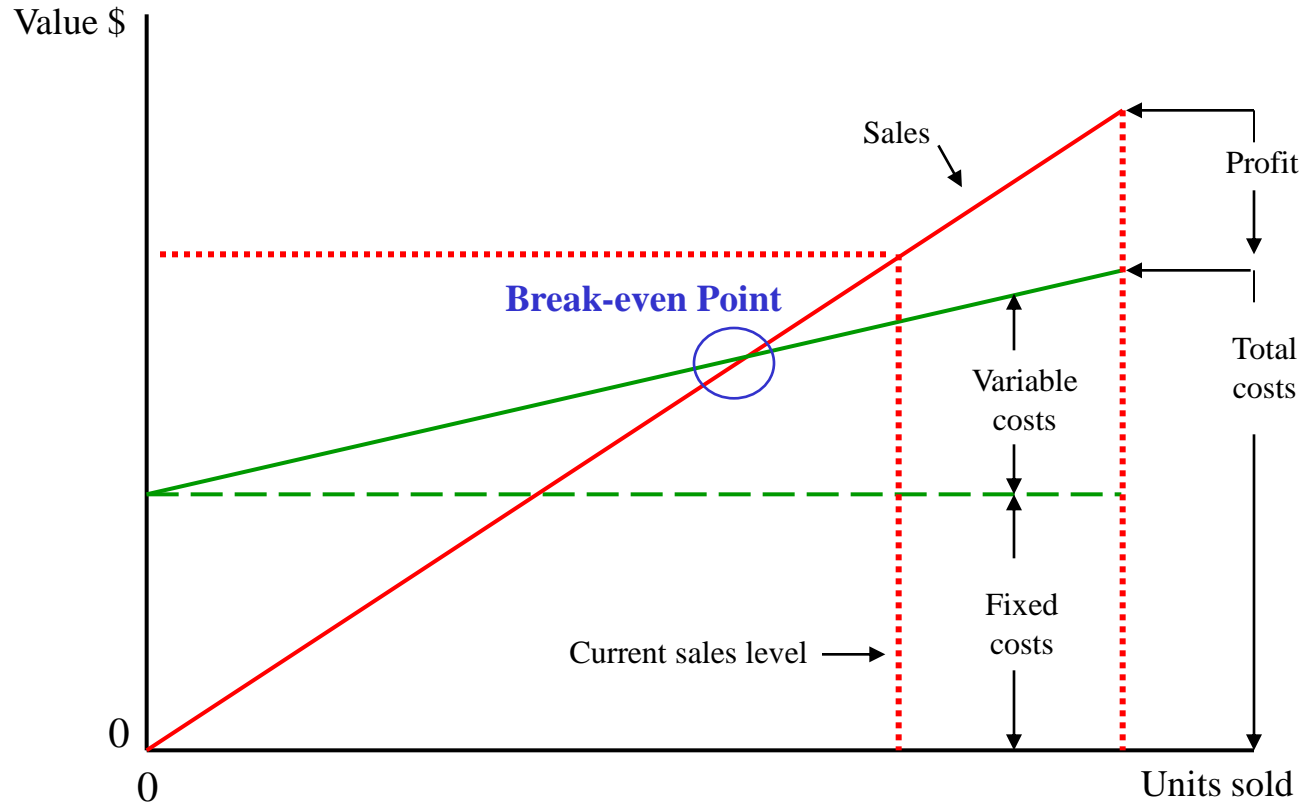
Markets and Structure of Flow



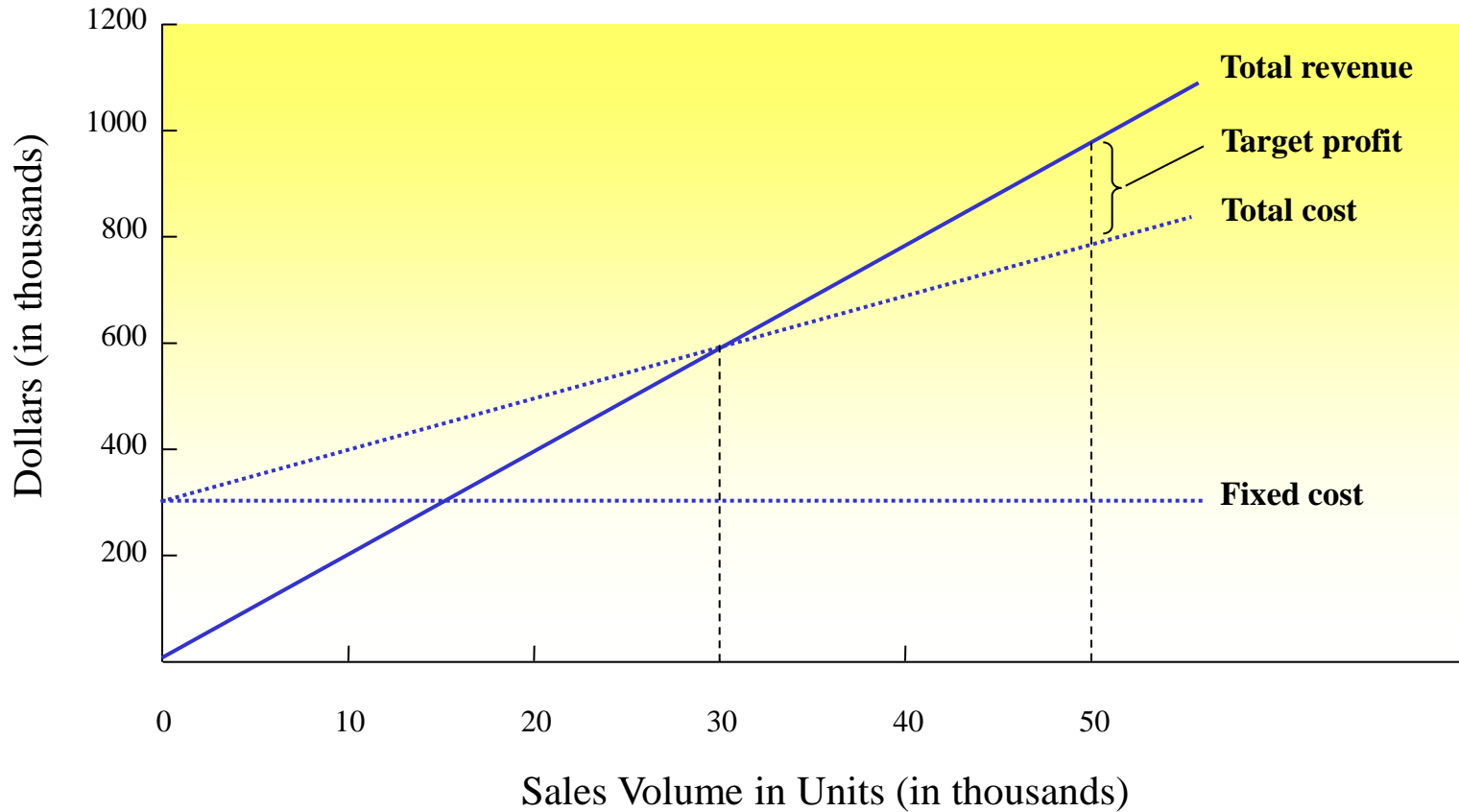
A Company's Macroenvironment



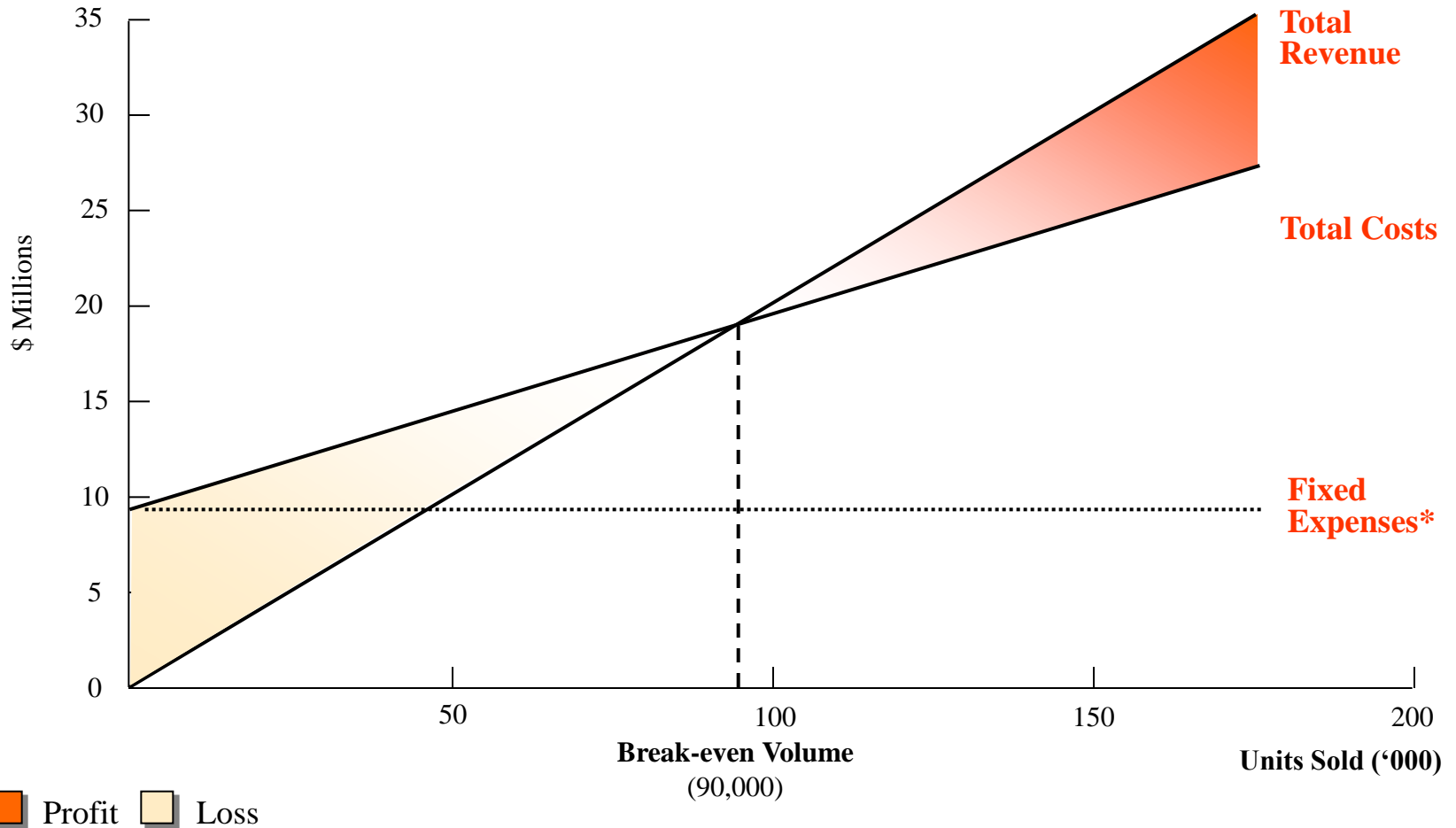
Break-even Point



Break-even Chart

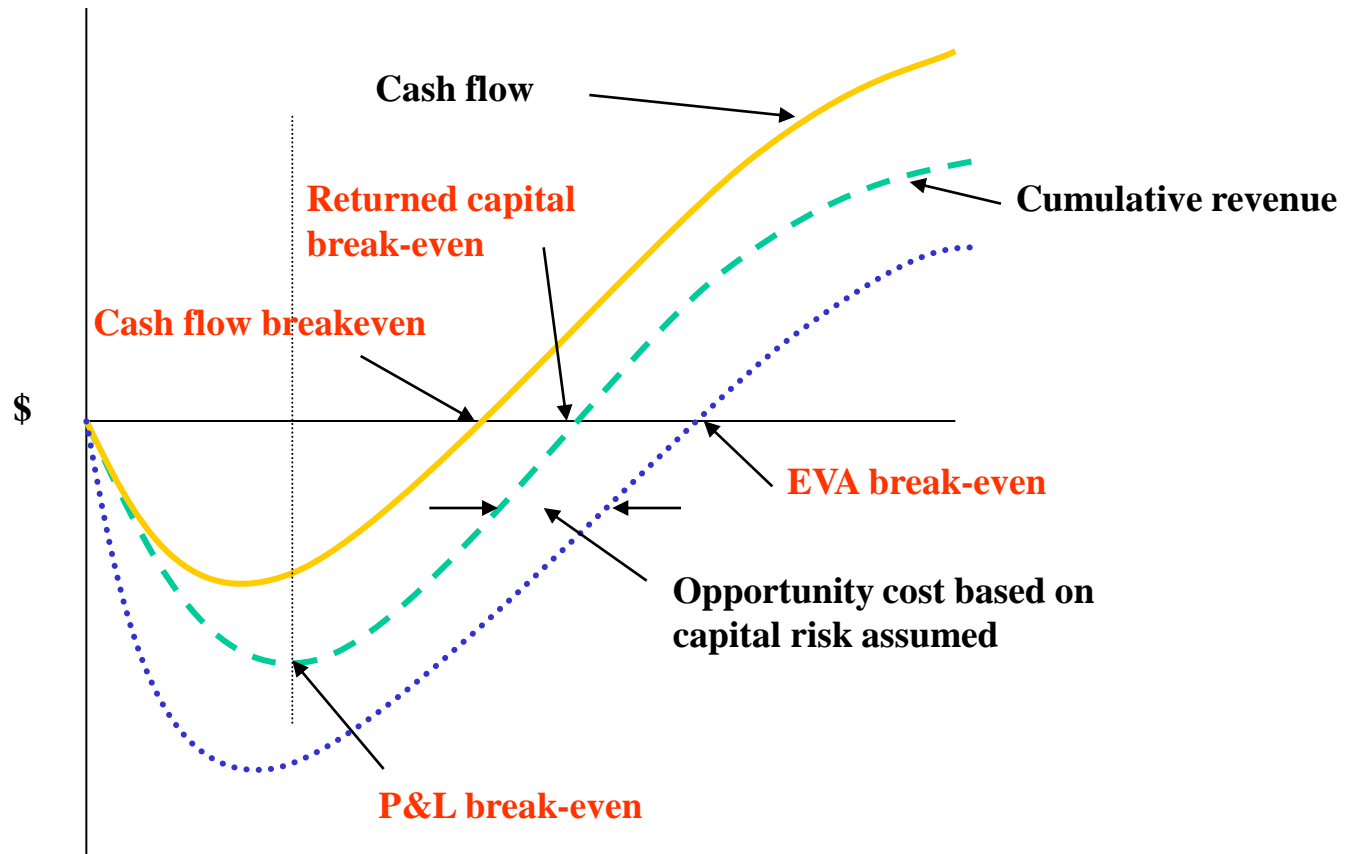


Break-even Volume

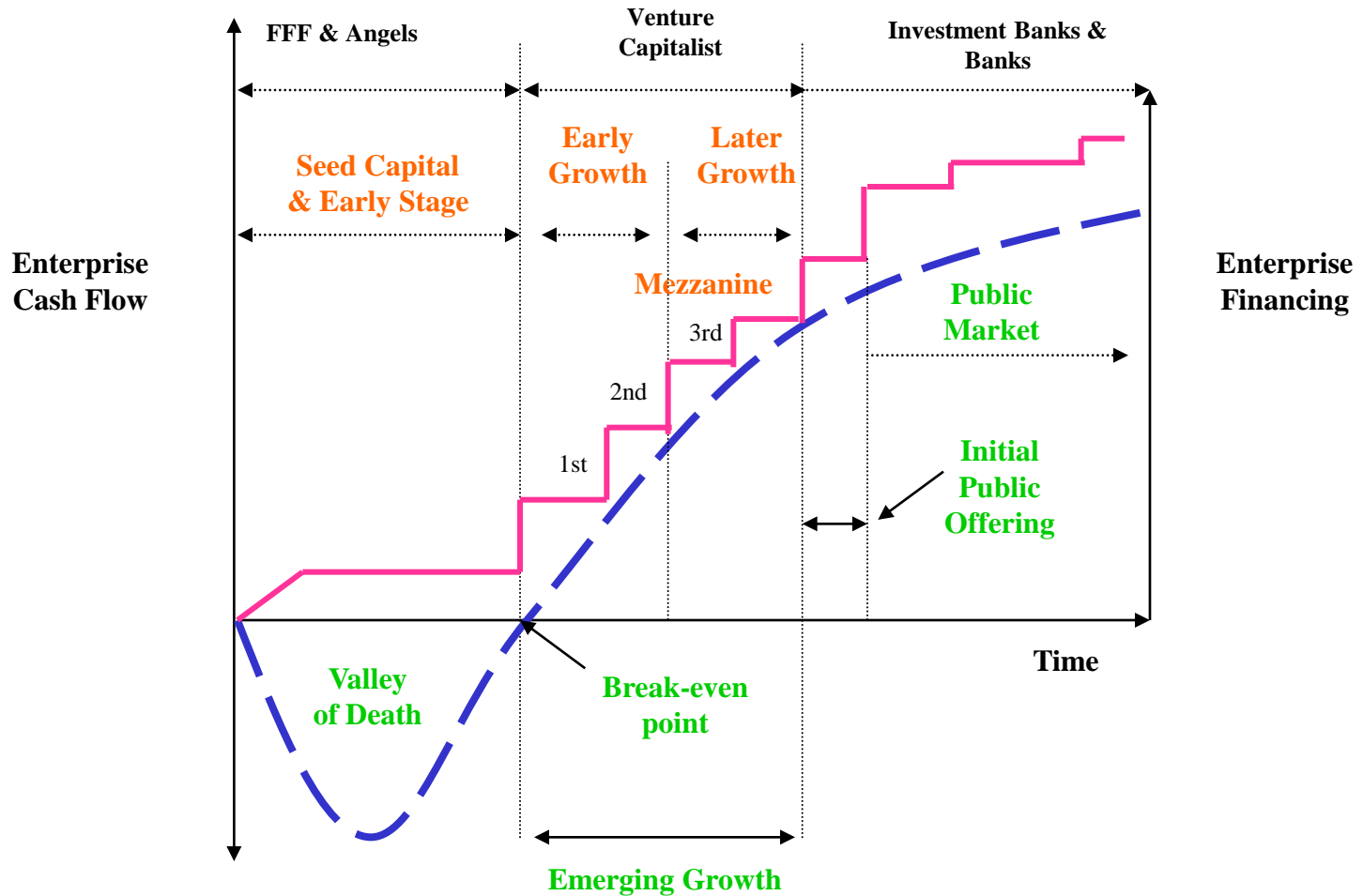


* Fixed Expenses = Marketing Expenses and Other Direct Expenses

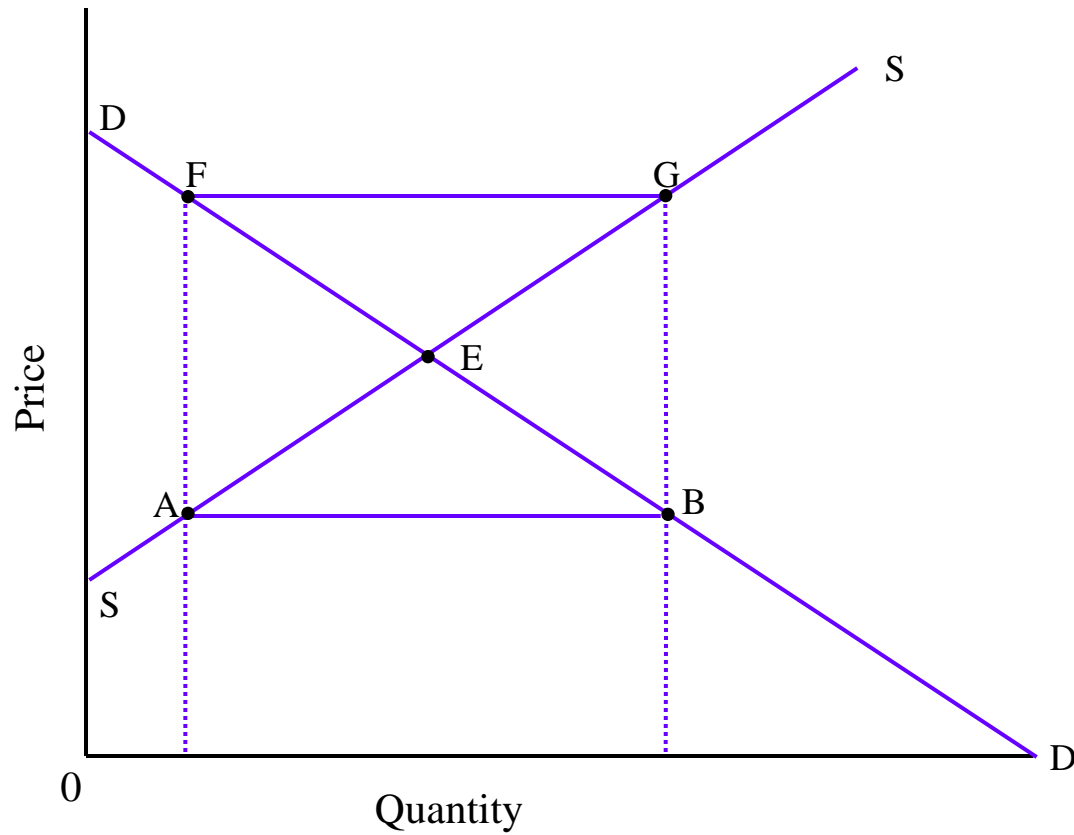
Break-even Regions



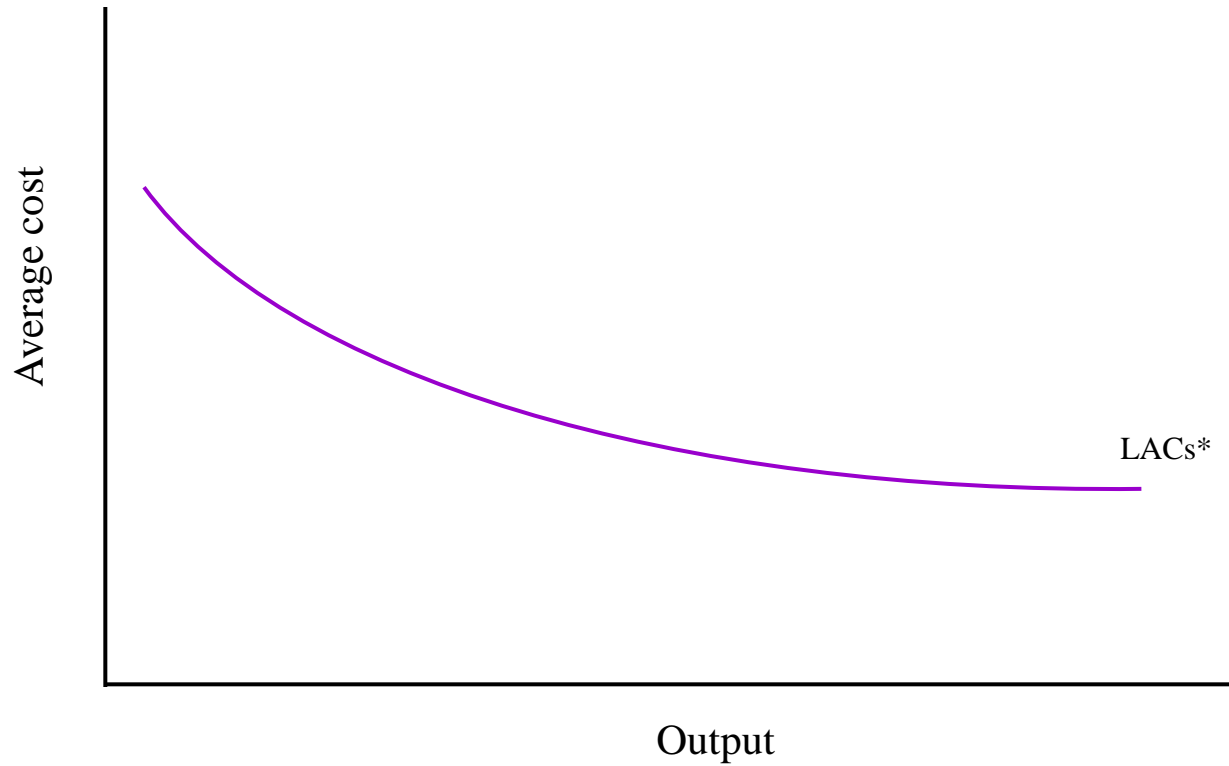
Financing Life Cycle



Demand and Supply

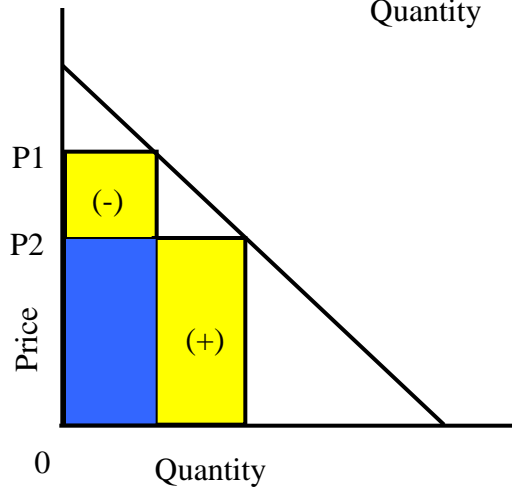
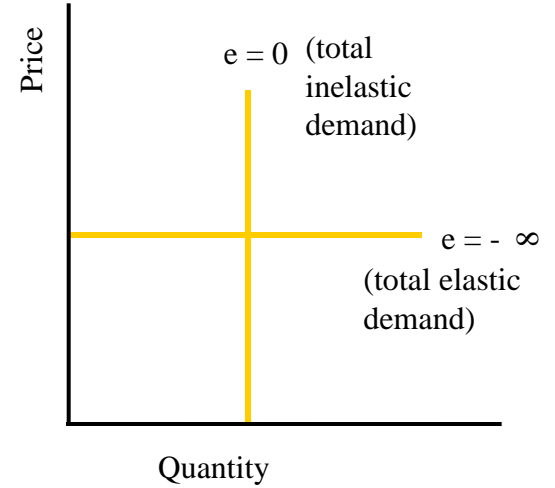
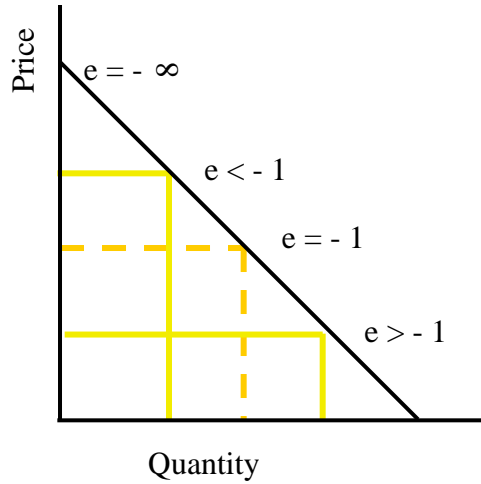


Economies of Scale

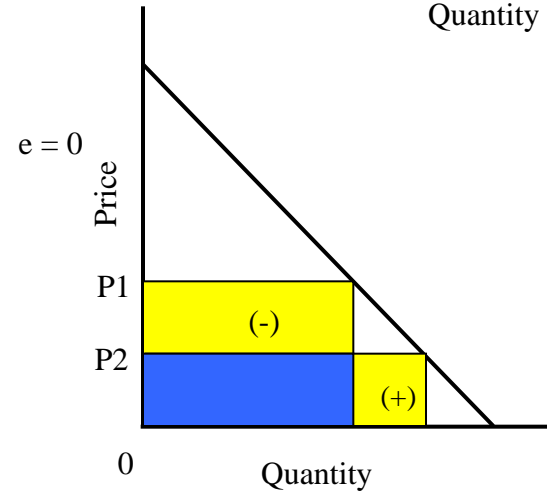


*Long-run average costs (LACs)
Increasing returns to scale, or economies of scale

Elasticity

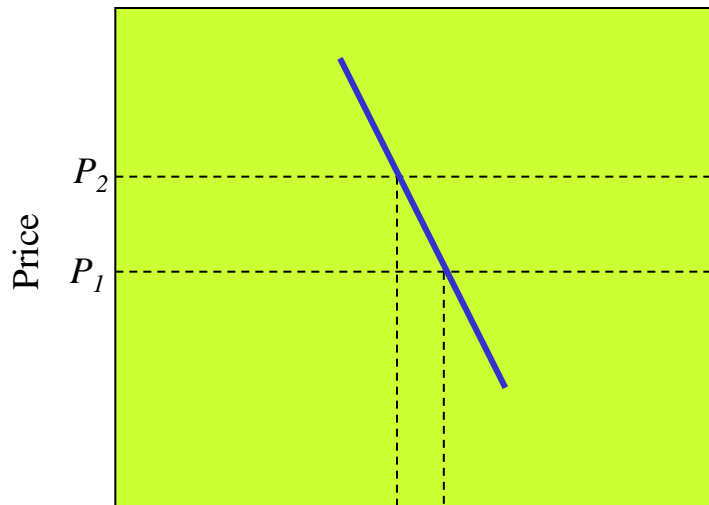


Demand is elastic and expenditure increases when price falls from P1 to P2



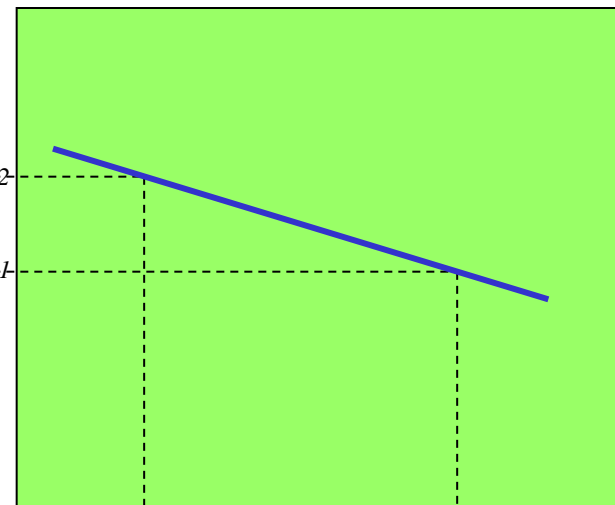
Demand is inelastic and expenditure increases when price falls from P1 to P2

Inelastic and Elastic Demand



Q_2 Q_1
Quantity Demanded per Period

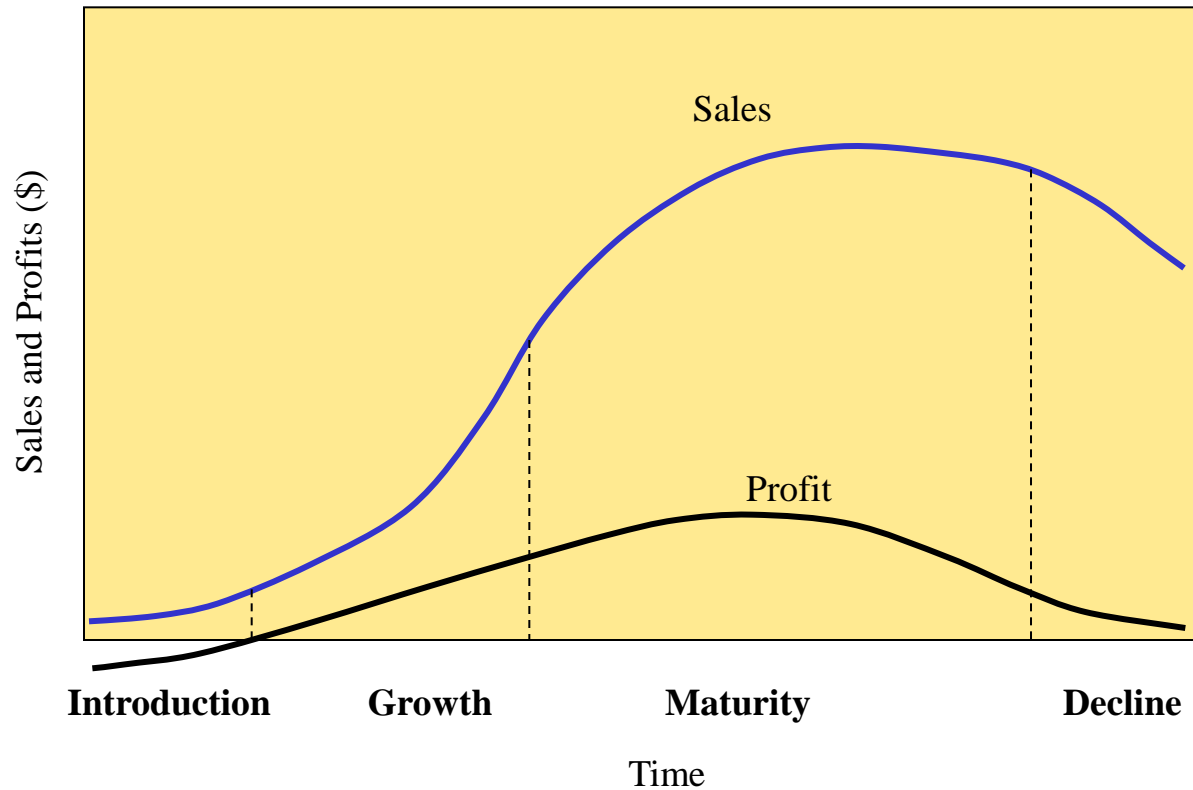
(a) Inelastic demand



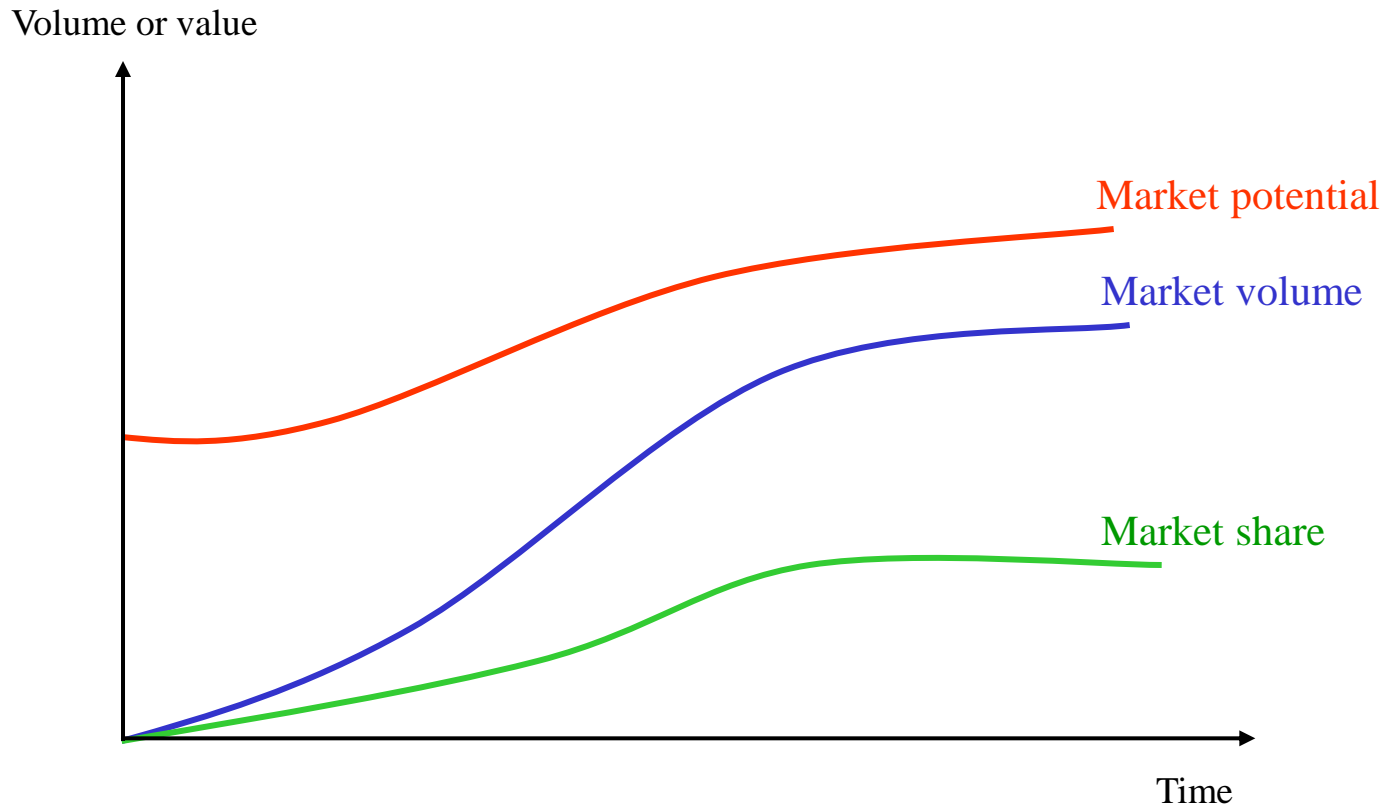
Q'_2 Q'_1
Quantity Demanded per Period

(b) Elastic demand

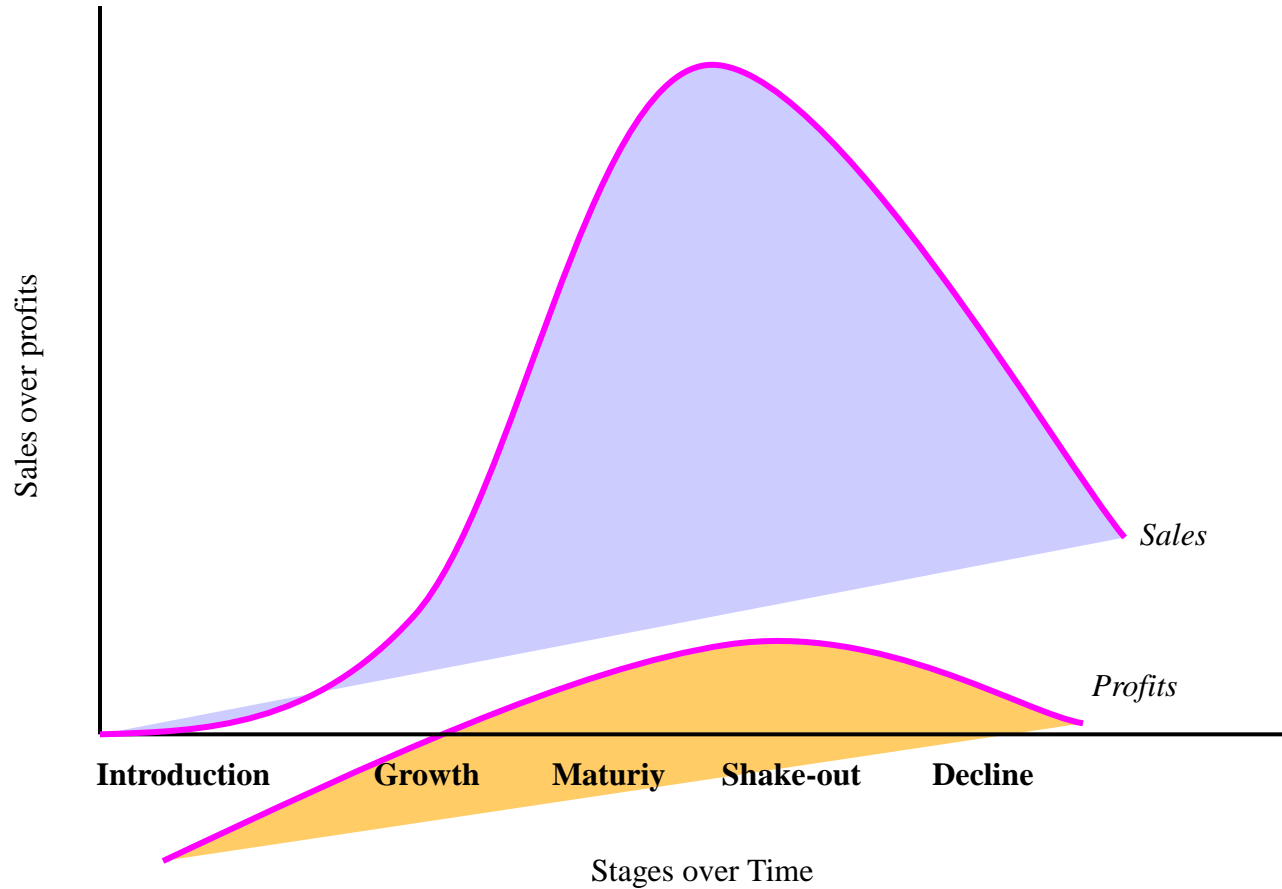
Sales and Profit Life Cycles



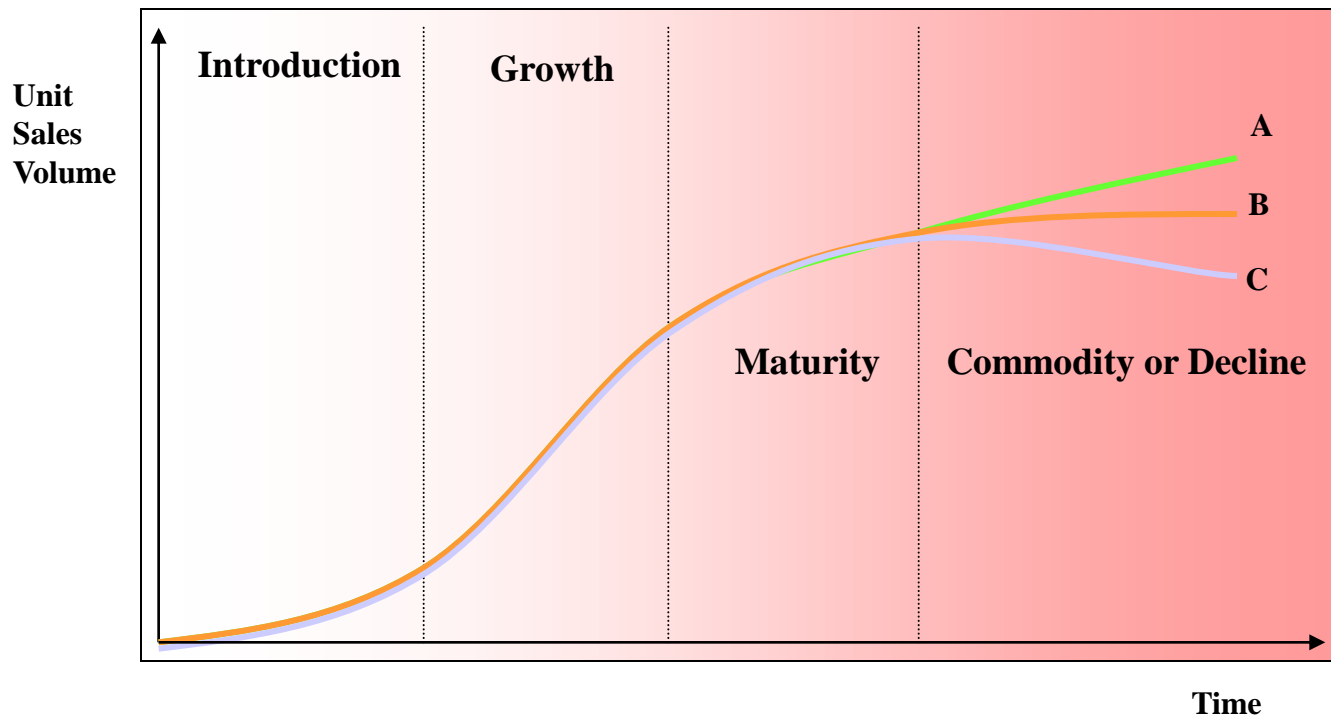
Market Potential, Market Volume, Market Share



The Product Life Cycle I

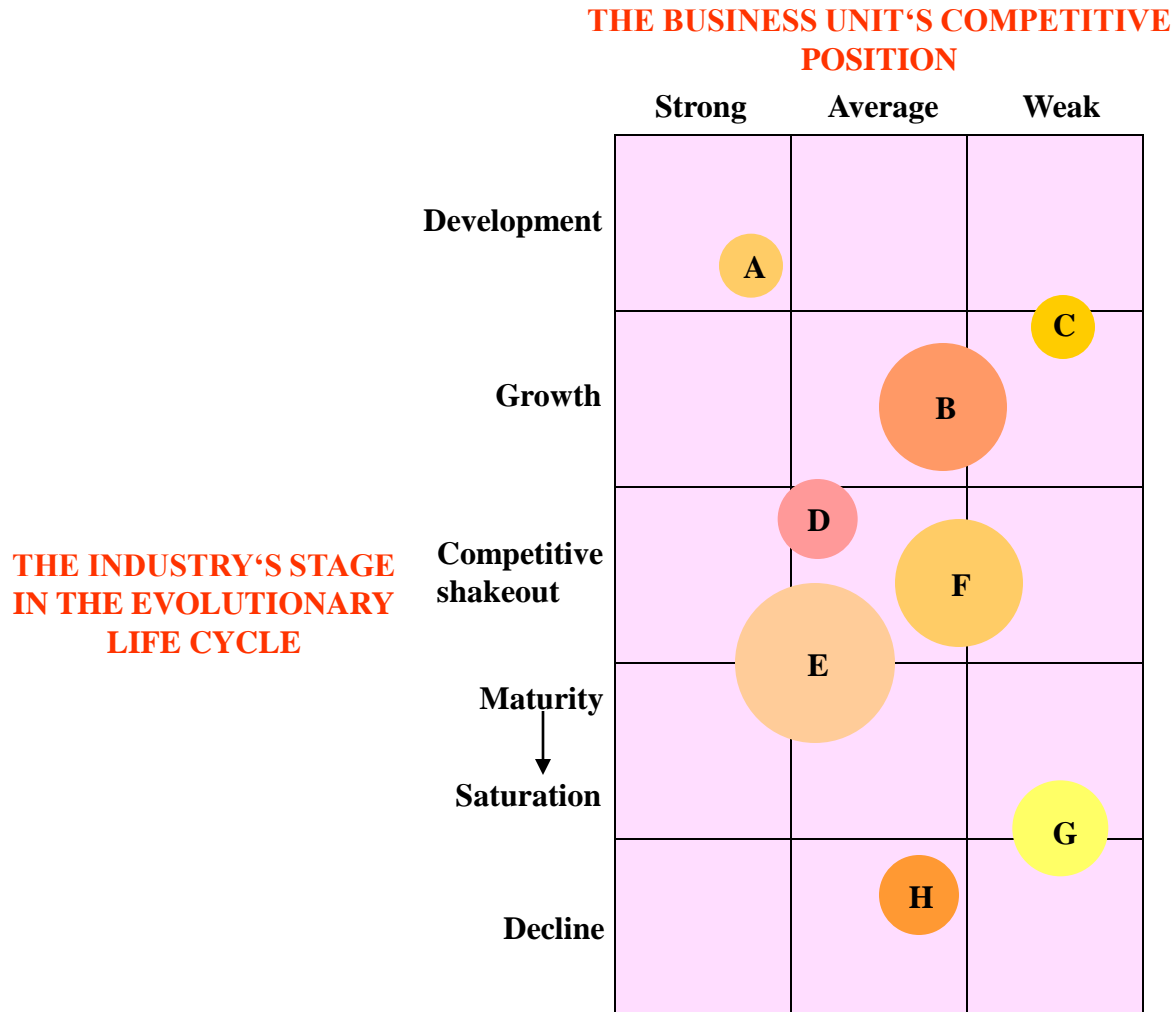


The Product Life Cycle II

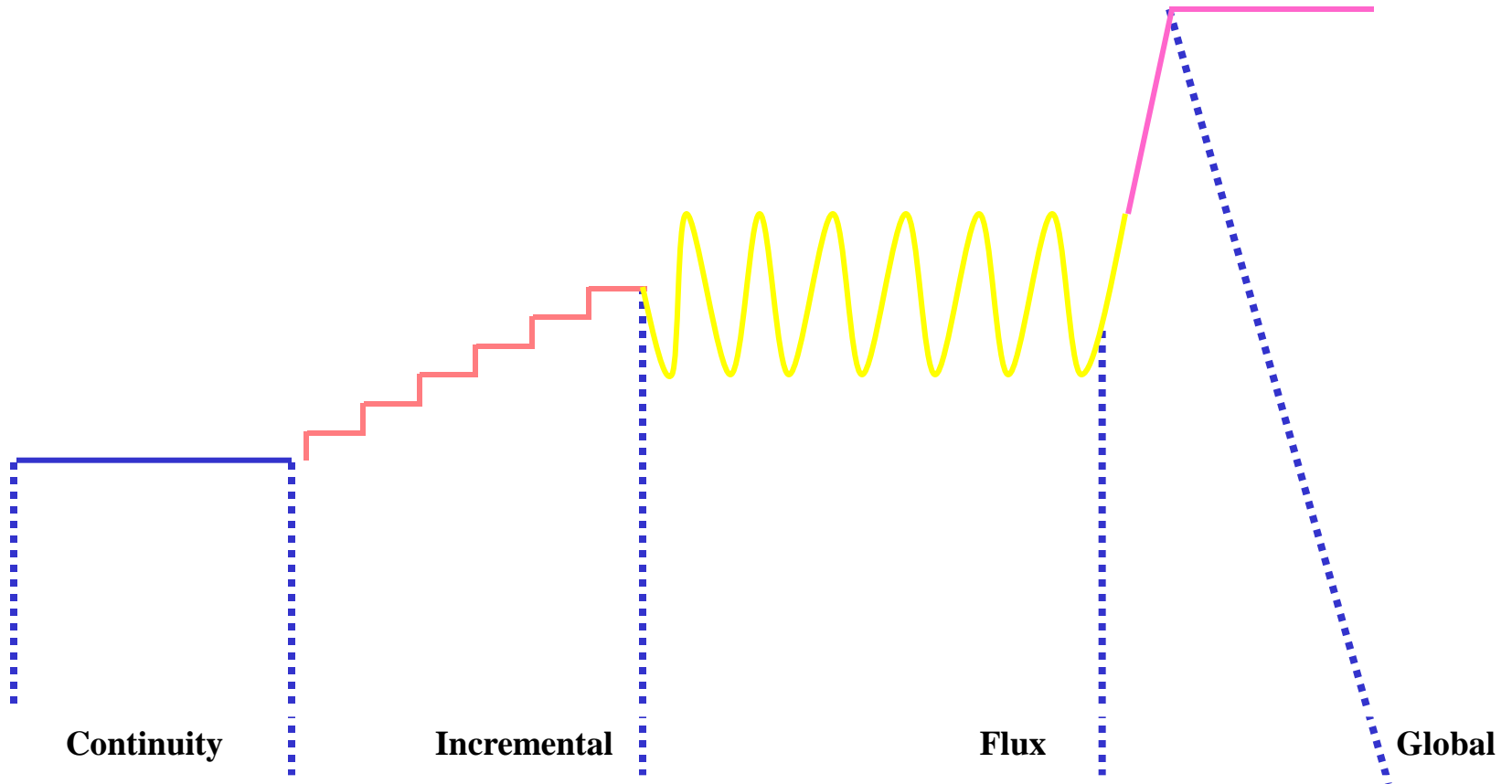


Note: A = Moderate Growth, B = Commodity, C = Decline

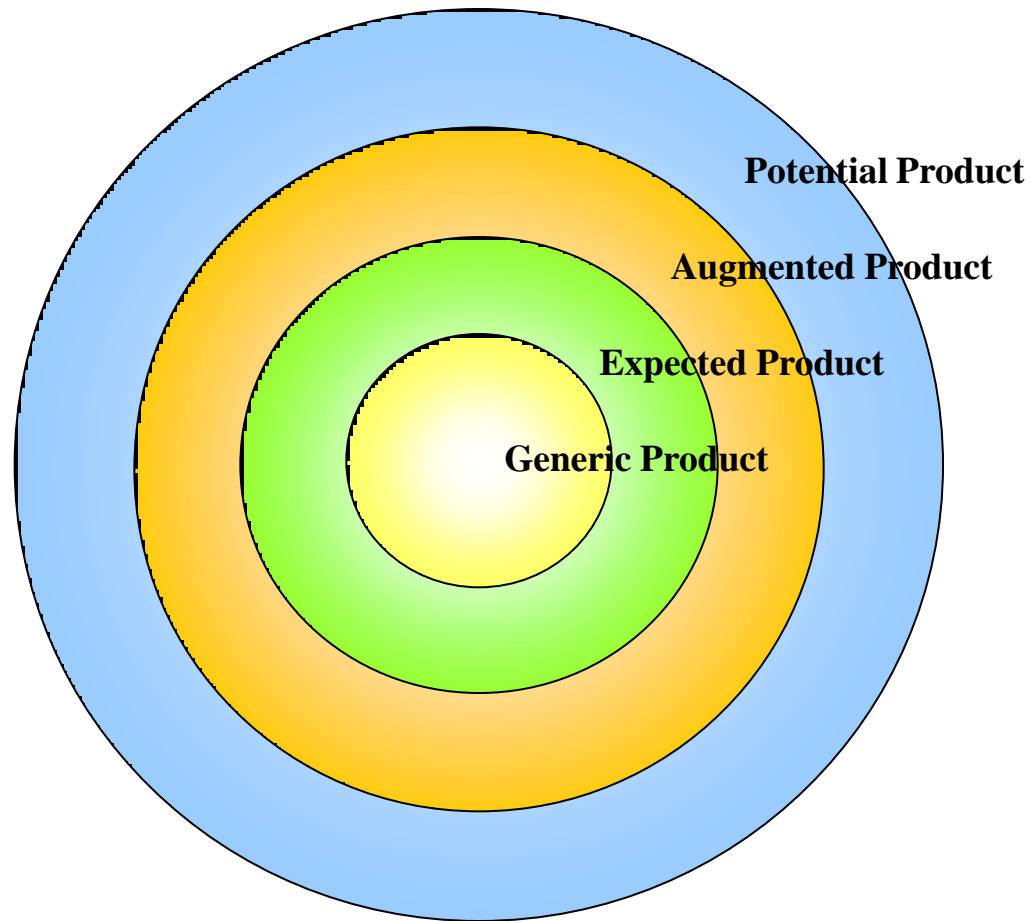
The Life Cycle Portfolio Matrix



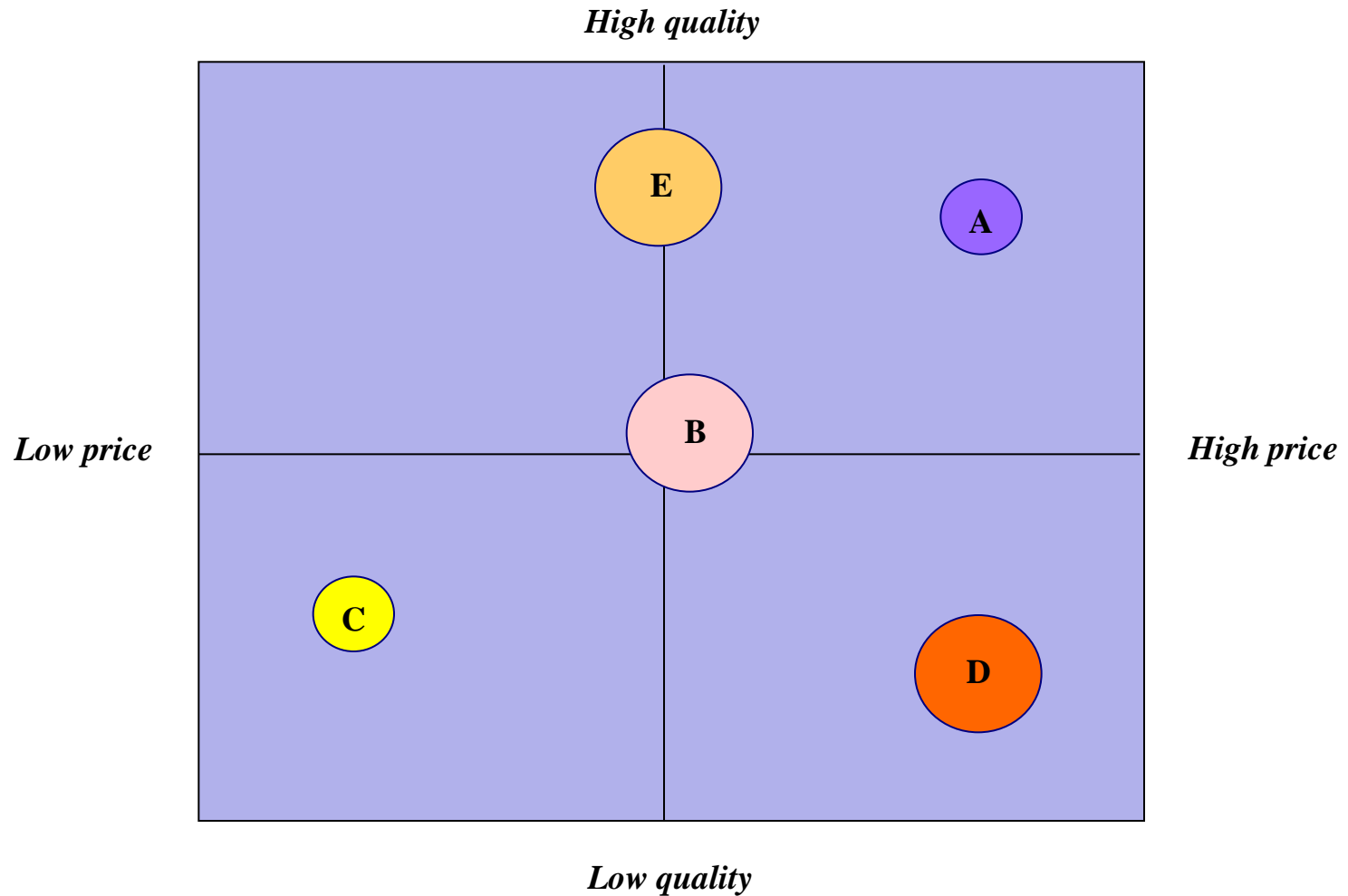
Patterns of Strategic Change



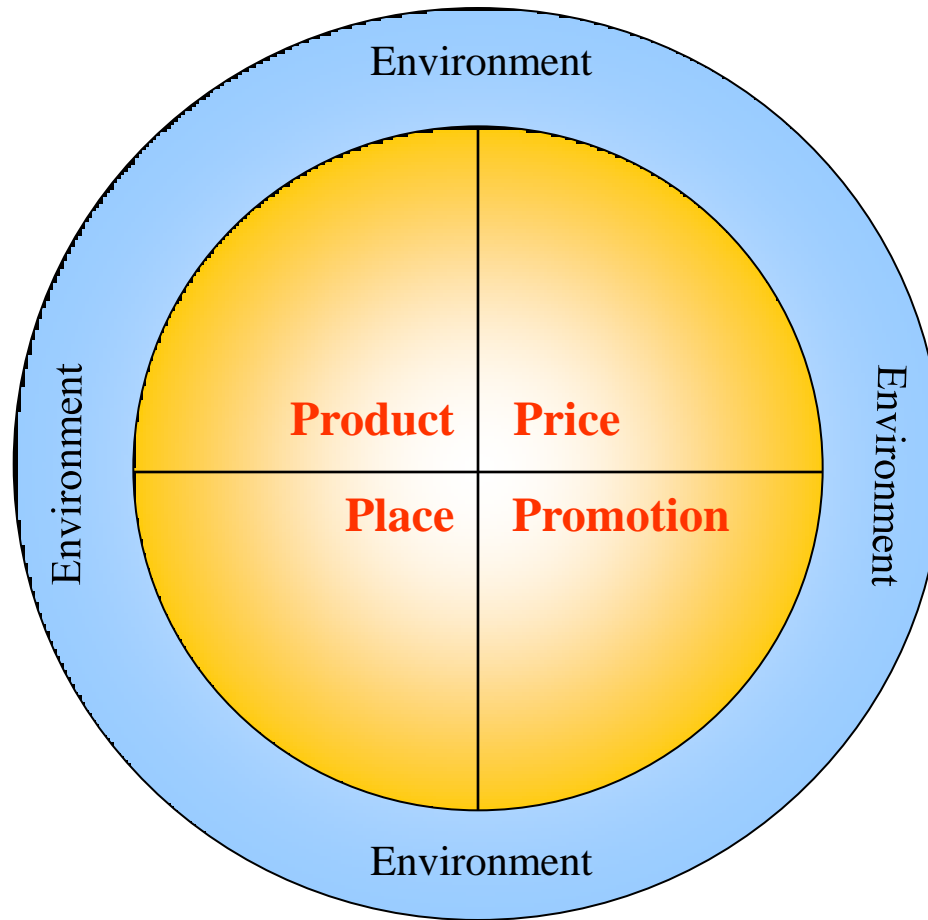
The Whole Product Model



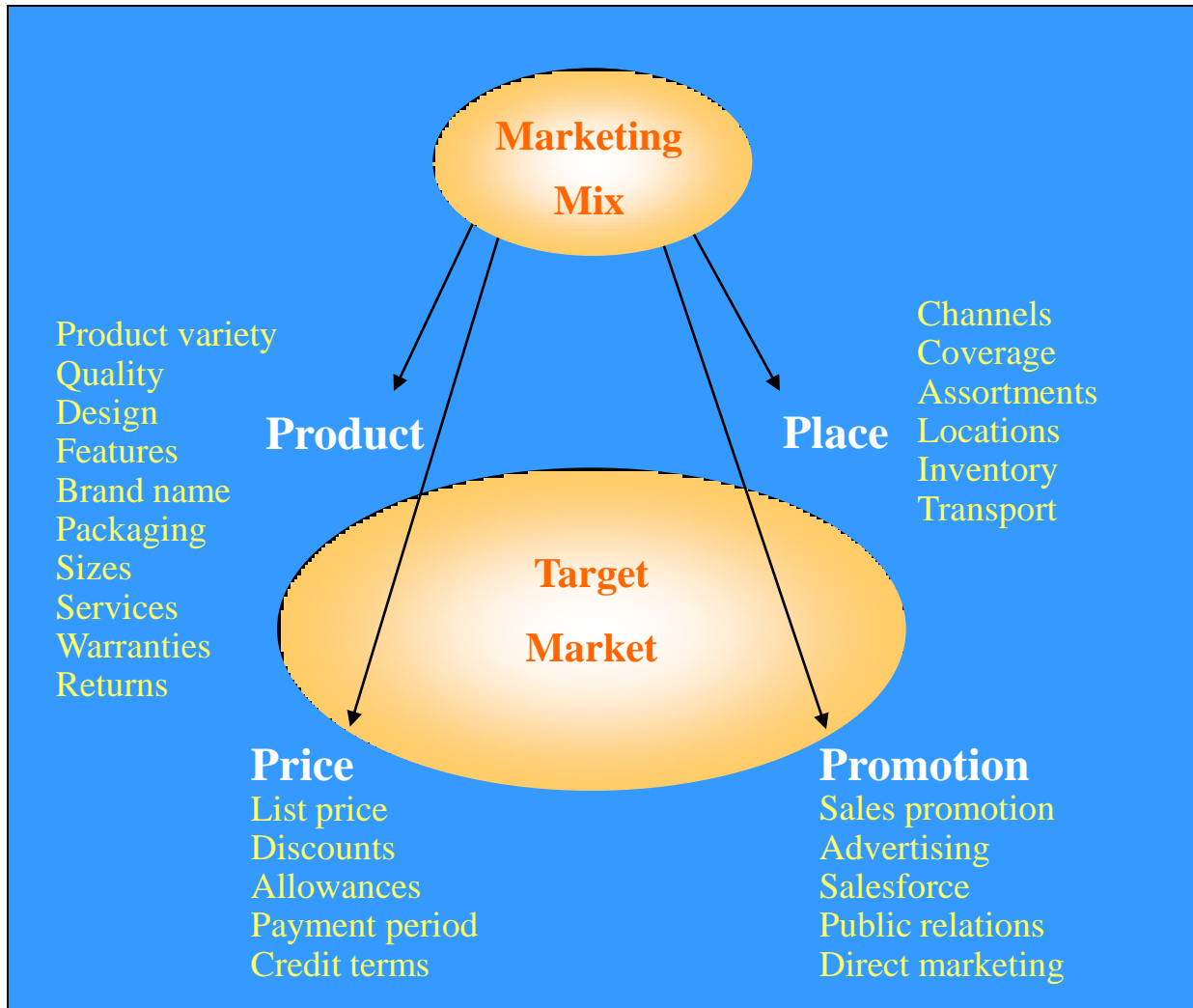
The Product-Positioning Map



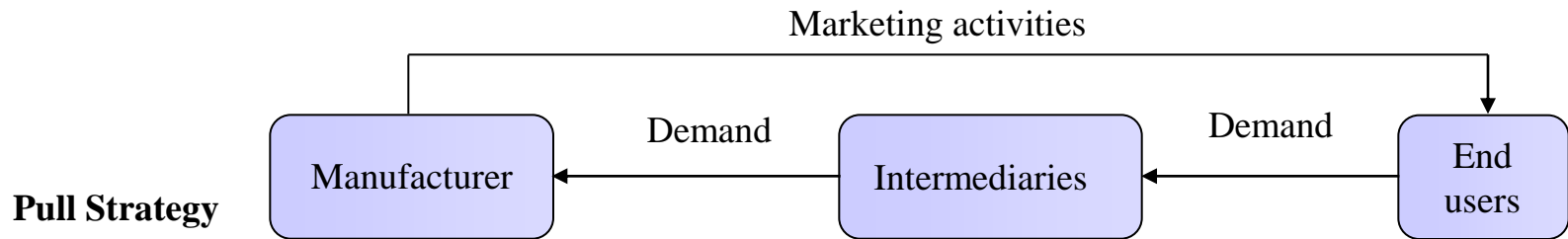
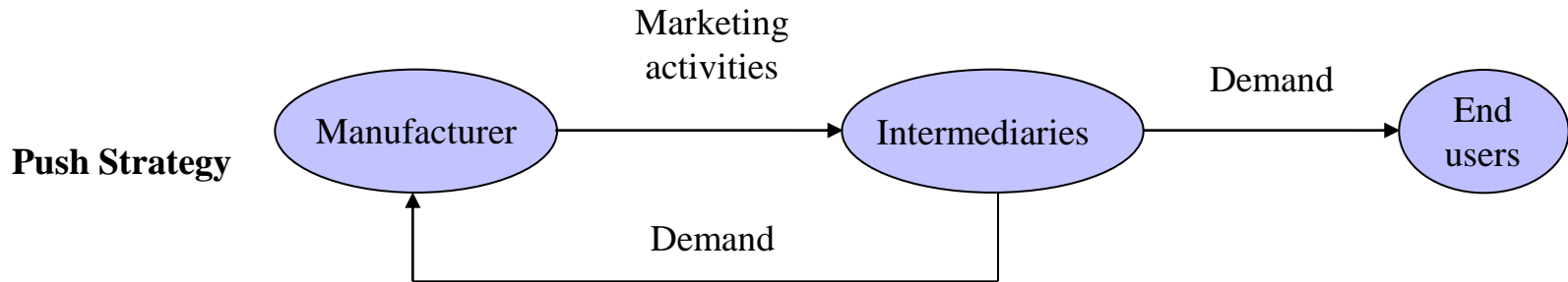
The Four P's of McCarthy I



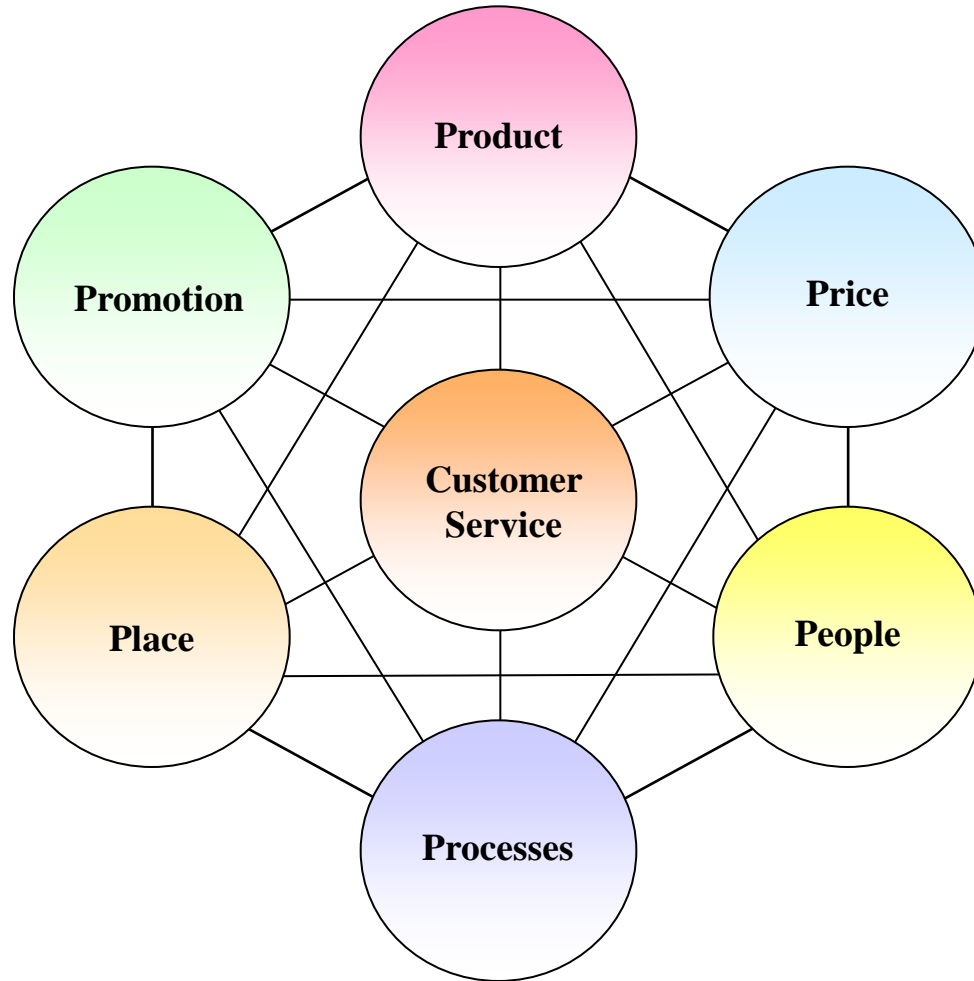
The Four P's of McCarthy II



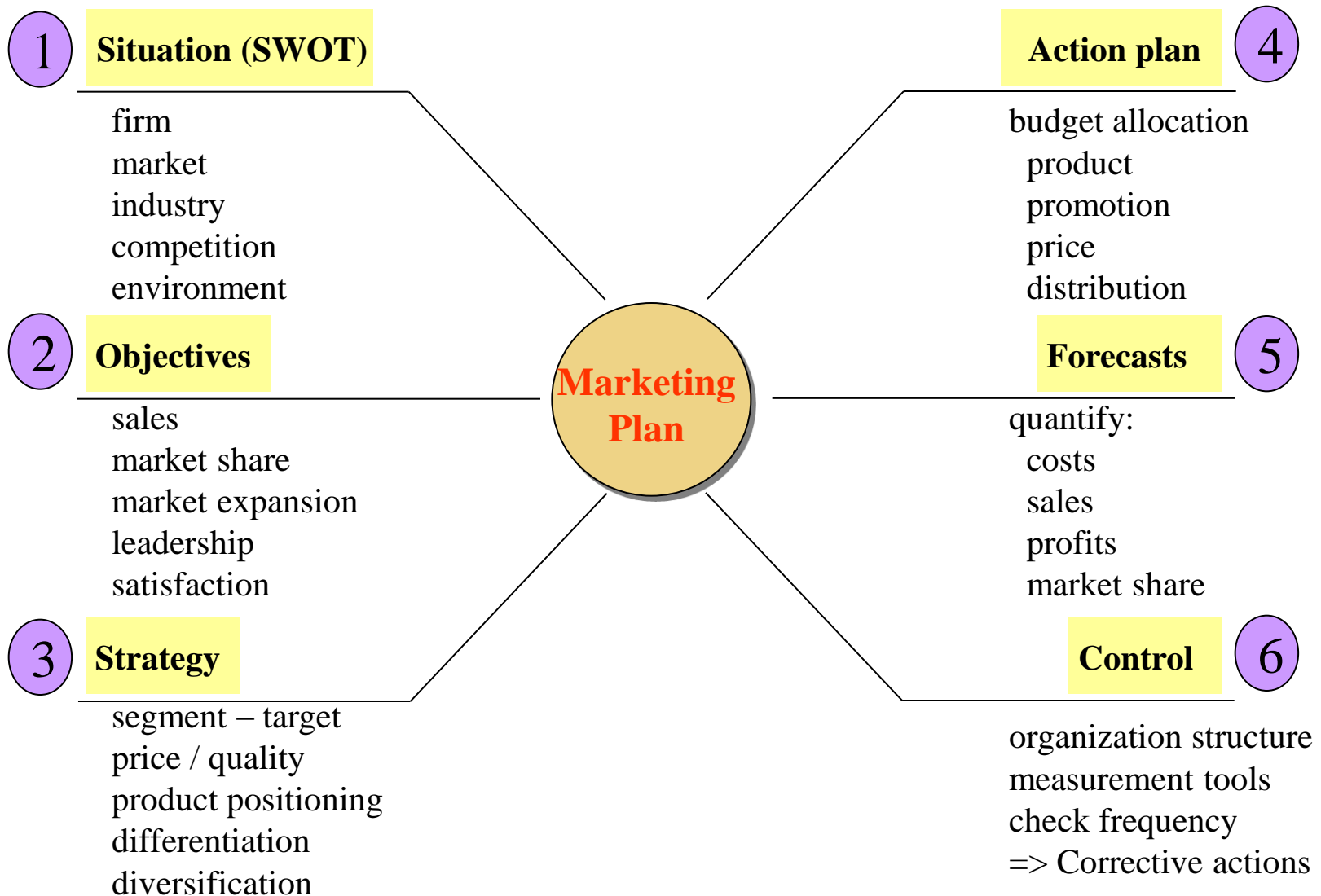
Push versus Pull Strategy



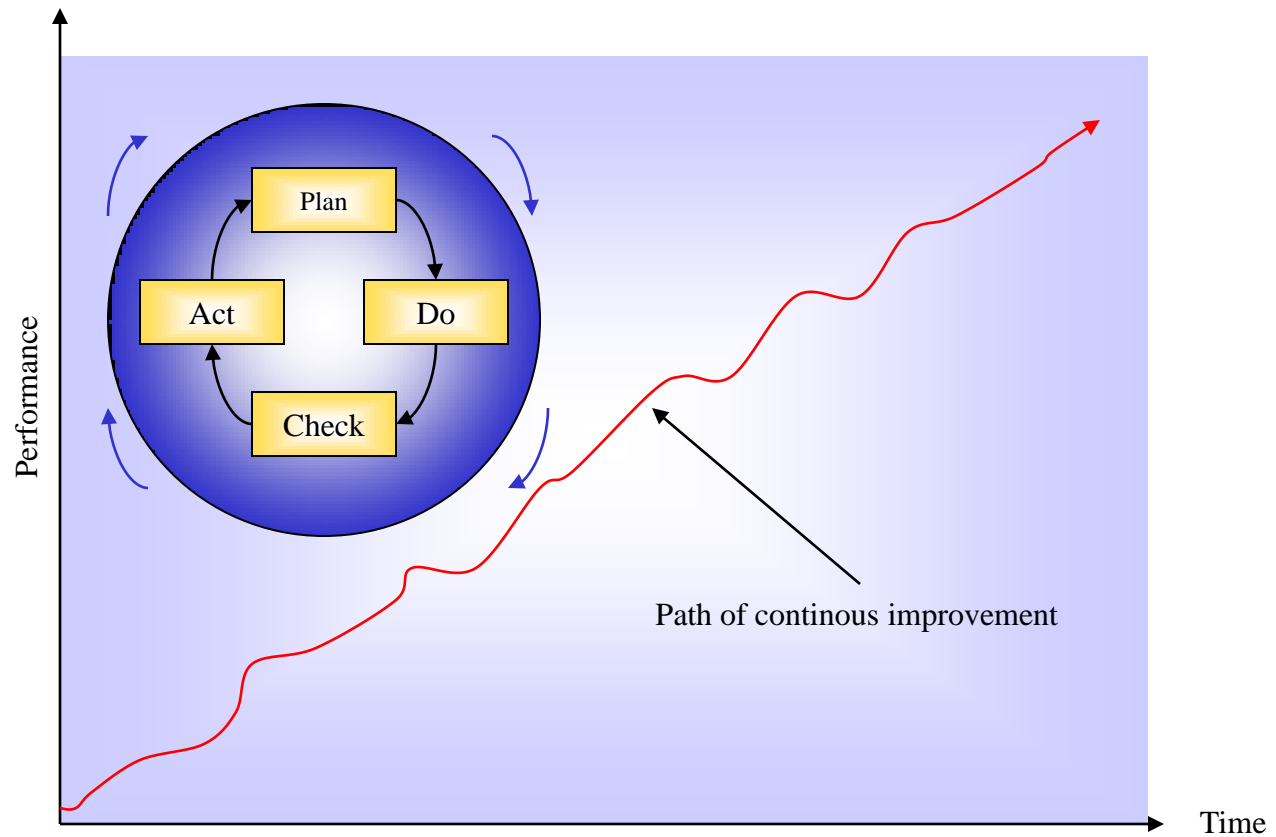
The Expanded Marketing Mix



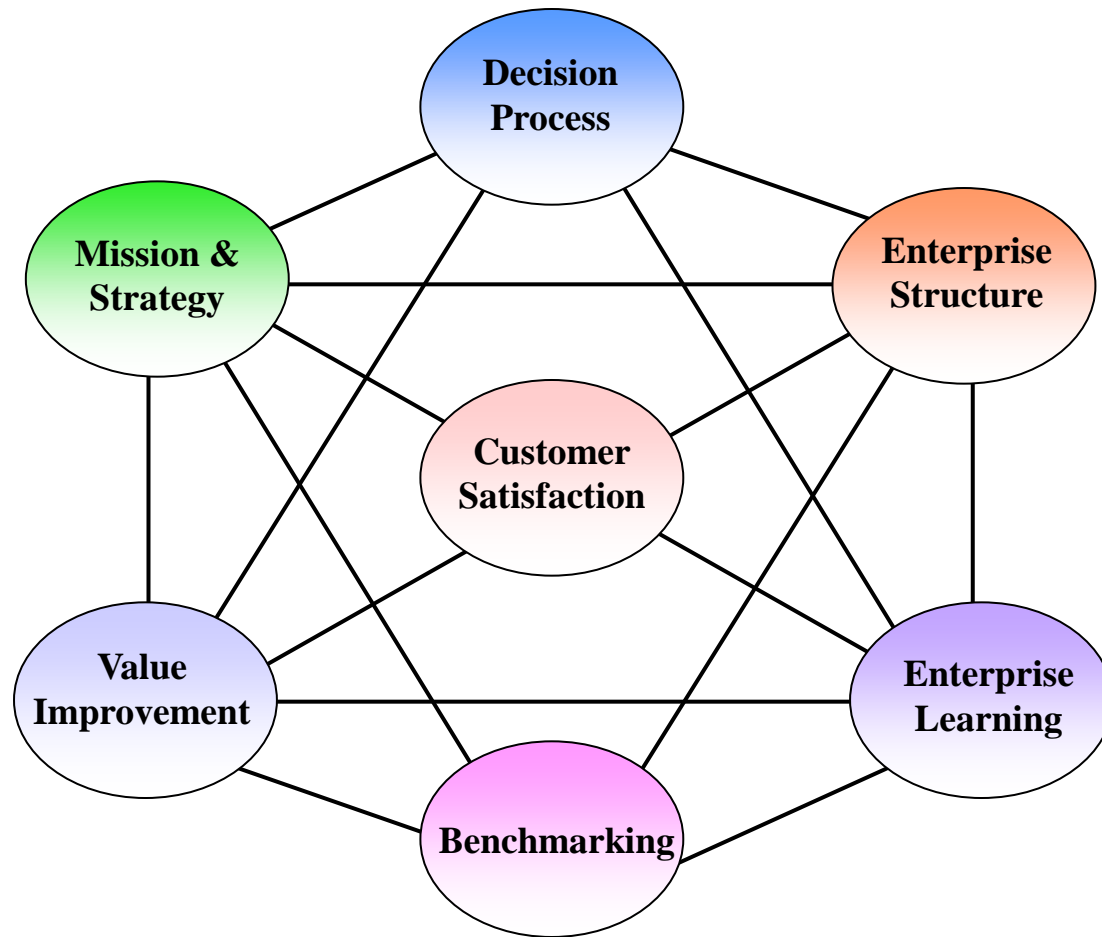
The 6 – Step Marketing Plan



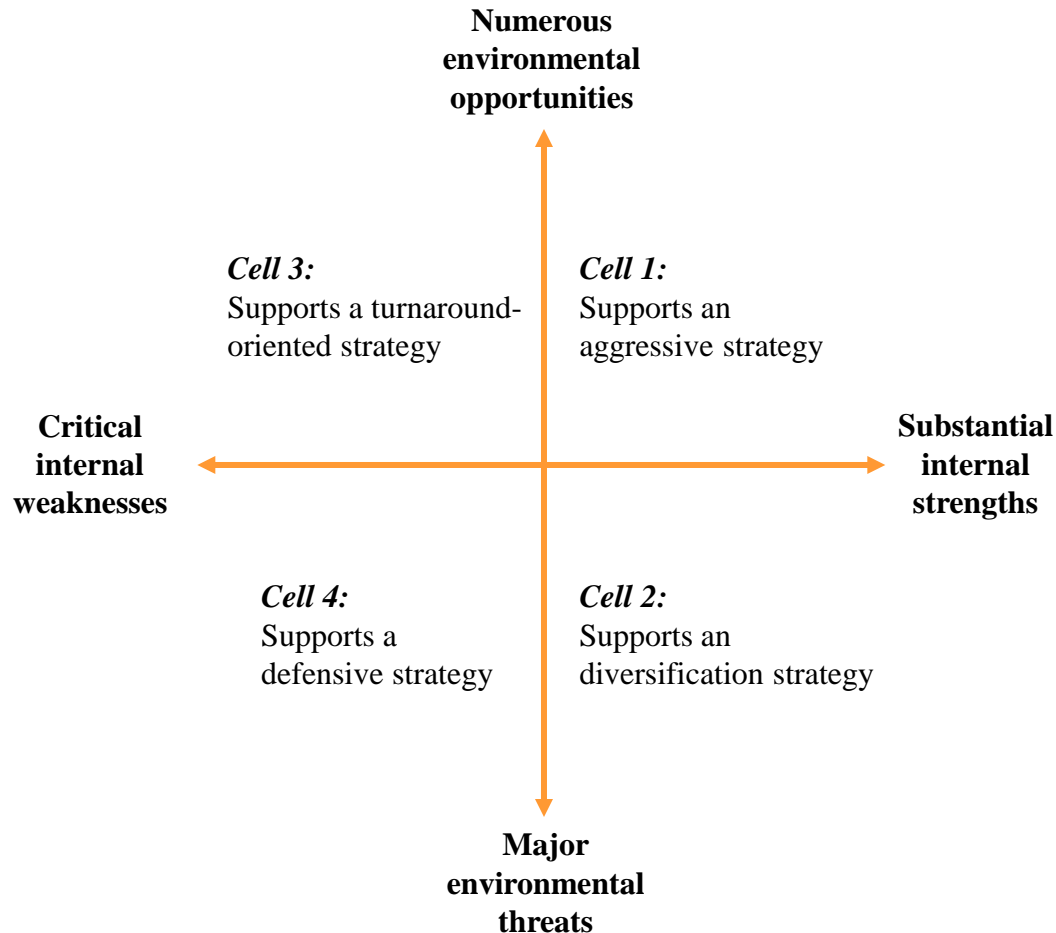
The PDCA Cycle



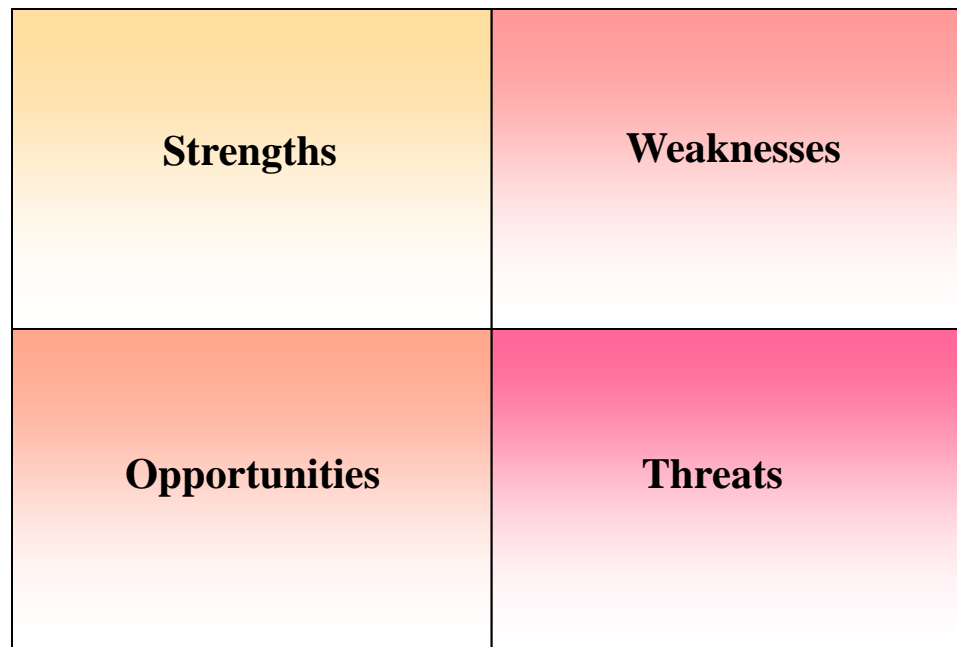
Enterprise Management Process



SWOT Analysis Diagram



SWOT Analysis I



SWOT Analysis II

STRENGTHS / WEAKNESSES

Firm, Organization

- Market share
- Key account share
- Growth rate
- Supply diversity
- Influence
- On market
- Purchasing / selling deadline
- New products cycles
- Negotiation power
 - firm suppliers
 - customers

- Firm competitiveness
 - Product, service
 - Profitability, H.R., ...
- Segments invested in
- Firm's integration level
- High-tech vulnerability

MARKET

COMPETITION

OPPORTUNITIES / THREATS

Environment, Market, Industry

- Market size
- Key account size
- Annual growth rate
- Market diversity
- Price sensitivity
- Seasonality
- Cycles
- Negotiation power
 - suppliers
 - consumers

- Competitor types
- Concentration level
- Intrants / extrants
- Market share evolution
- Vertical / horizontal integration
- Technology substitution

SWOT Analysis III

STRENGTHS / WEAKNESSES

Firm, Organization

- Firm margins
- Economies of scale
- Barriers
- Production capacity level

- Adaptability to change
- Expertise / Know-How
- Patent ownership
- Production technology

- Reactivity / Flexibility level
- Adaptability
- Agressiveness
- Working relationships

FINANCE / BUSINESS

TECHNOLOGY

SOCIO - POLITICAL

OPPORTUNITIES / THREATS

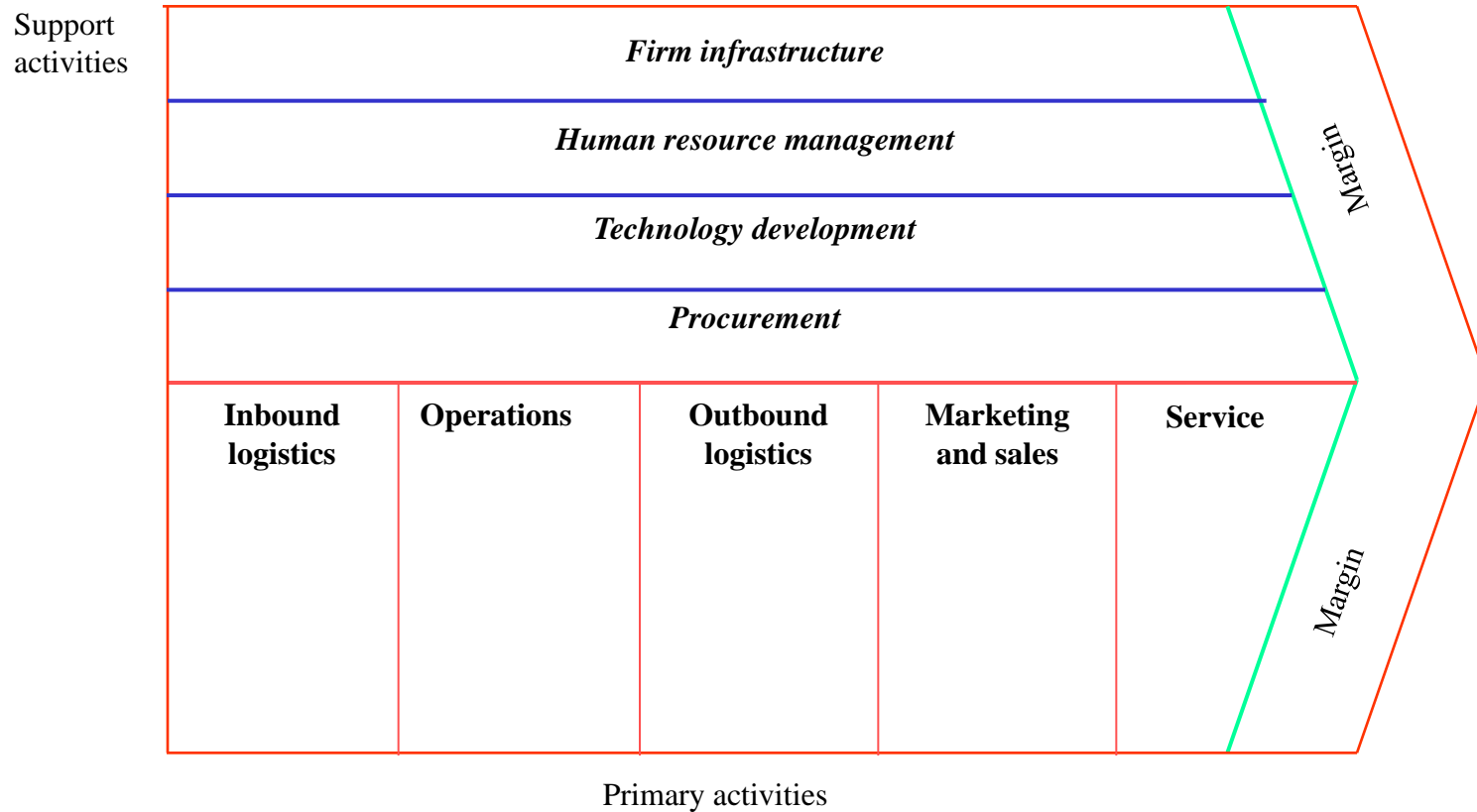
Environment, Market, Industry

- Global benefits
- Economies of scale
- Barriers
- Production capacity level

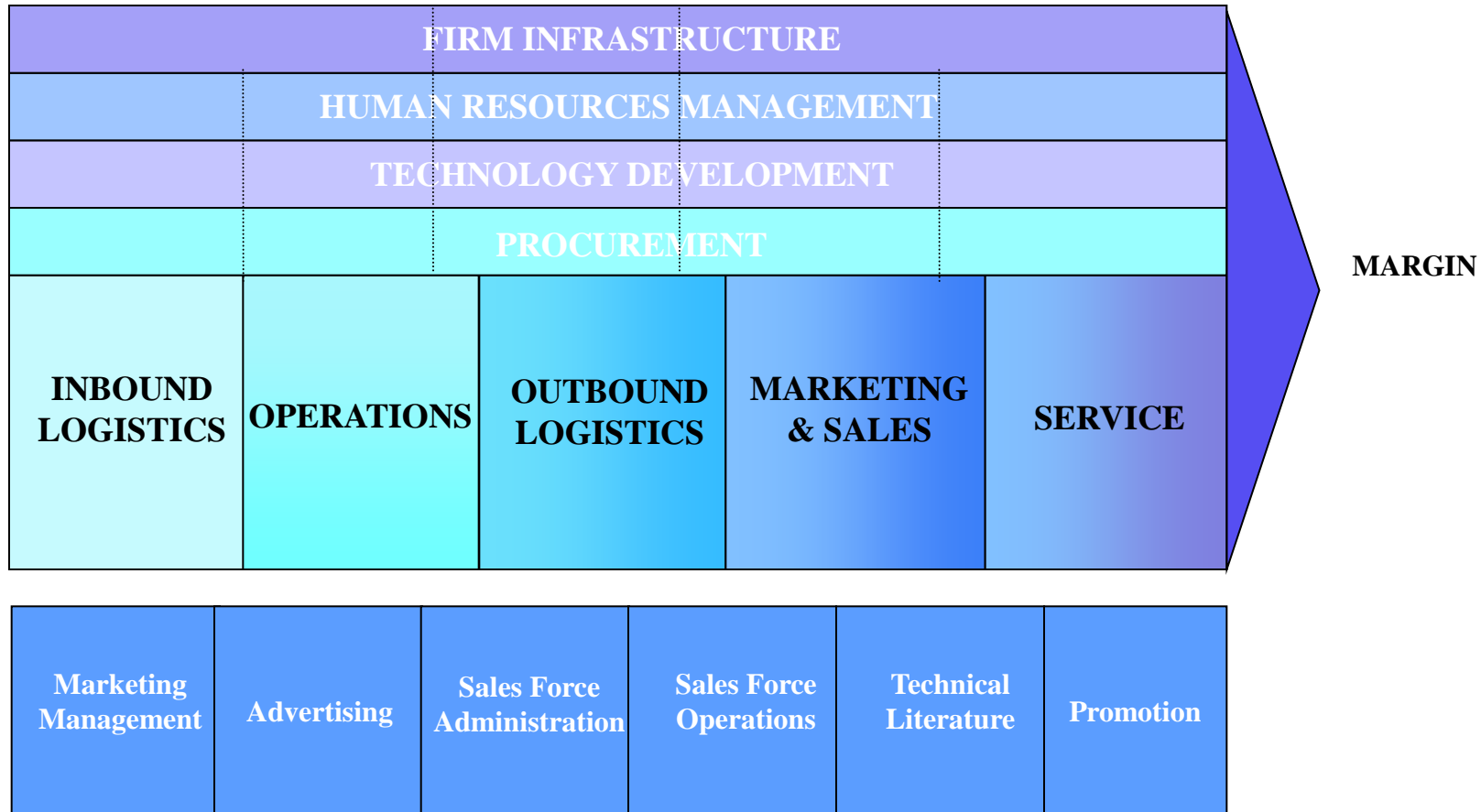
- Maturity / volatility
- Complexity
- Differentiation
- Patents and copyrights
- Production technology

- Attitudes / Social trends
- Laws and regulations
- Pressure groups
- Trade union activities

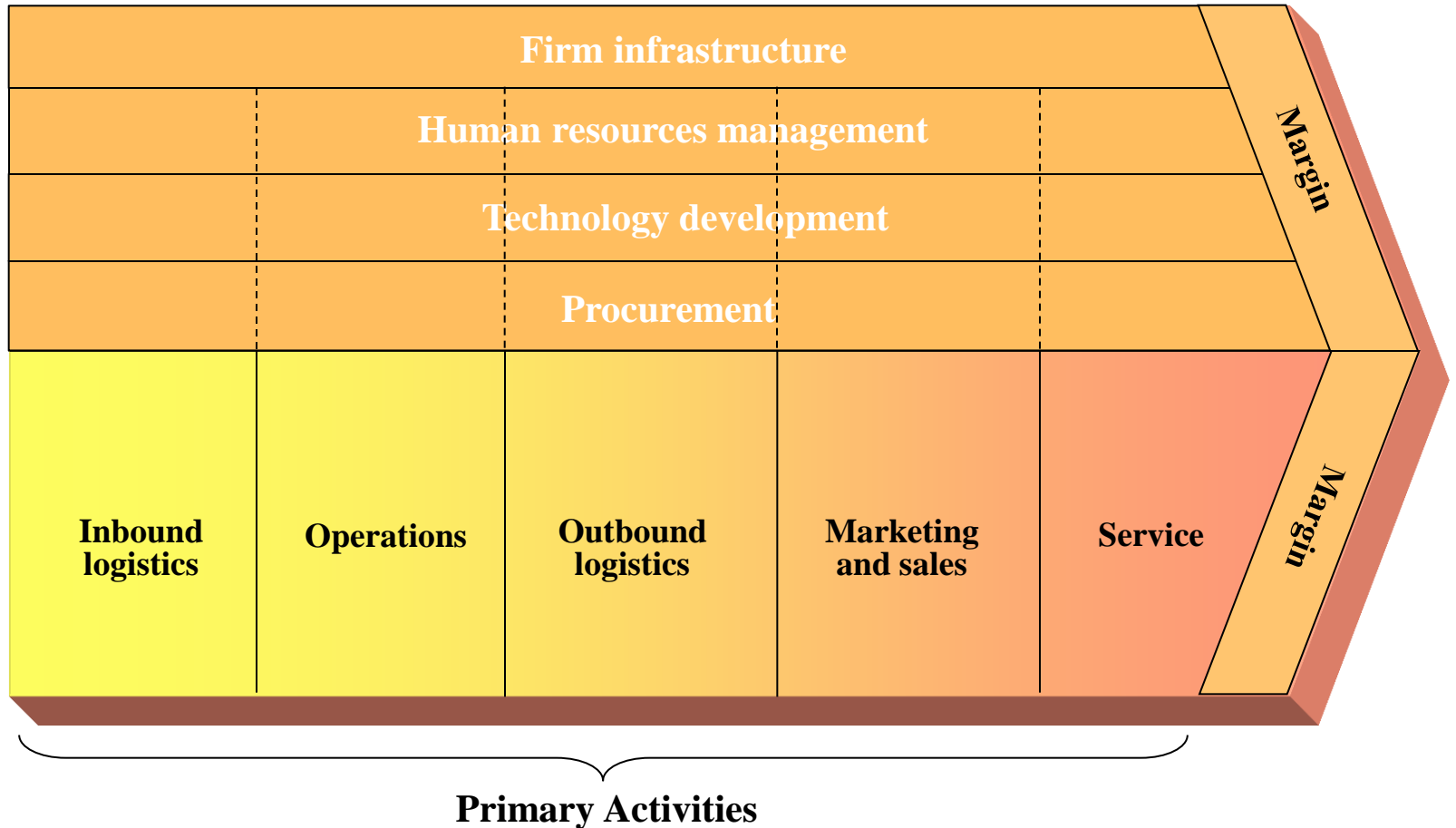
The Generic Value Chain I



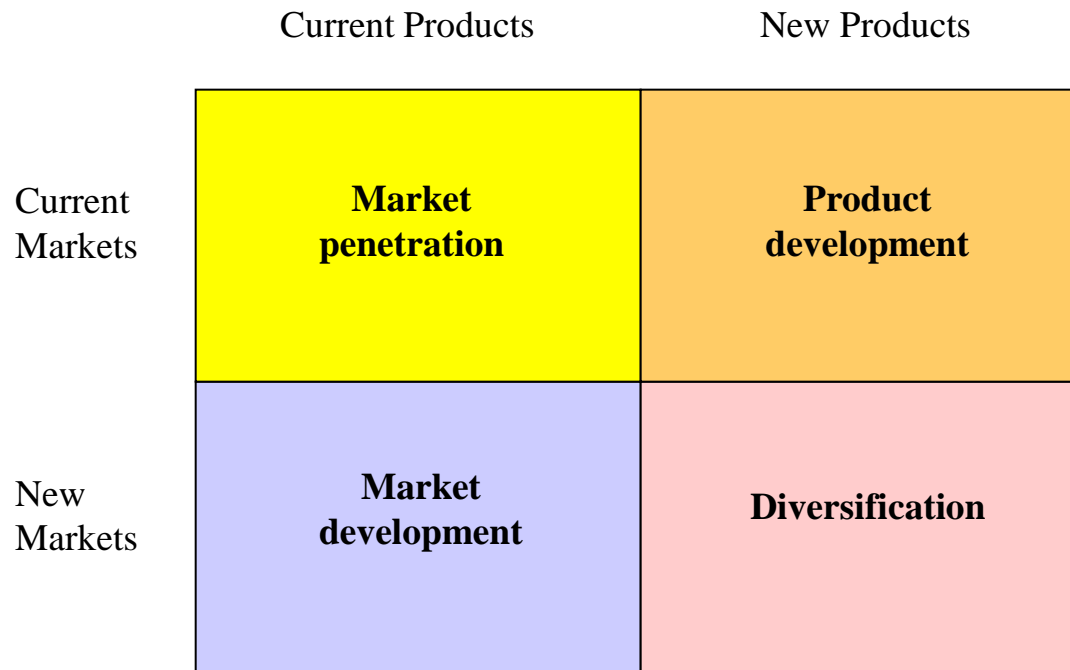
The Generic Value Chain II



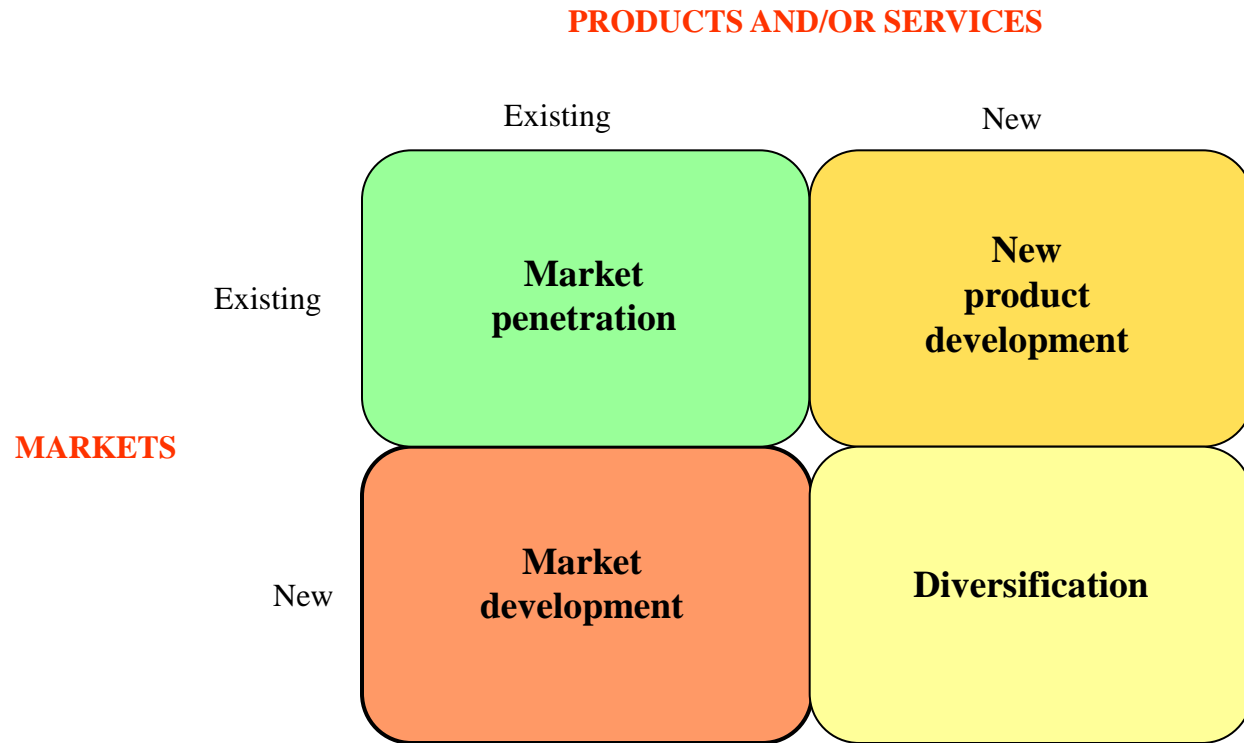
The Generic Value Chain III



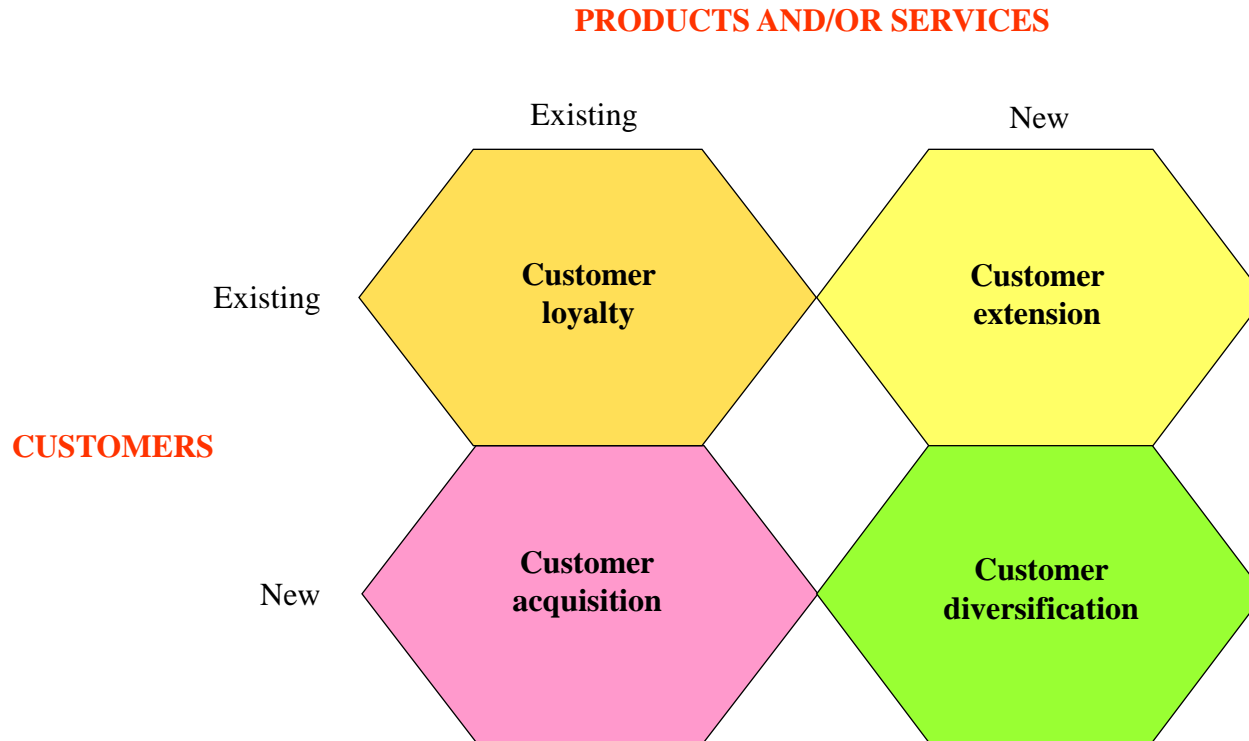
The Ansoff Matrix I



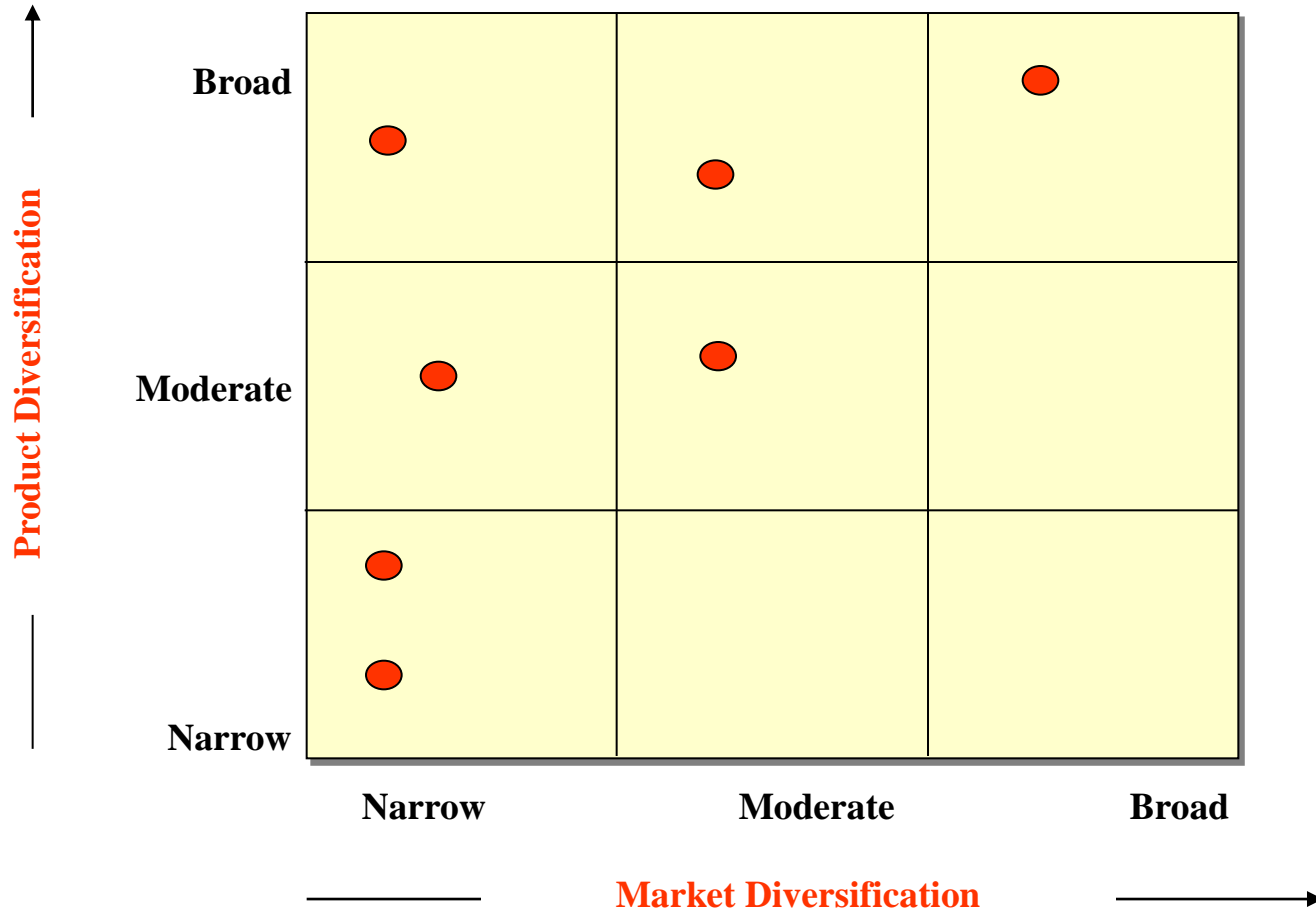
The Ansoff Matrix II



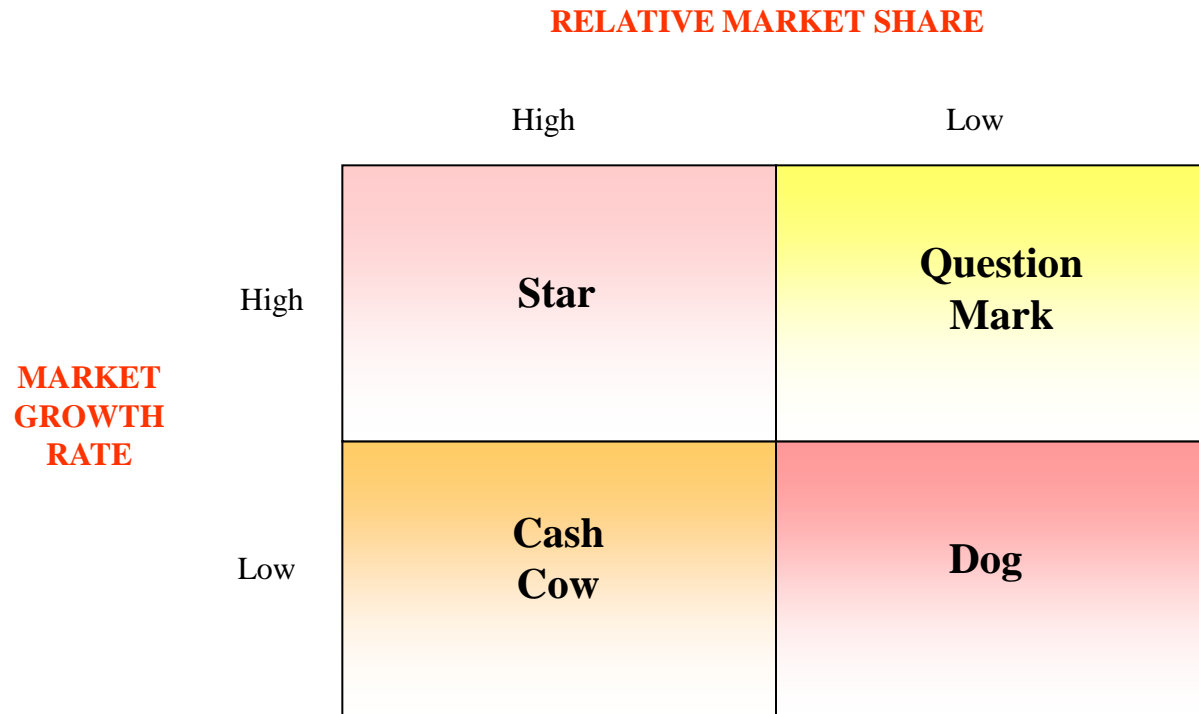
The Customer Growth Matrix



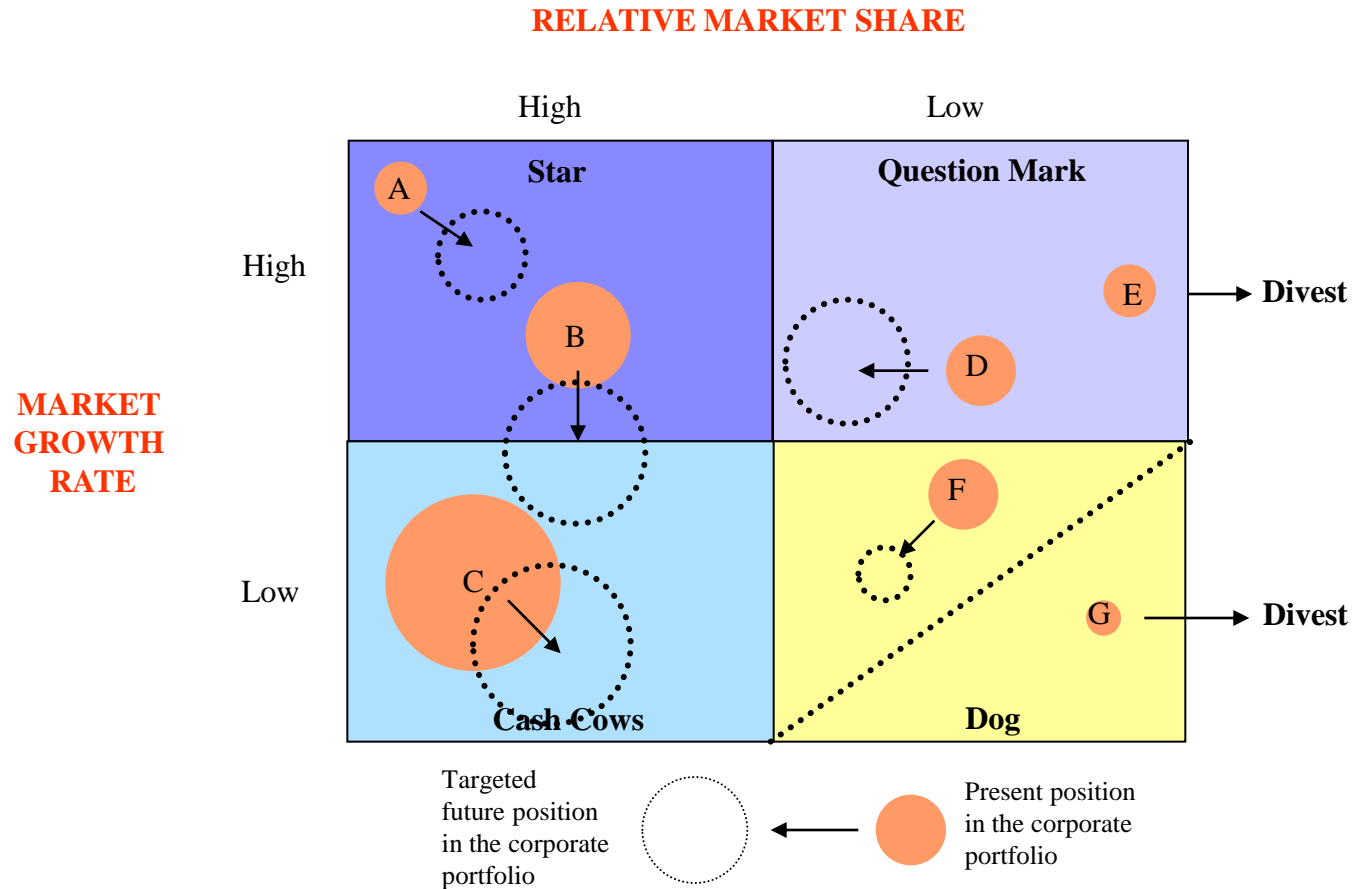
Product-Market Diversification



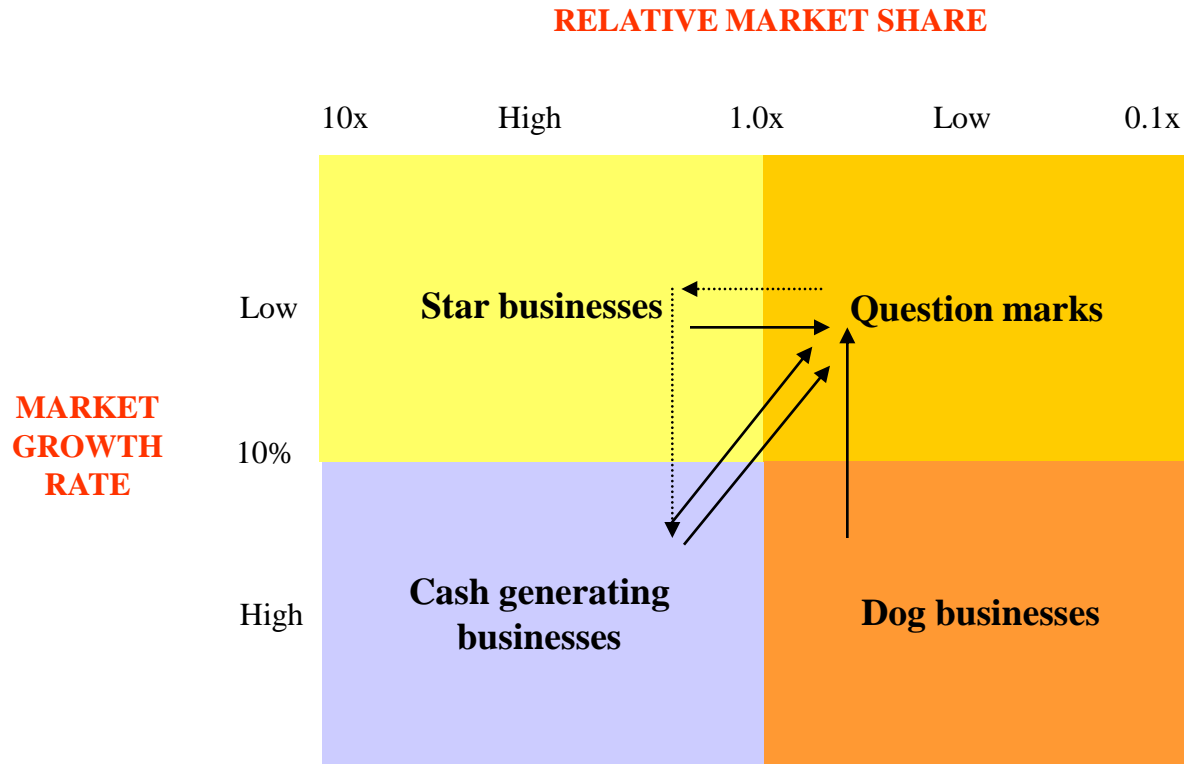
BCG's Growth-Share Matrix I



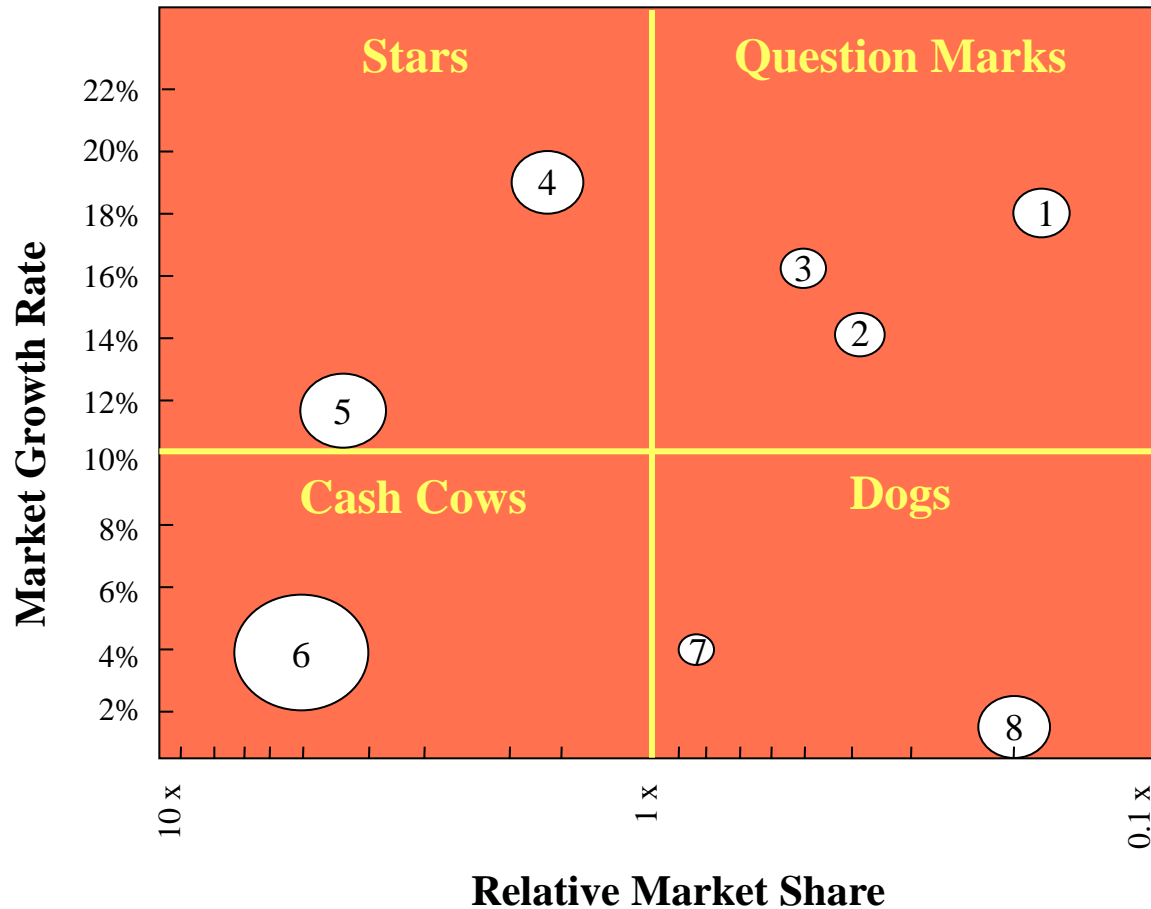
BCG's Growth-Share Matrix II



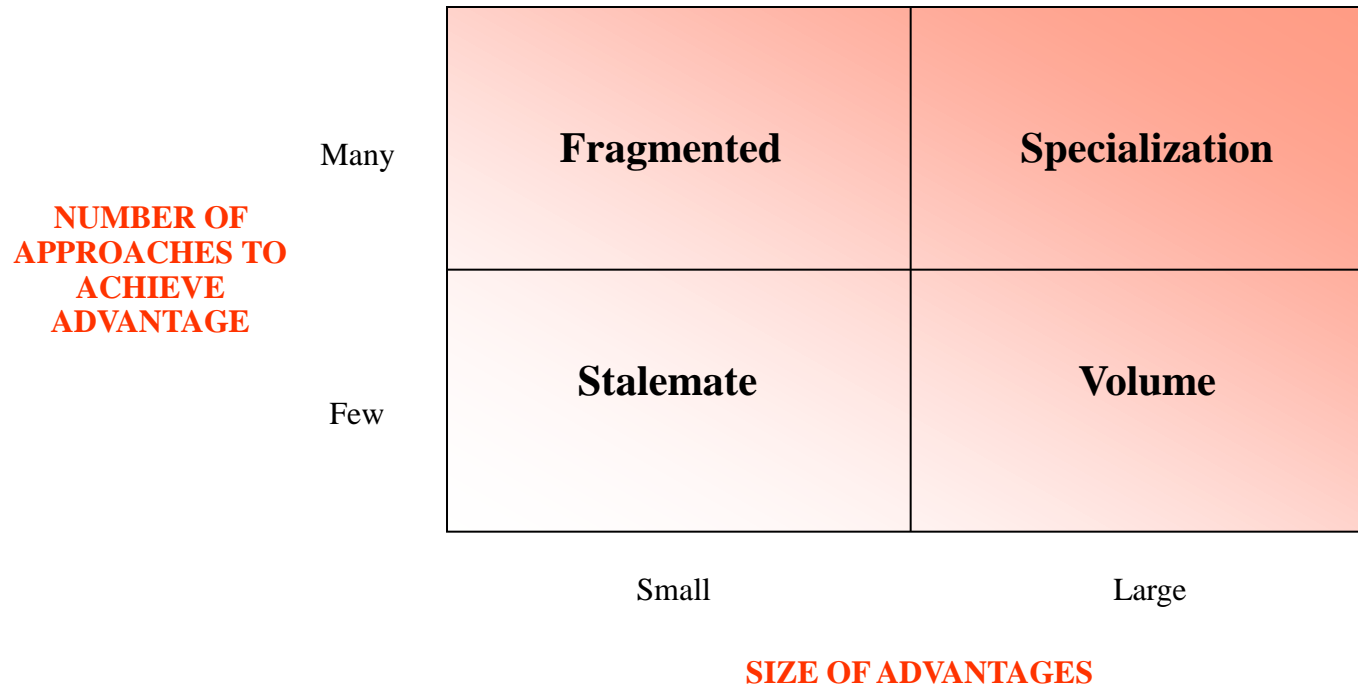
BCG's Growth-Share Matrix III



BCG's Growth-Share Matrix IV



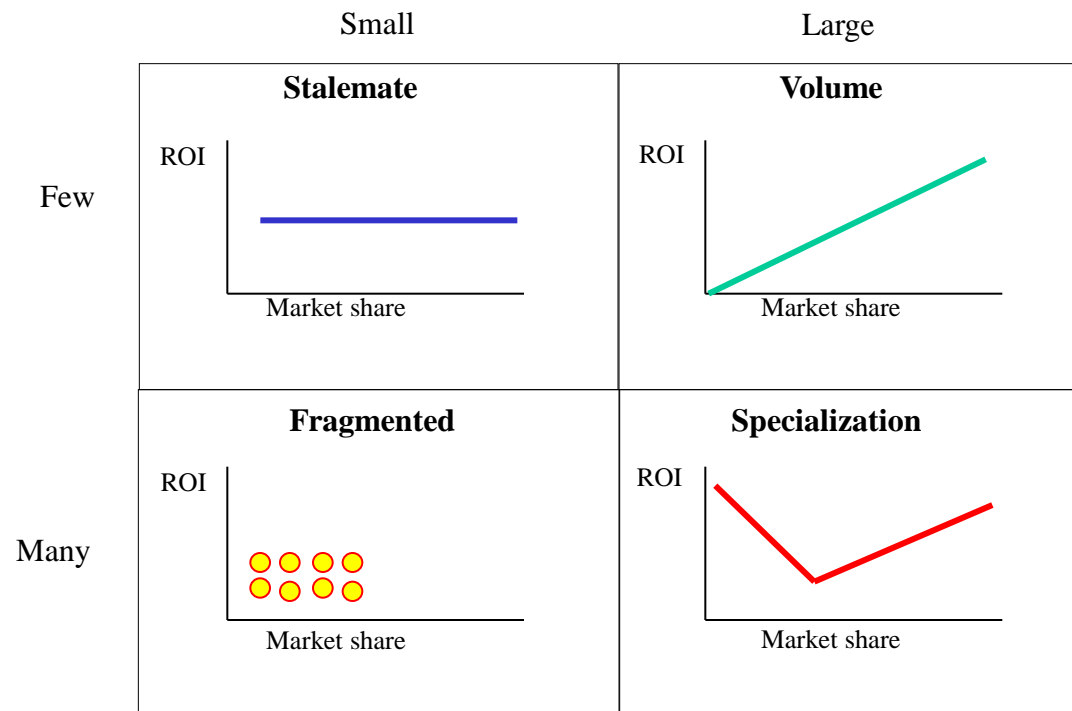
The New BCG Matrix



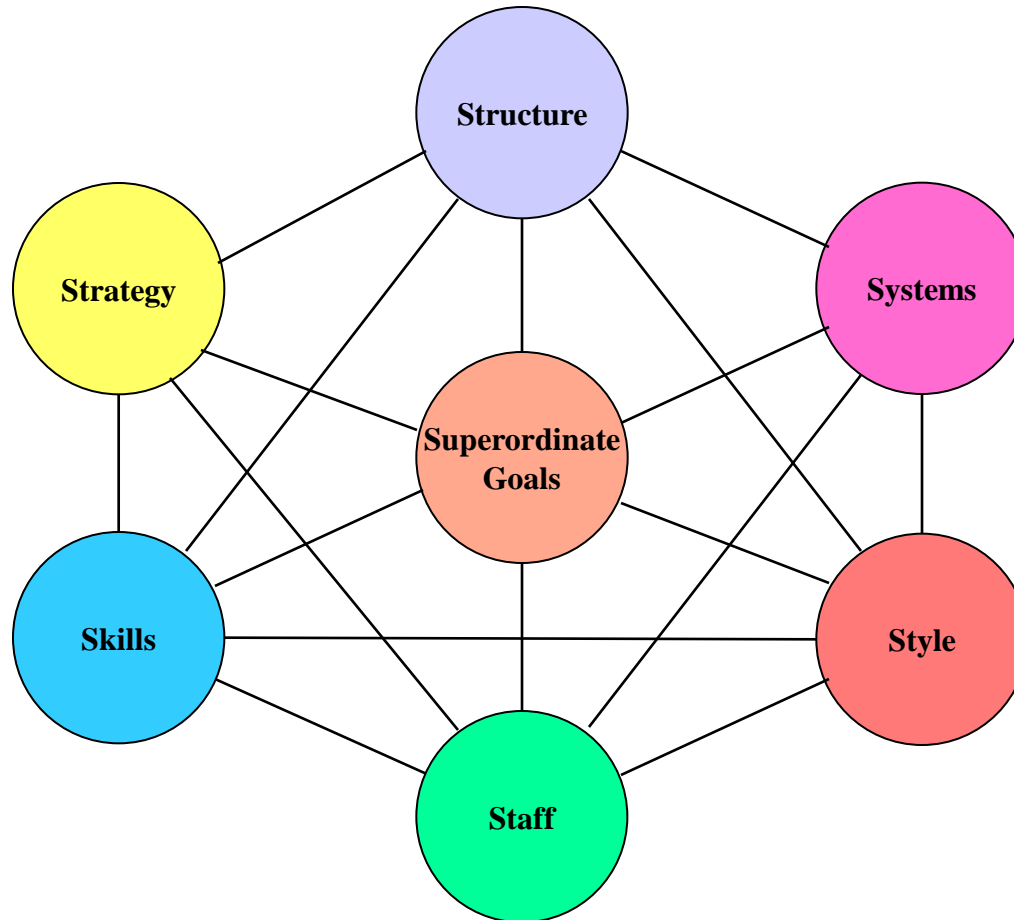
Underlying Relationship Between ROI and Market Share in the New BCG Matrix

SIZE OF THE ADVANTAGE

NUMBER OF WAYS TO ACHIEVE COMPETITIVE ADVANTAGE

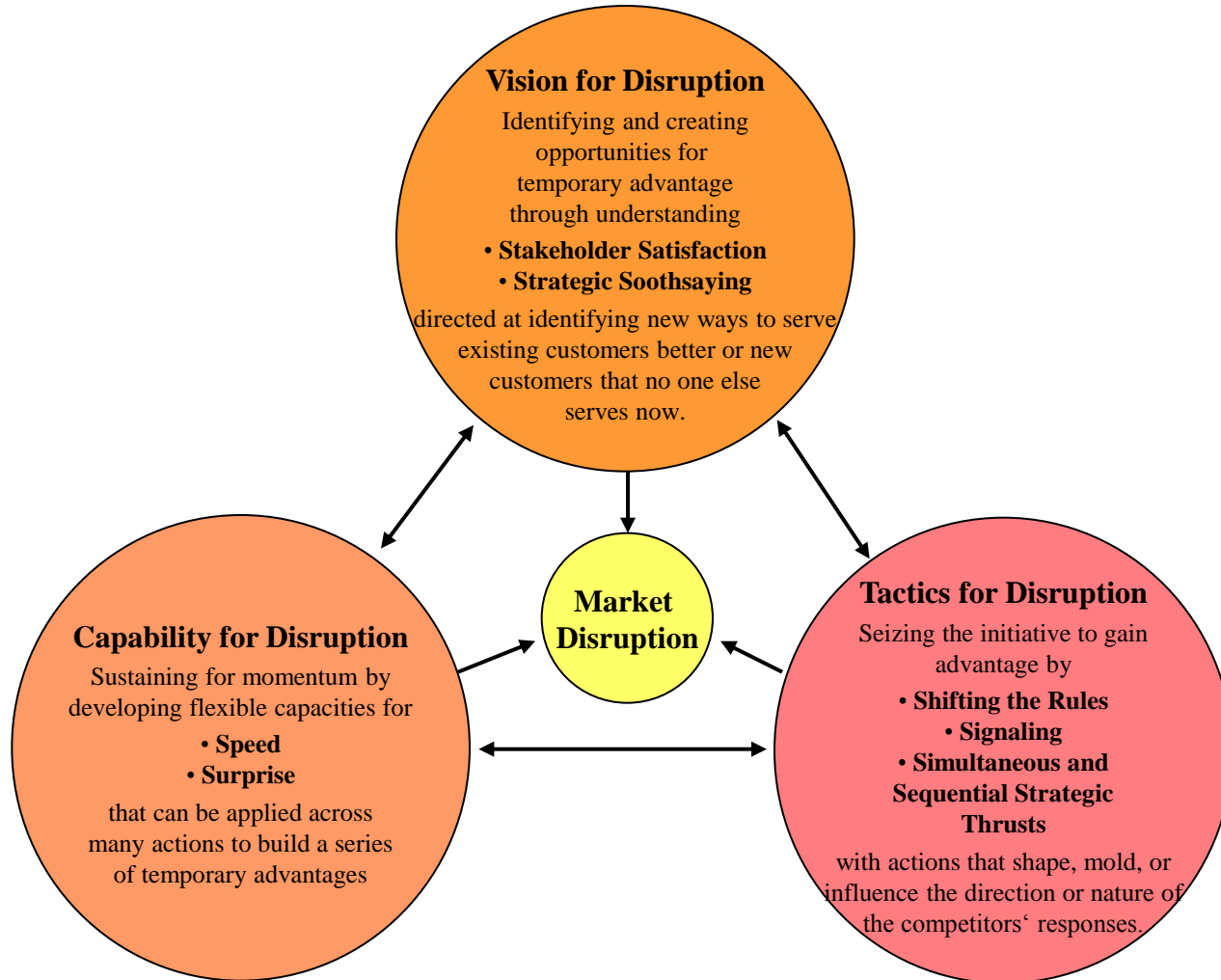


McKinsey's Seven ,S's Framework



Disruption and the New 7-S's

VISION PLANNING



RESOURCE PLANNING

PUNCH-COUNTERPUNCH PLANNING

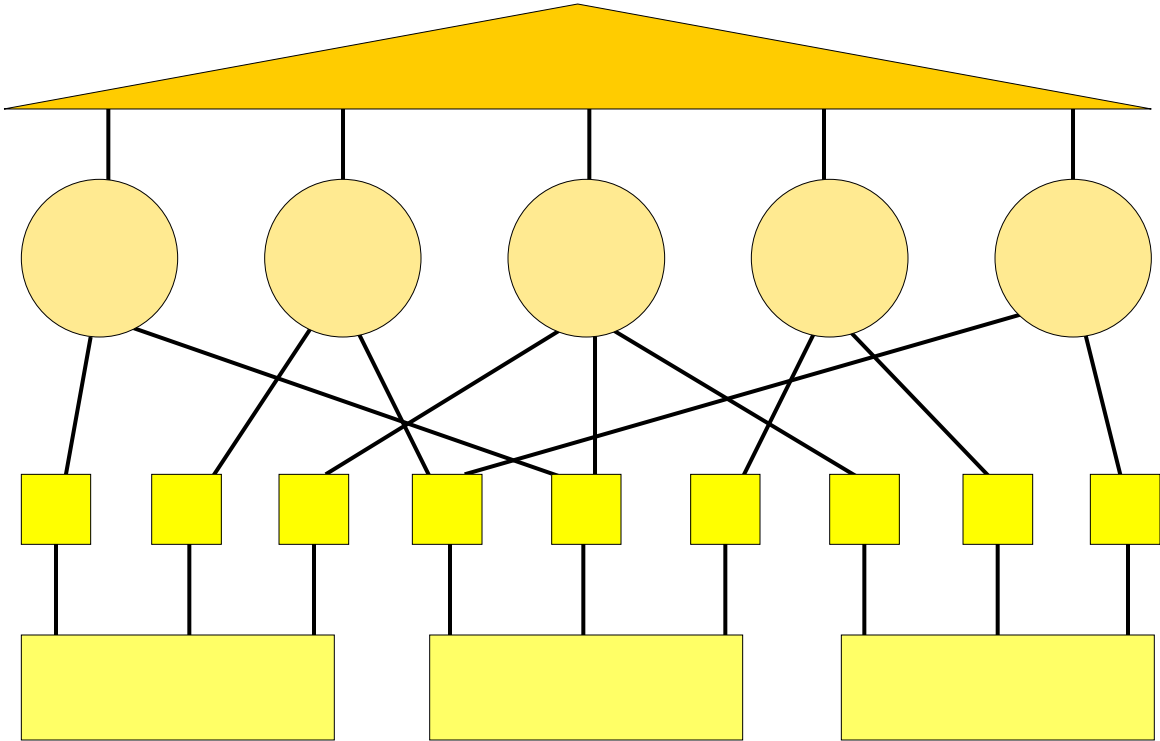
Core Competencies I

**Banner
Brand**

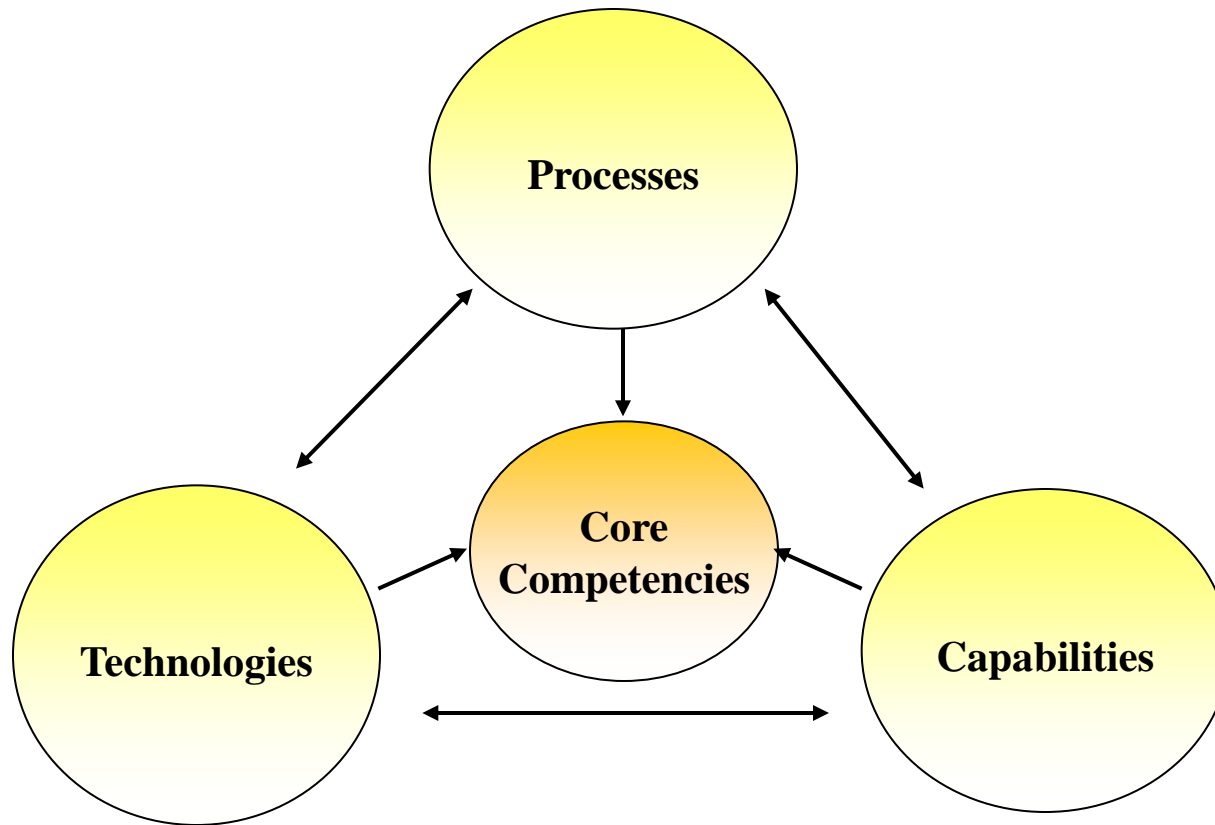
**Business
Units**

**Core
Products
(Platforms)**

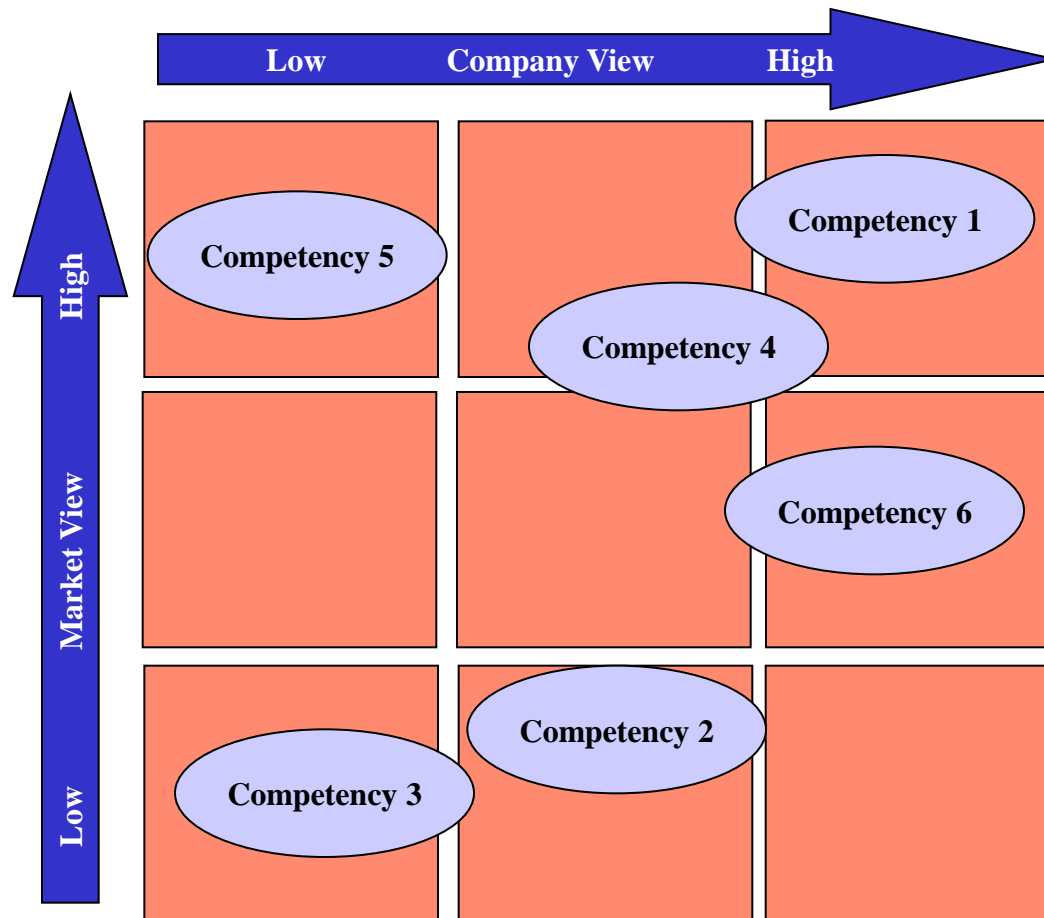
**Core
Competencies**



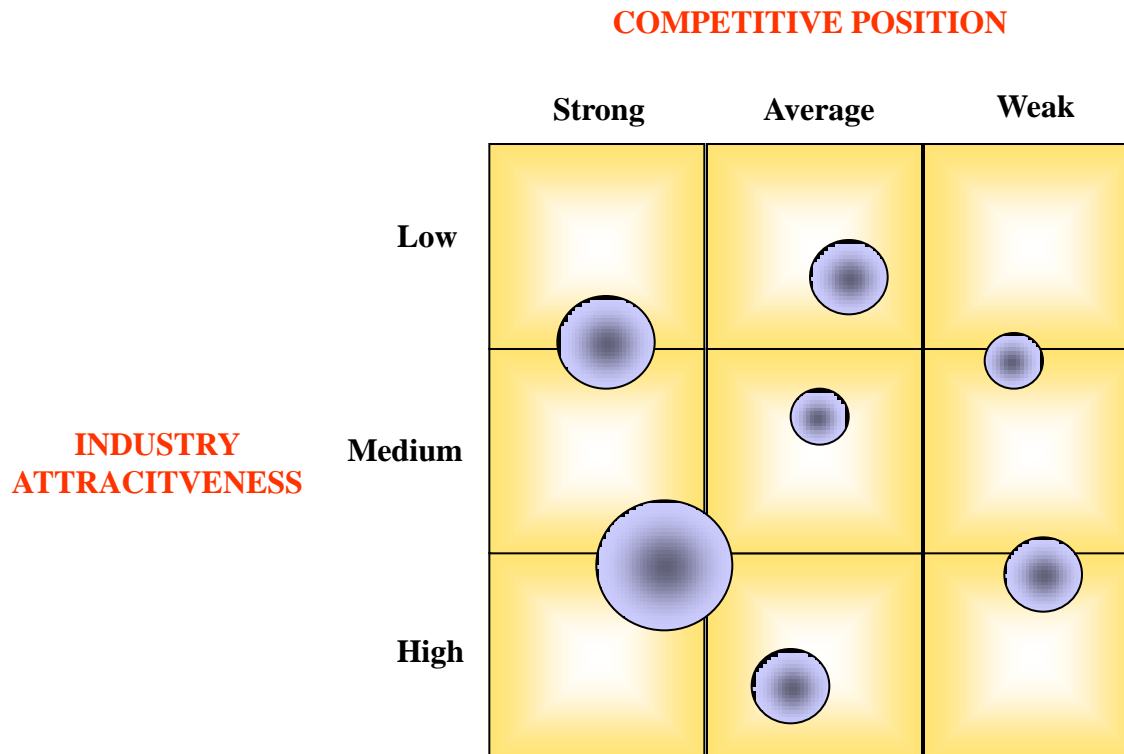
Core Competencies II



Core Competencies III



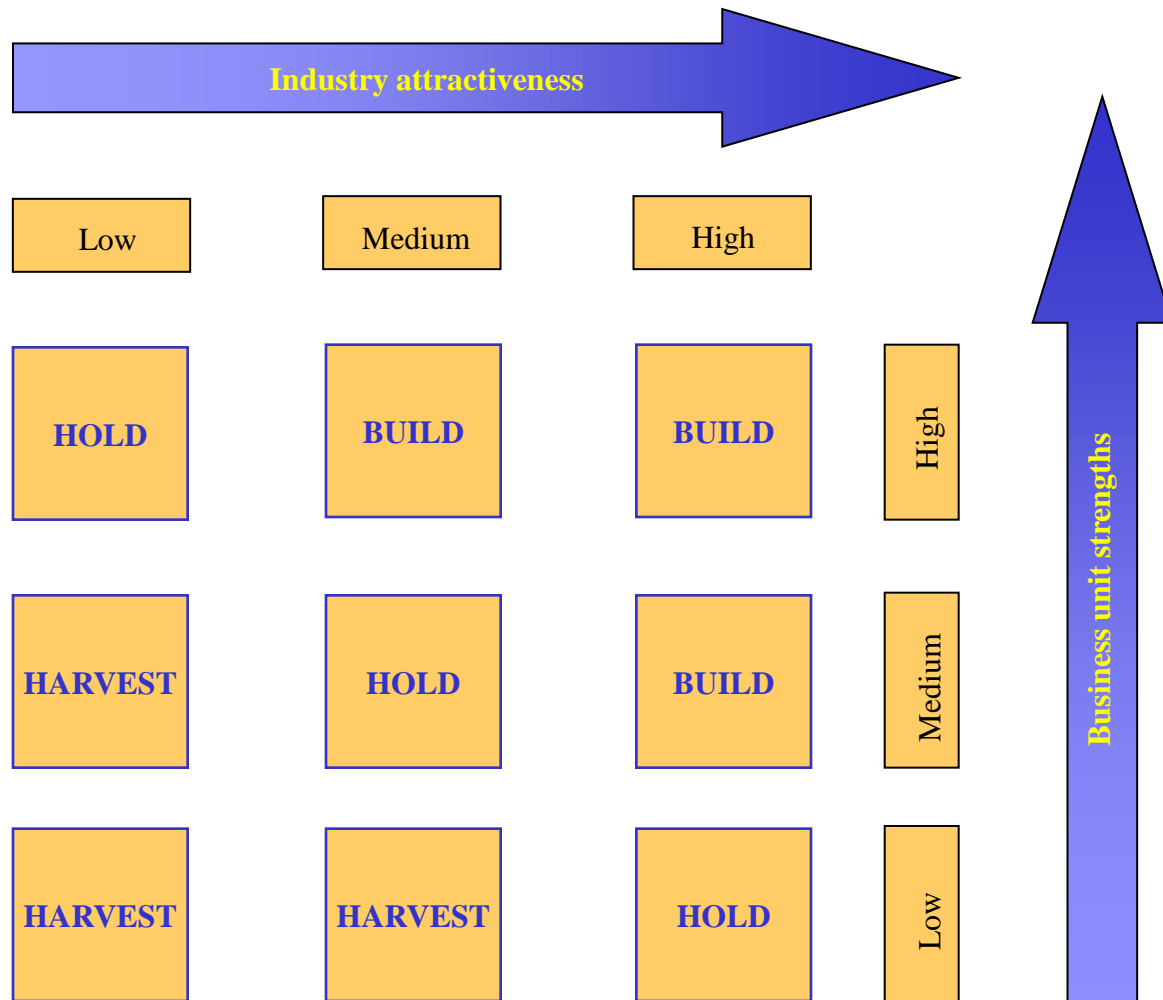
The General Electric Business Screen



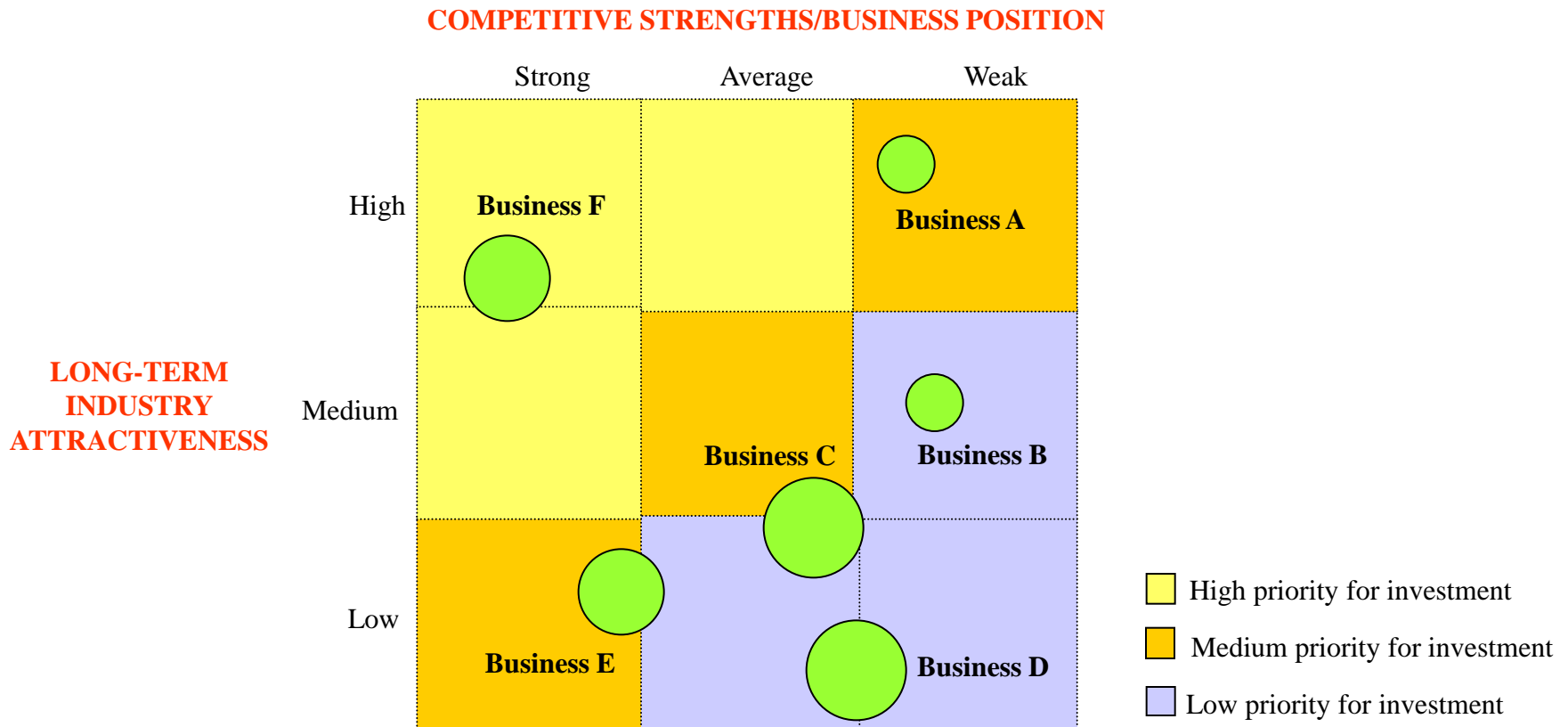
Attractiveness/Competitive Position Strategies

		COMPETITIVE POSITION		
		Strong	Average	Weak
INDUSTRY ATTRACTIVENESS	High	<ul style="list-style-type: none"> • Grow • Seek dominance • Maximize investment 	<ul style="list-style-type: none"> • Evaluate potential for leadership via Segmentation • Identify weaknesses • Build strengths 	<ul style="list-style-type: none"> • Specialize • Seek niches • Consider acquisitions
	Medium	<ul style="list-style-type: none"> • Identify growth segments • Invest strongly • Maintain position elsewhere 	<ul style="list-style-type: none"> • Identify growth segments • Specialize • Invest selectively 	<ul style="list-style-type: none"> • Specialize • Seek niches • Consider exit
	Low	<ul style="list-style-type: none"> • Maintain overall position • Seek cash flow • Invest at maintenance levels 	<ul style="list-style-type: none"> • Prune lines • Minimize investment • Position to divest 	<ul style="list-style-type: none"> • Trust leader's statesmanship • Sic on competitor's cash generators • Time exit and divest

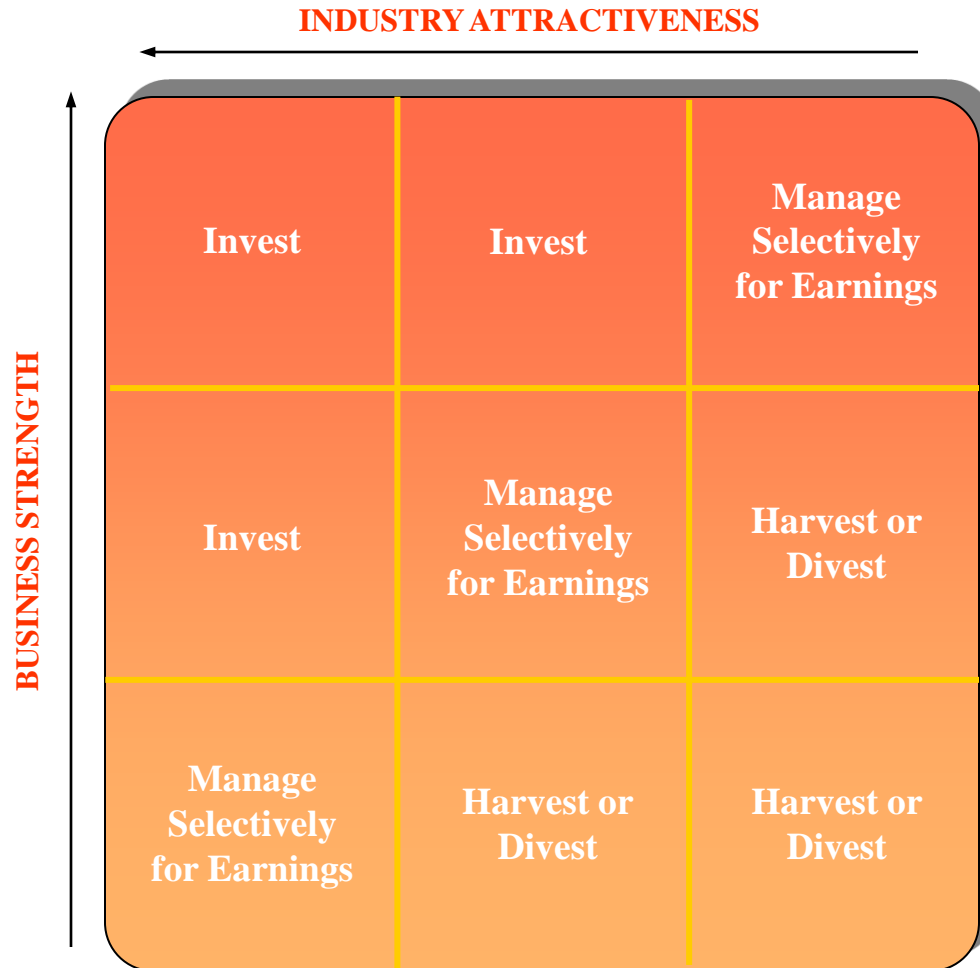
Company Position/Industry Attractiveness Screen



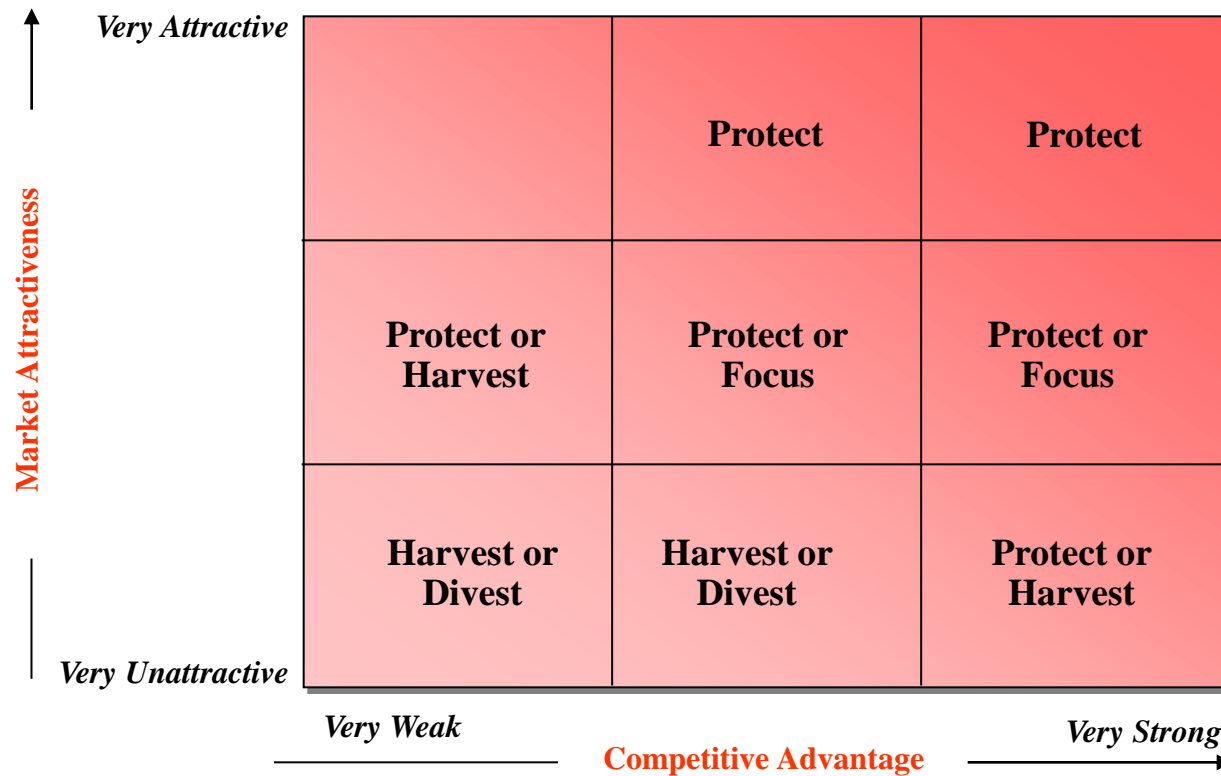
A Representative Nine-Cell Industry Attractiveness-Competitive Strength Matrix



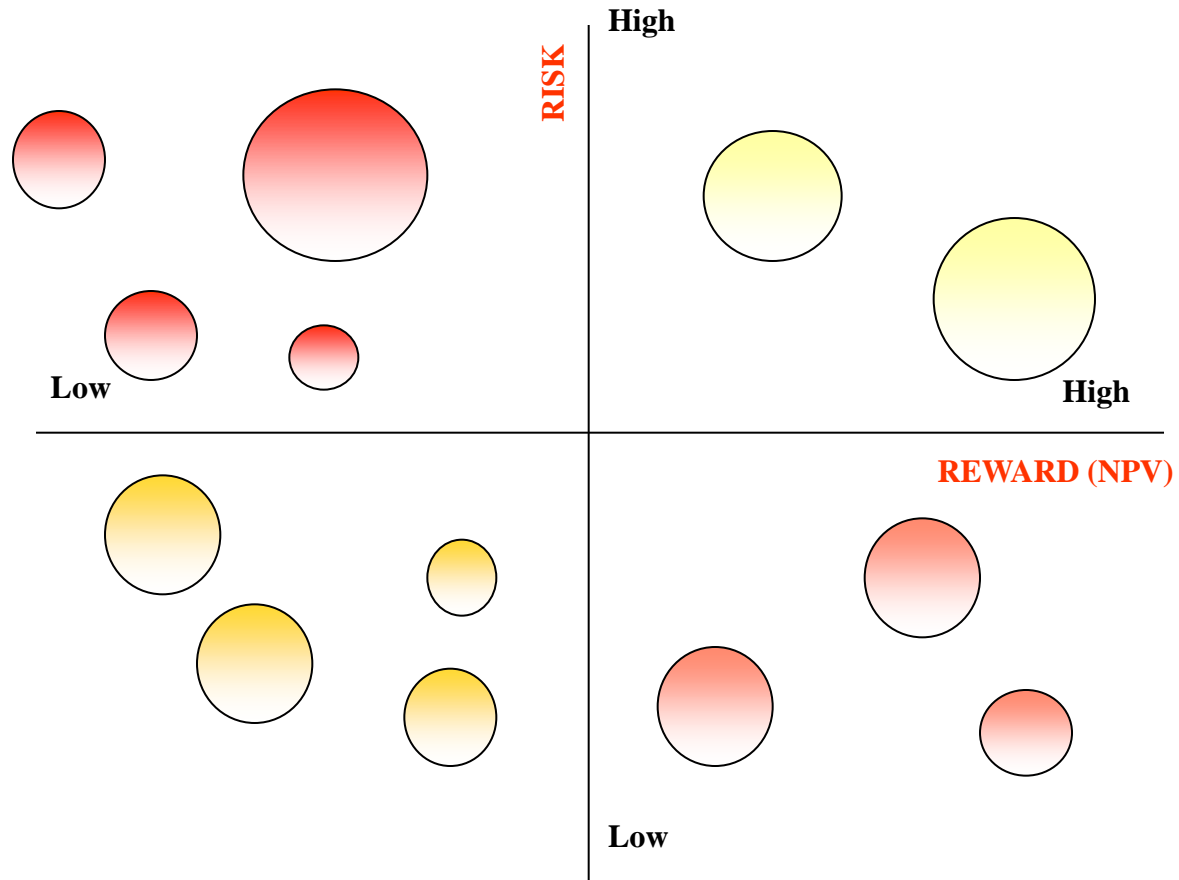
GE / McKinsey Multifactor Portfolio Matrix



Portfolio Positions and Defensive Strategic Market Plans

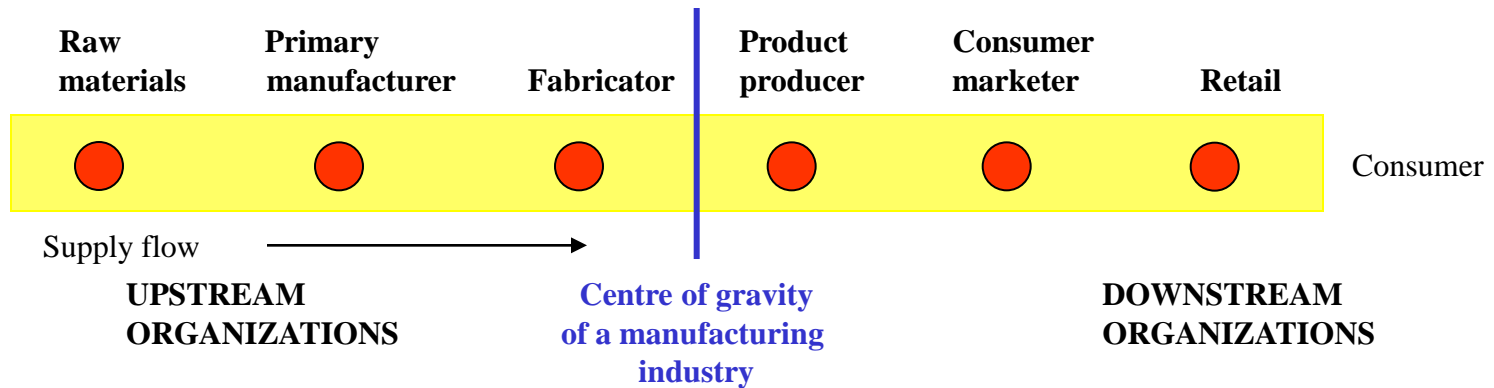


The Risk-Reward Diagrams



Contrasting Characteristics of Upstream and Downstream Companies

Supply stages in a manufacturing industry (supply chain)



Contrasting characteristics of upstream and downstream companies

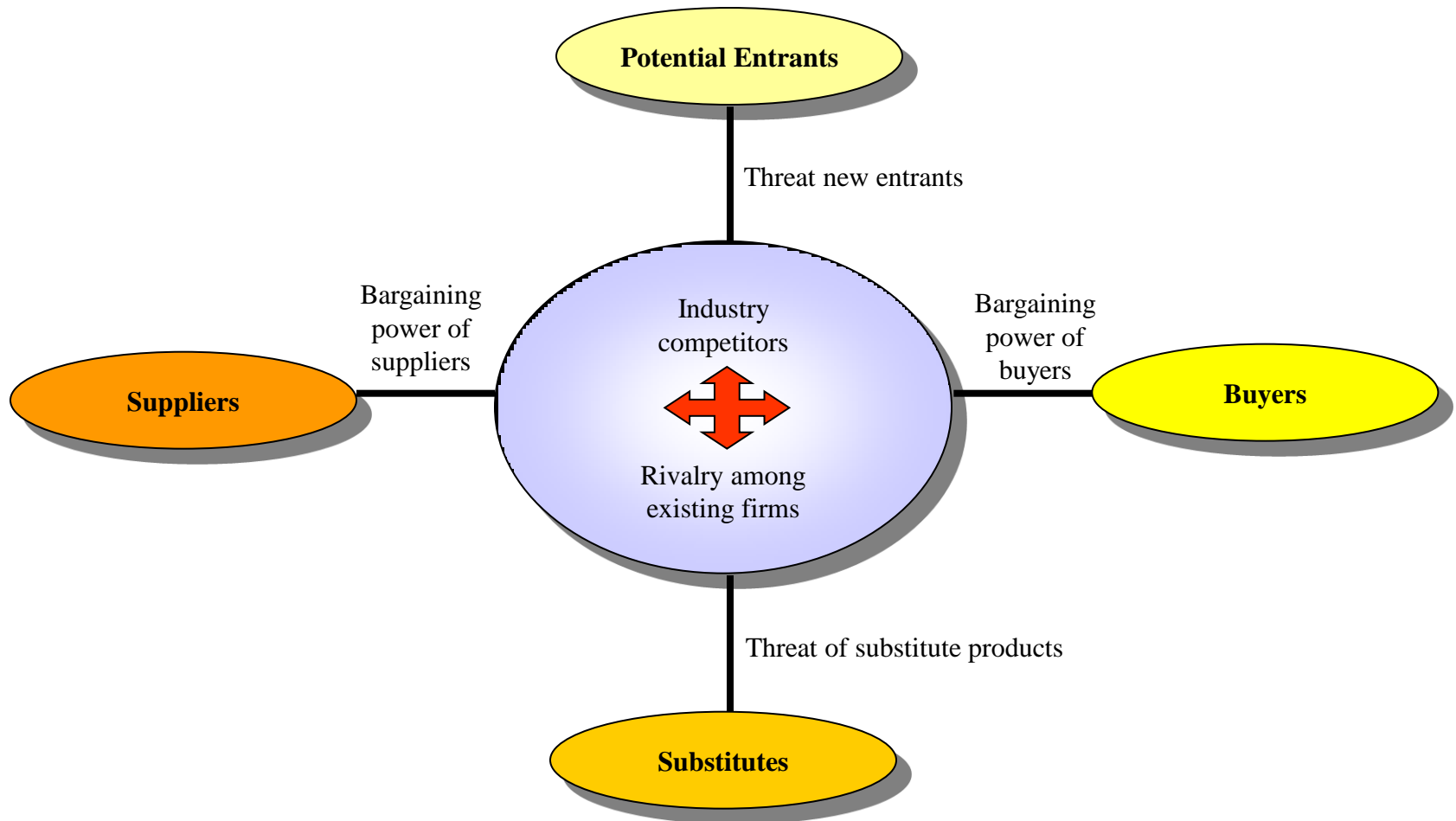
Upstream

- Commodity
- Standardize
- Maximize end users
- Low-cost producers
- Sales push
- Line-driven organization
- Process innovation
- Capital budget
- Capital-intensive
- Technological know-how
- Supply and trading/manufacturing and engineering

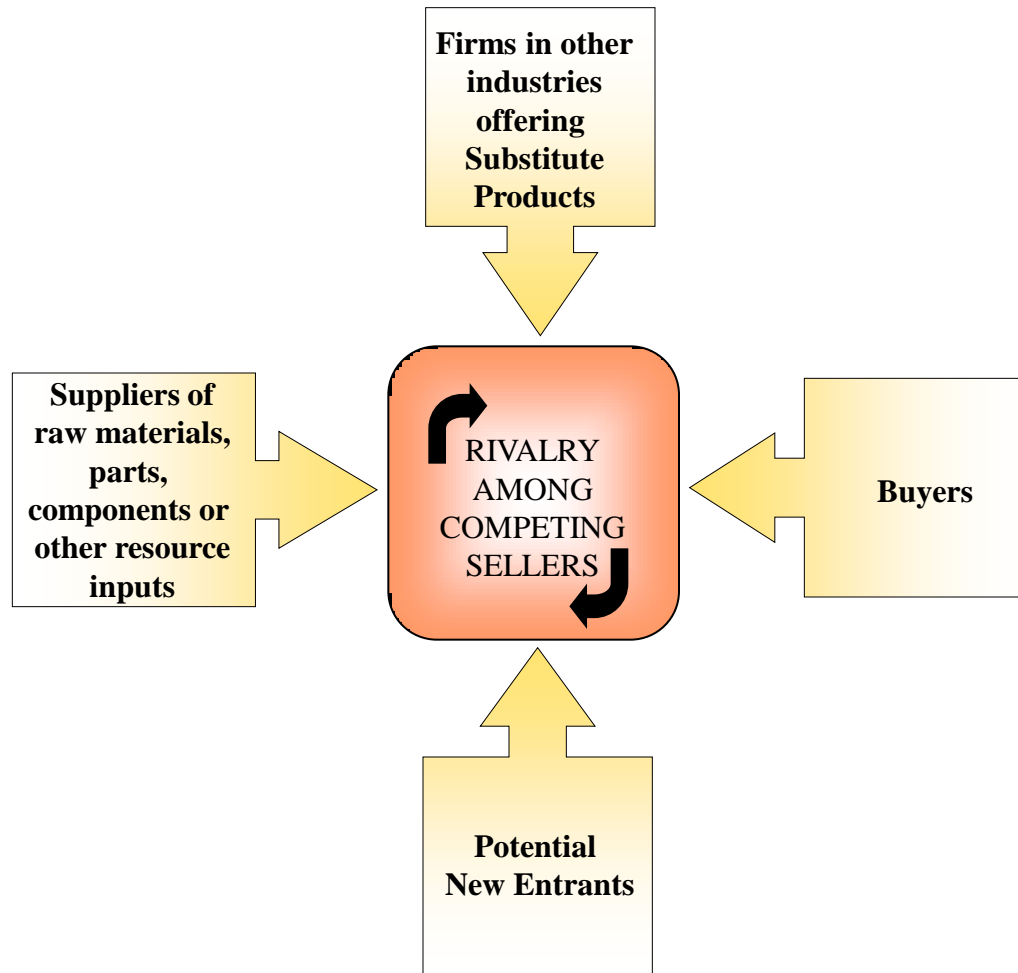
Downstream

- Proprietary
- Customize
- Target end users
- High margins
- Marketing pull
- Line/staff
- Product innovation
- R & D/advertising budget
- People-intensive
- Marketing skills
- Product development/marketing

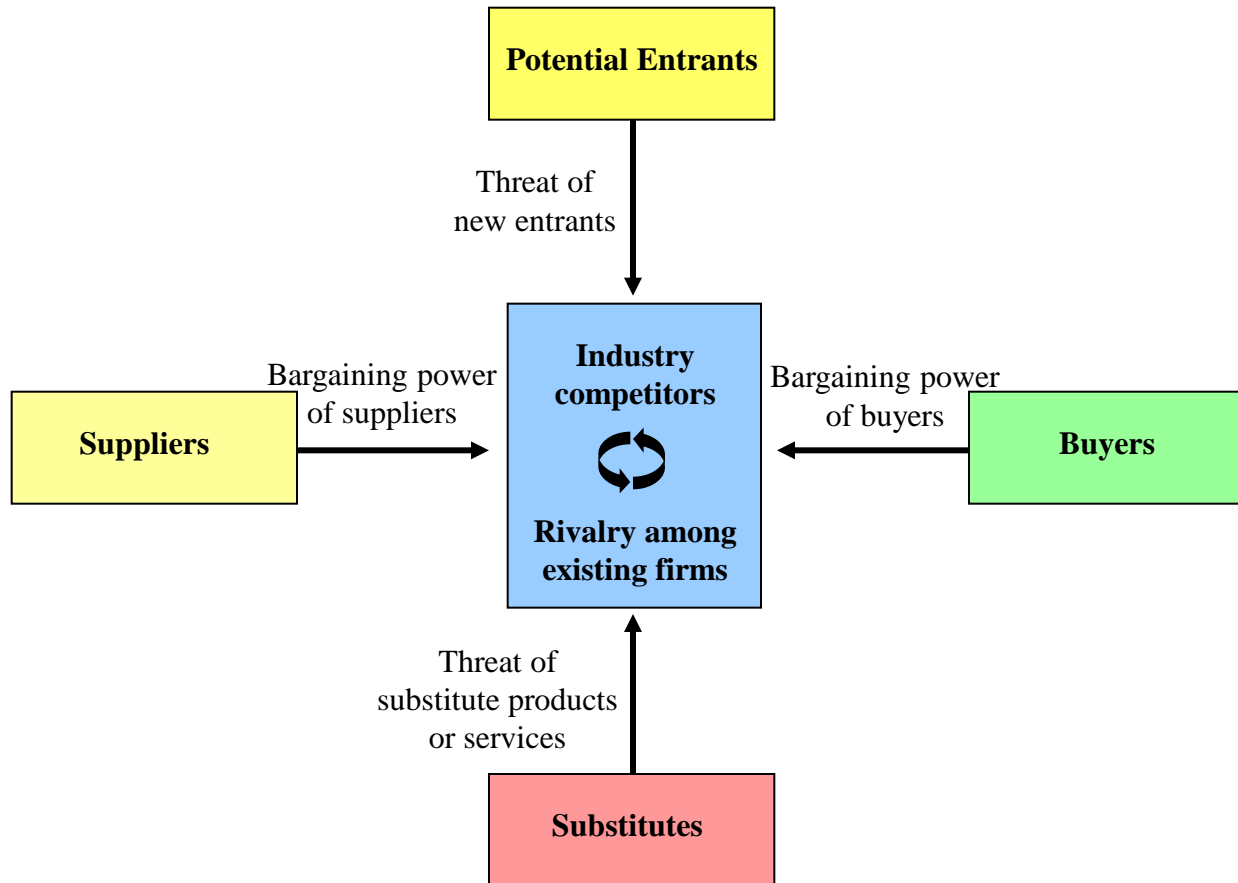
Porter's Five Forces I



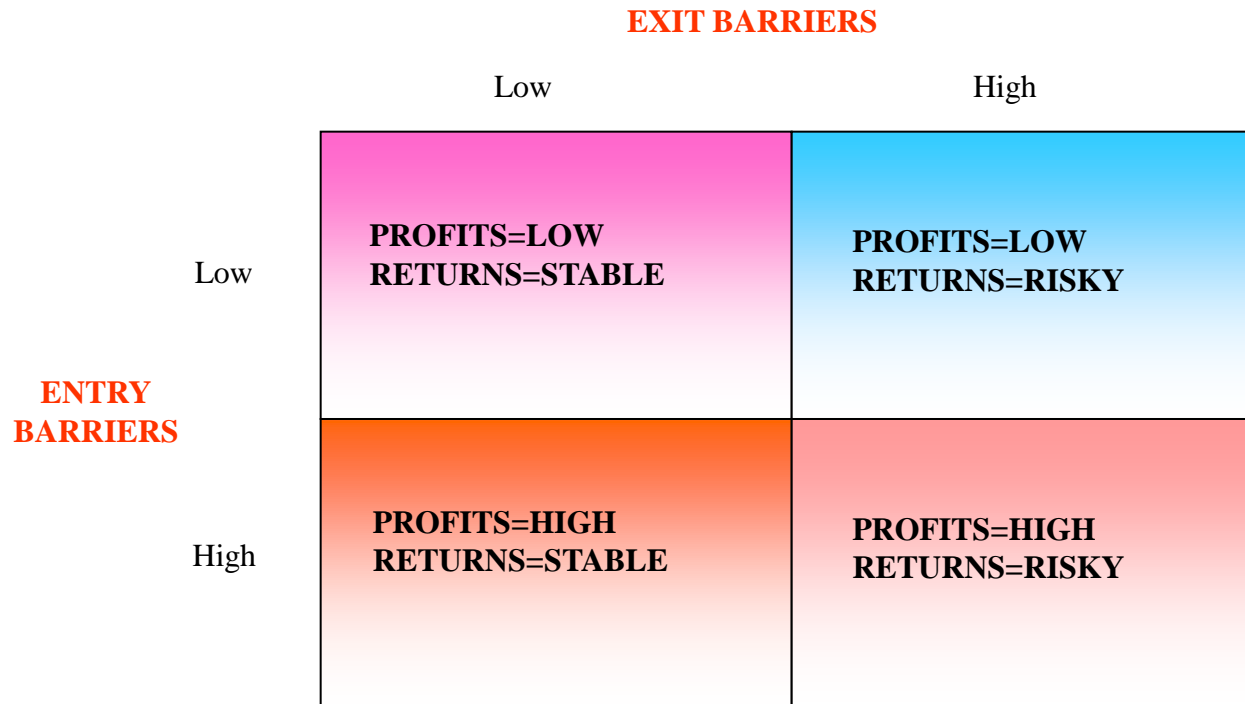
Porter's Five Forces II



Forces Driving Industry Competition

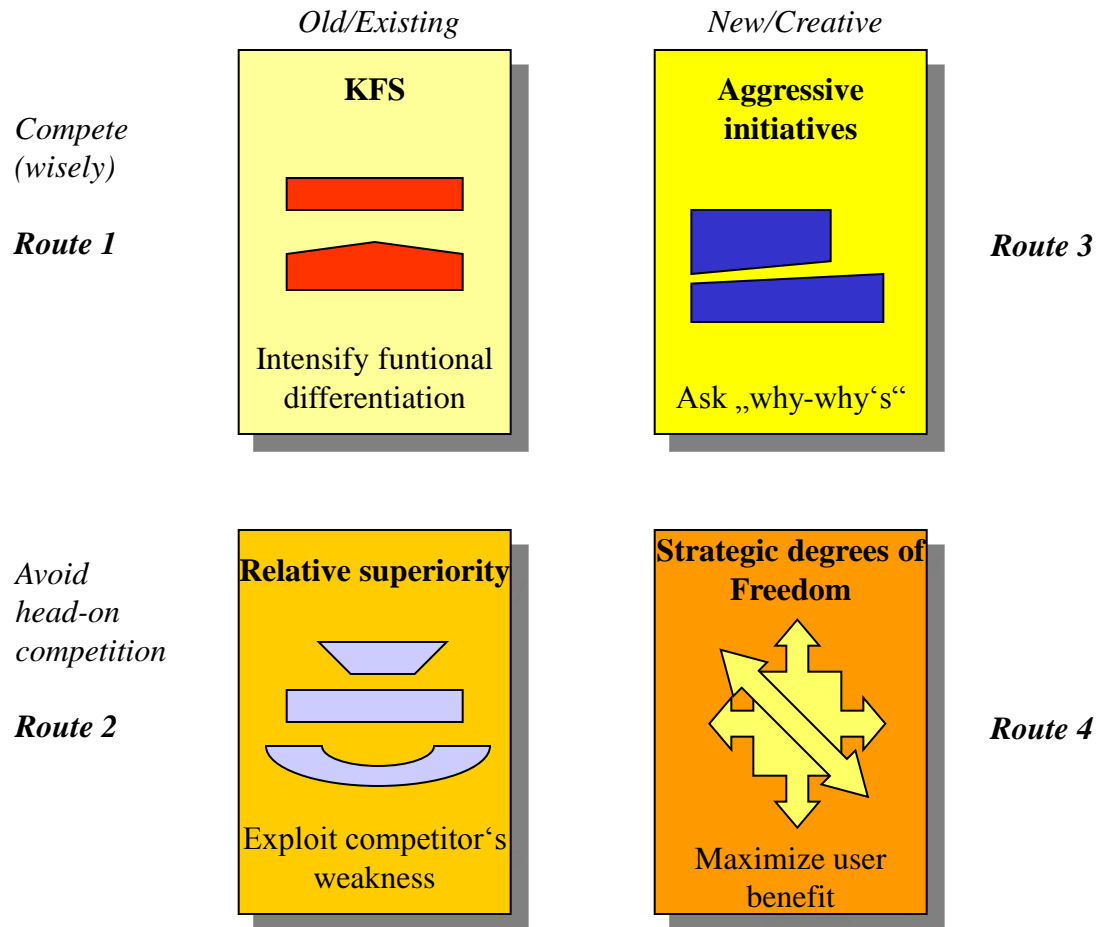


Barriers and Profitability

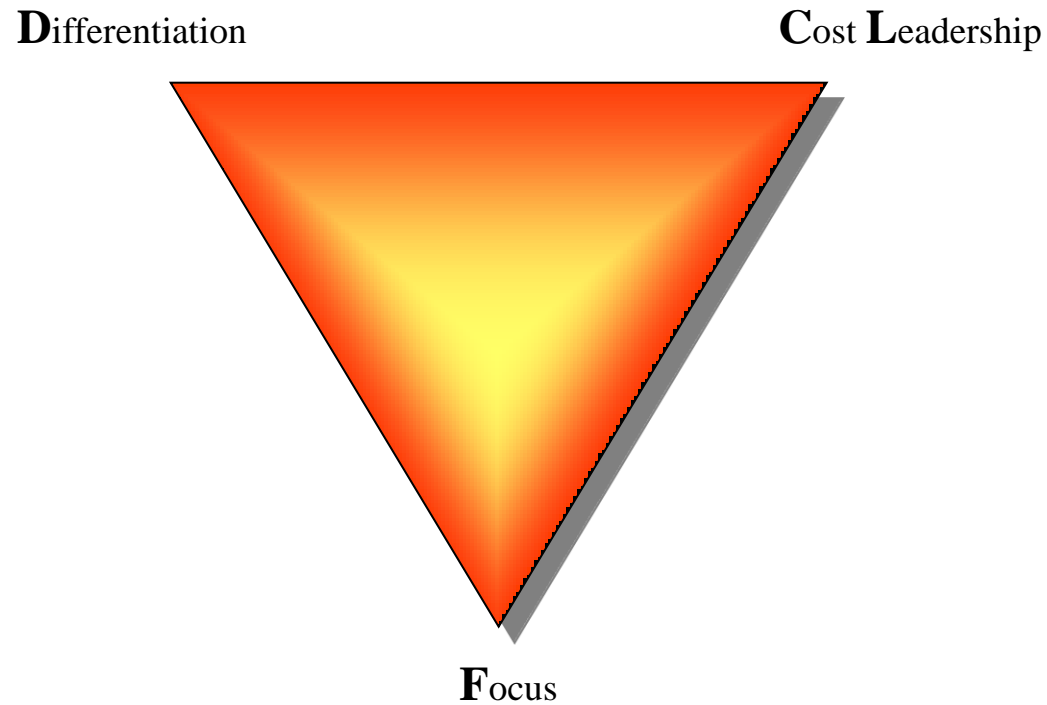


Four Routes to Strategic Advantage

Business/Product Offered



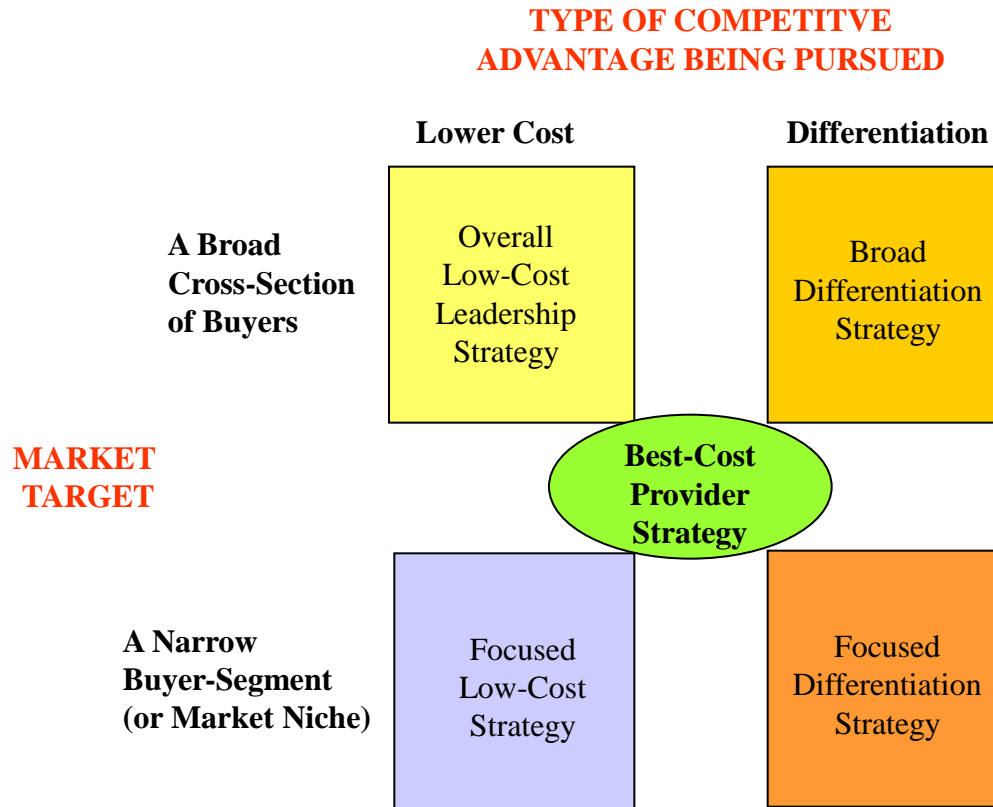
The Generic Strategies I



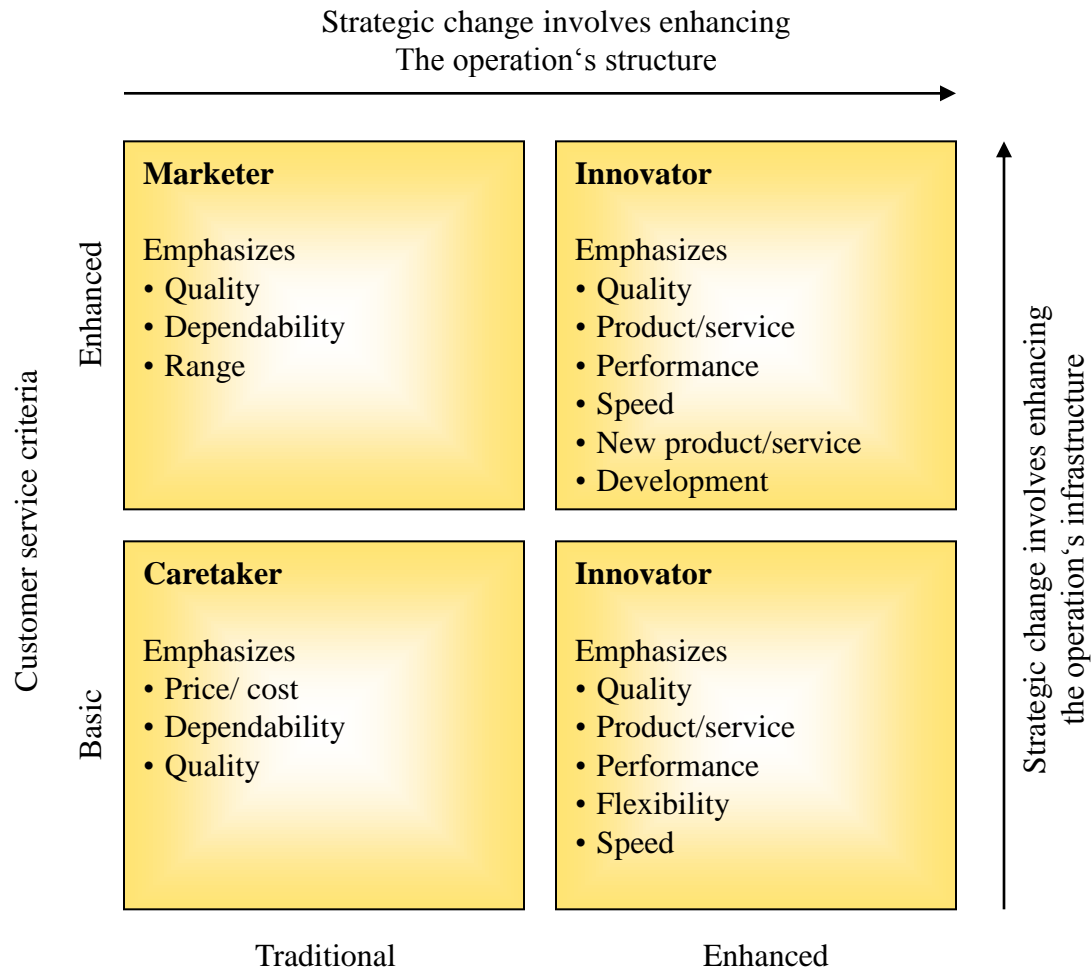
The Generic Strategies II



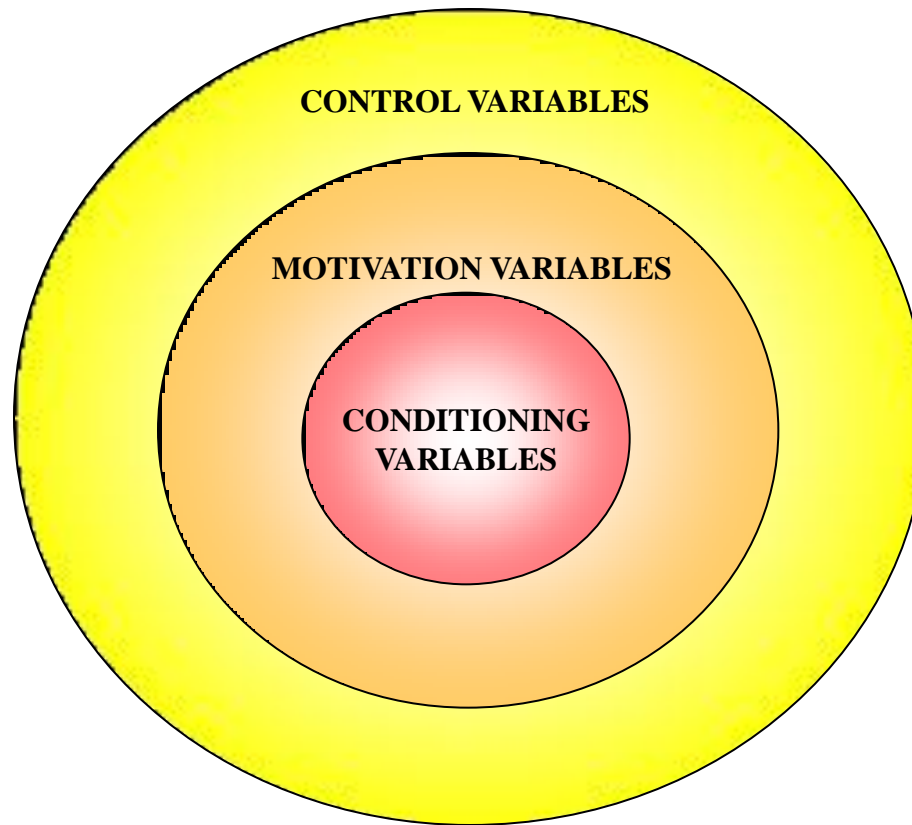
Five Modified Competitive Strategies



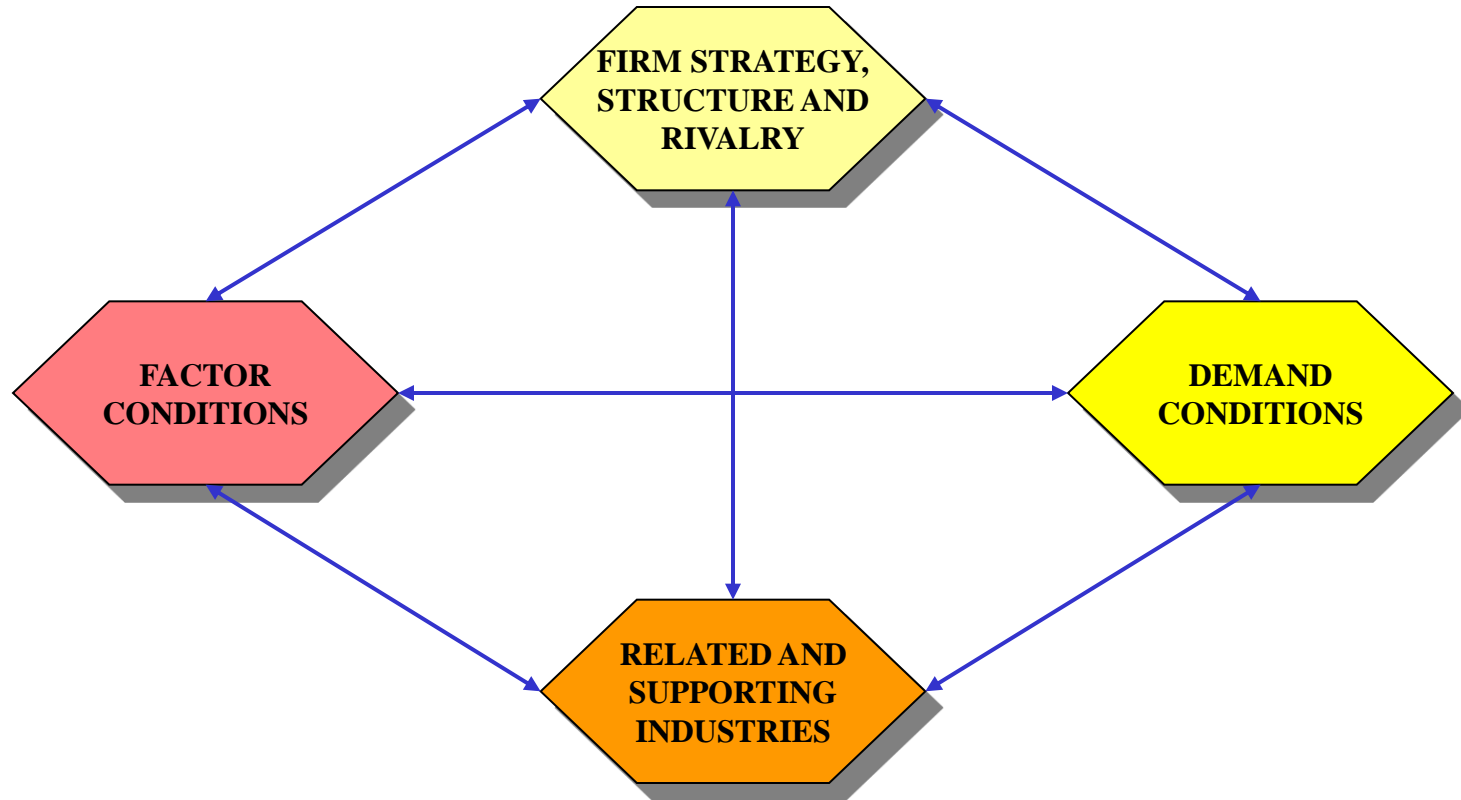
Sweeney's Generic Strategies



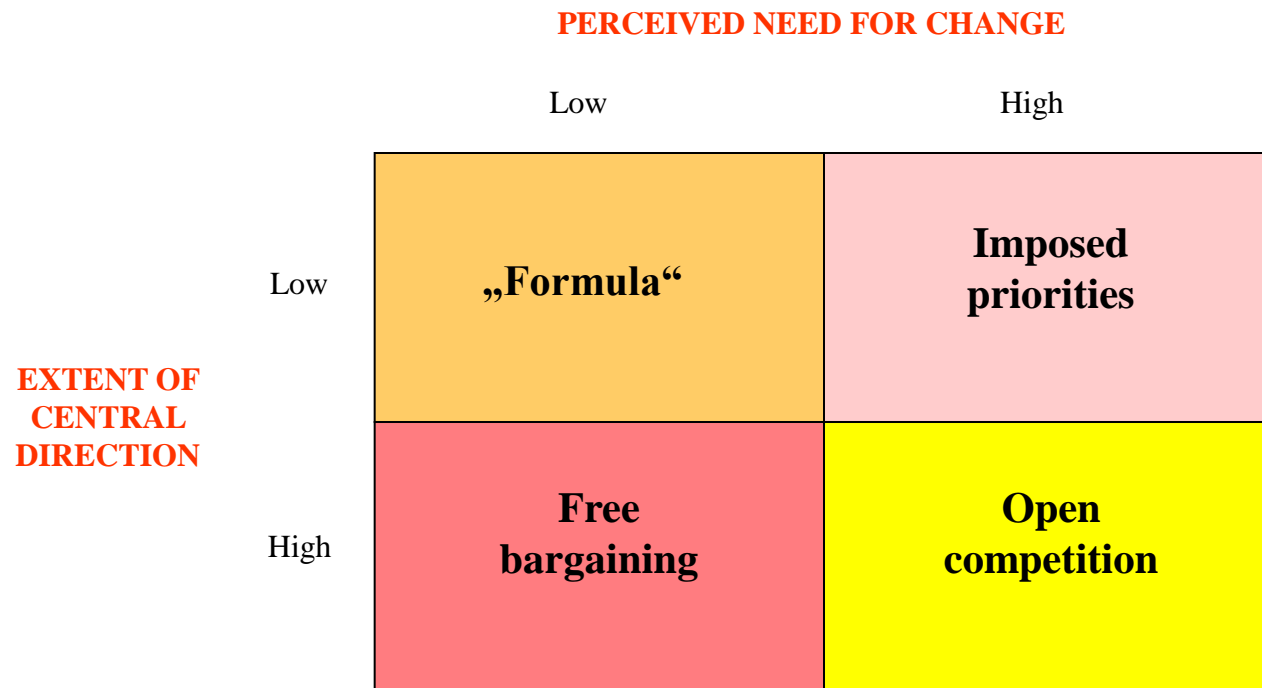
Geobusiness Model



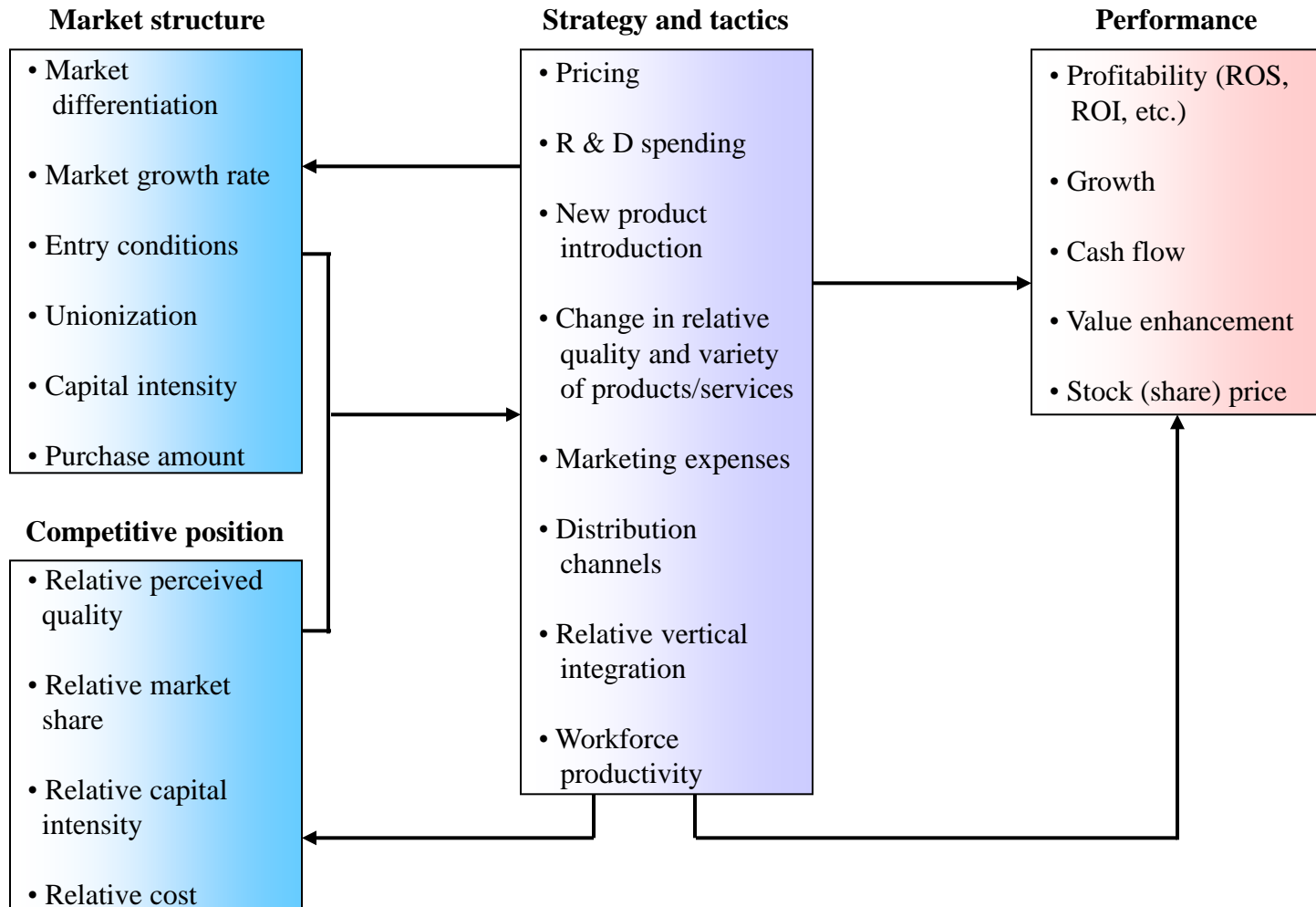
Porter's Diamond



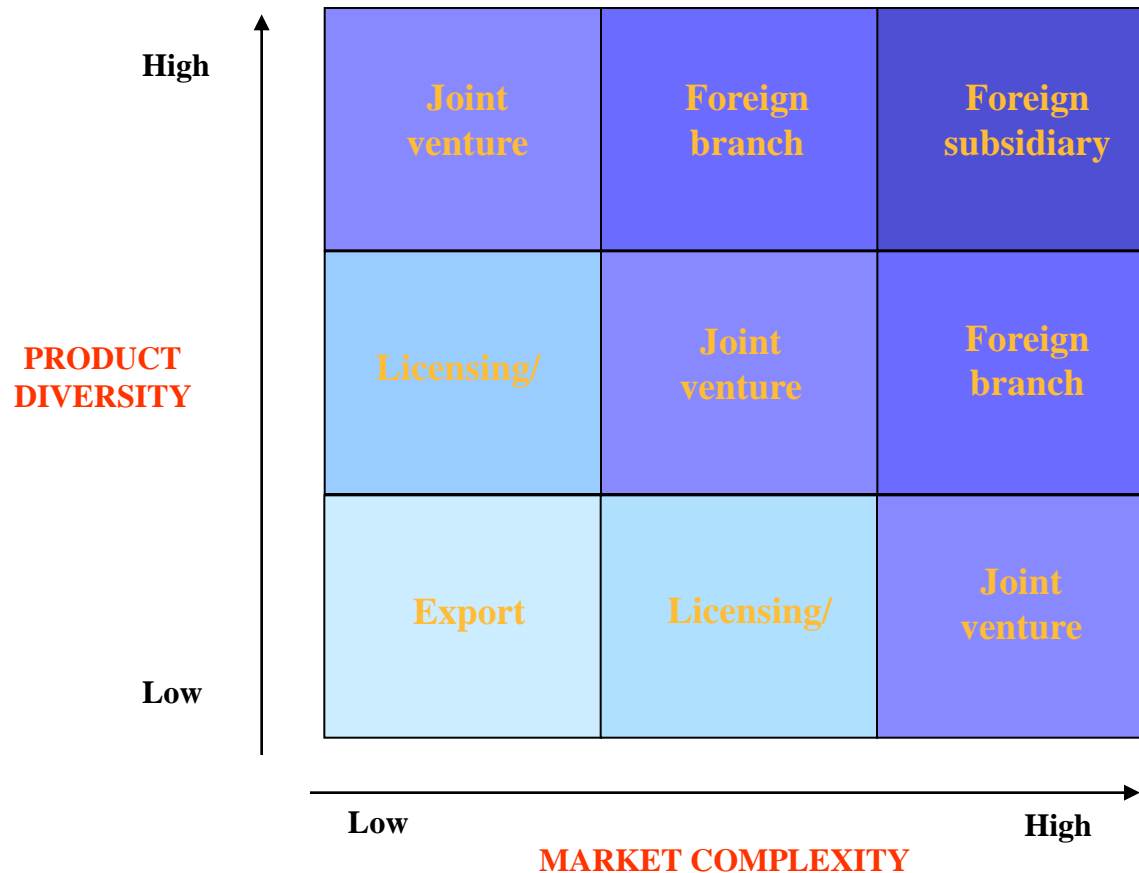
Resource Allocation at Corporate Level



PIMS Competitive Strategy Paradigm



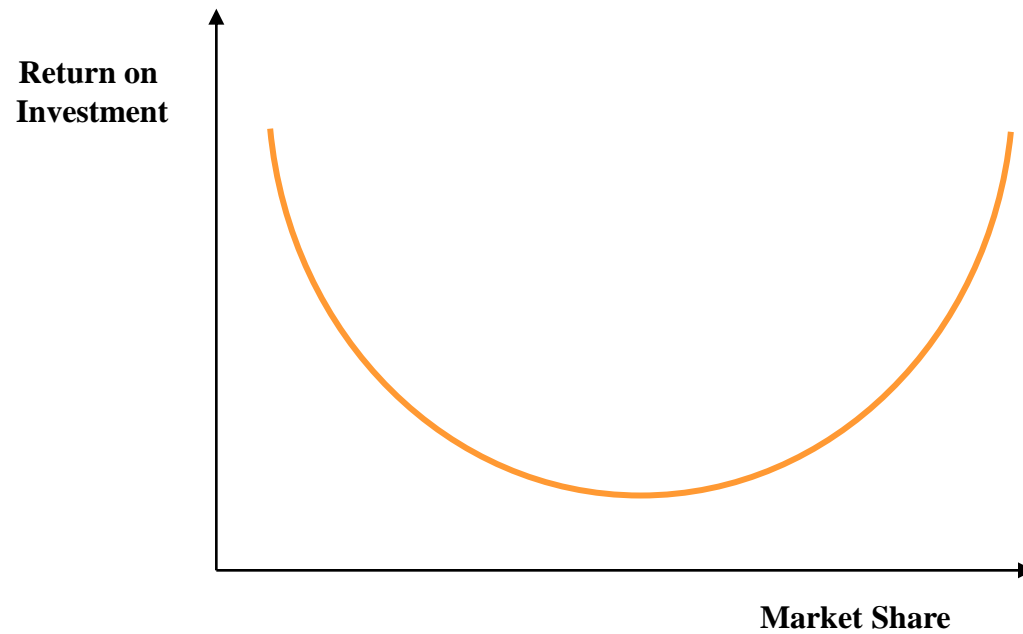
International Strategy Options



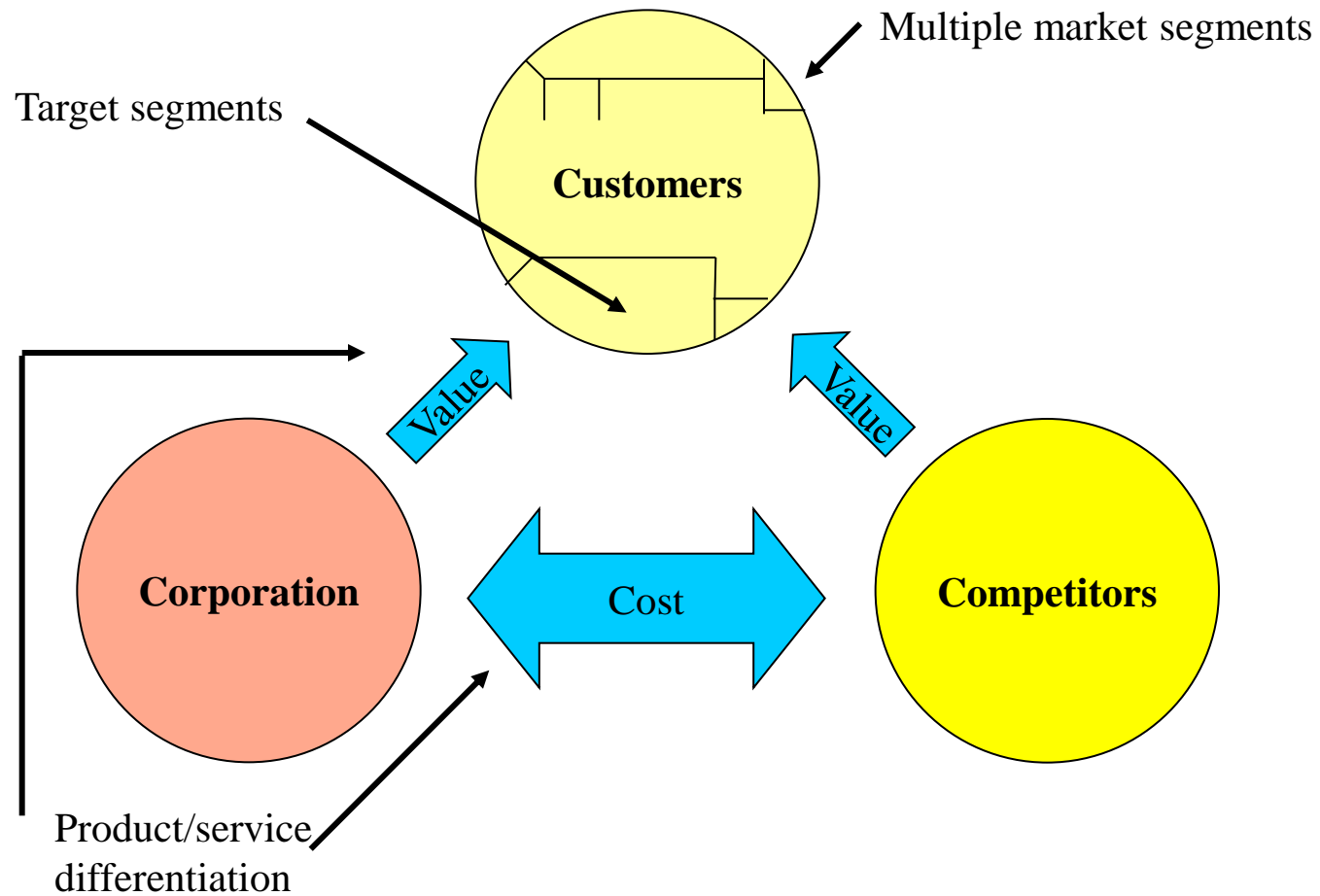
The Wheel of Competitive Strategy



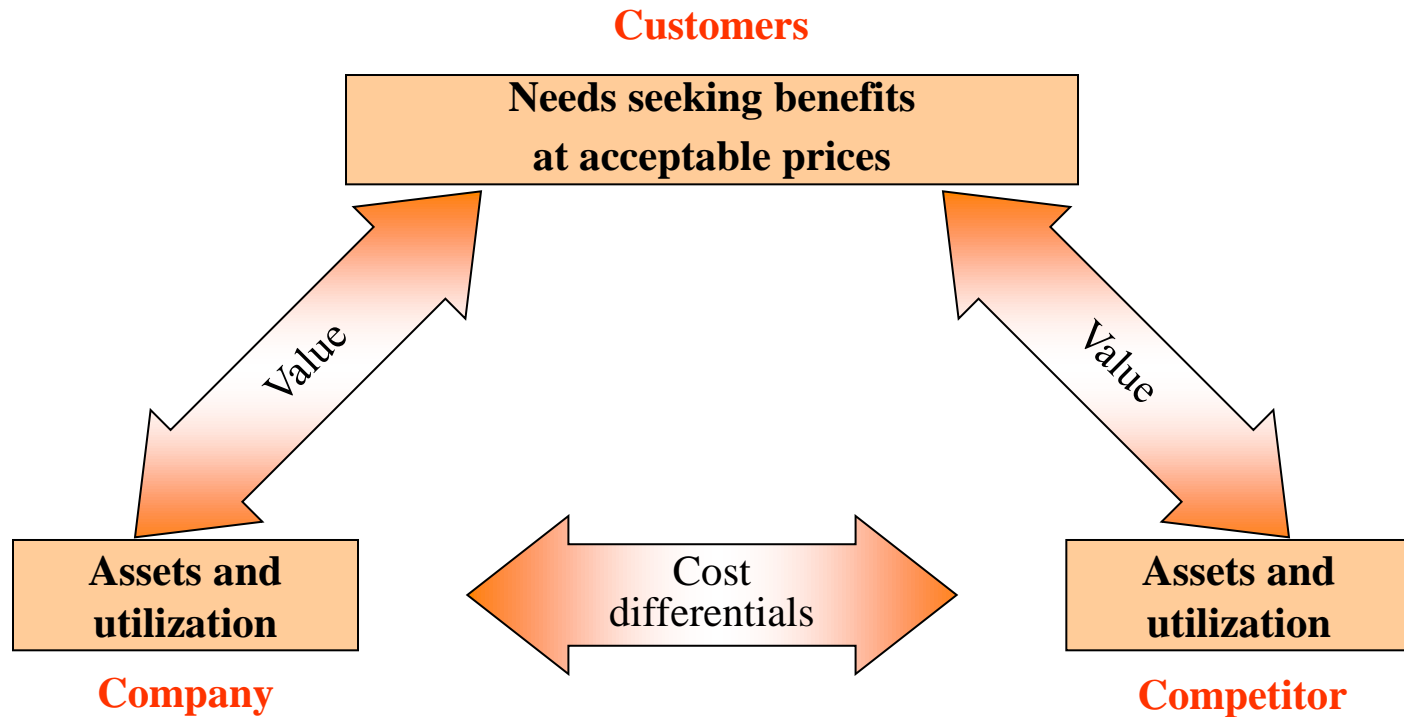
Generic Competitive Strategies



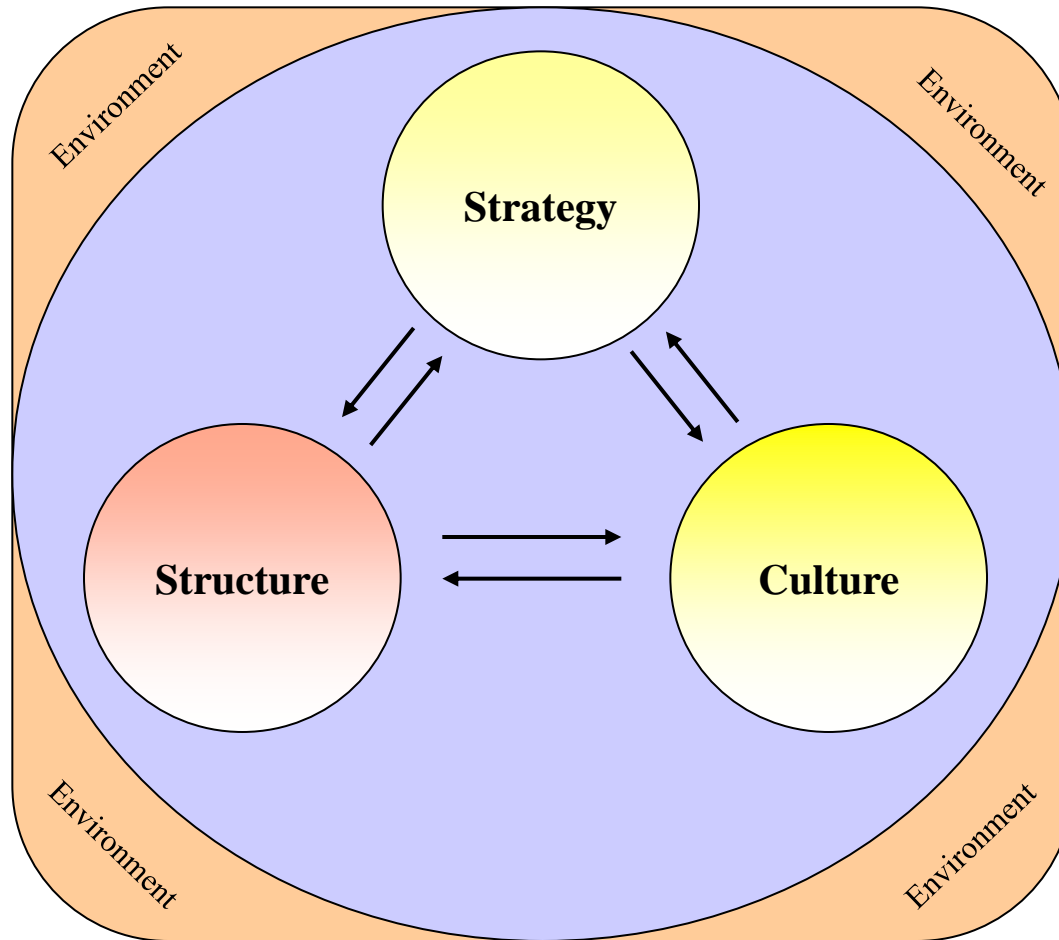
The Strategic Triangle I



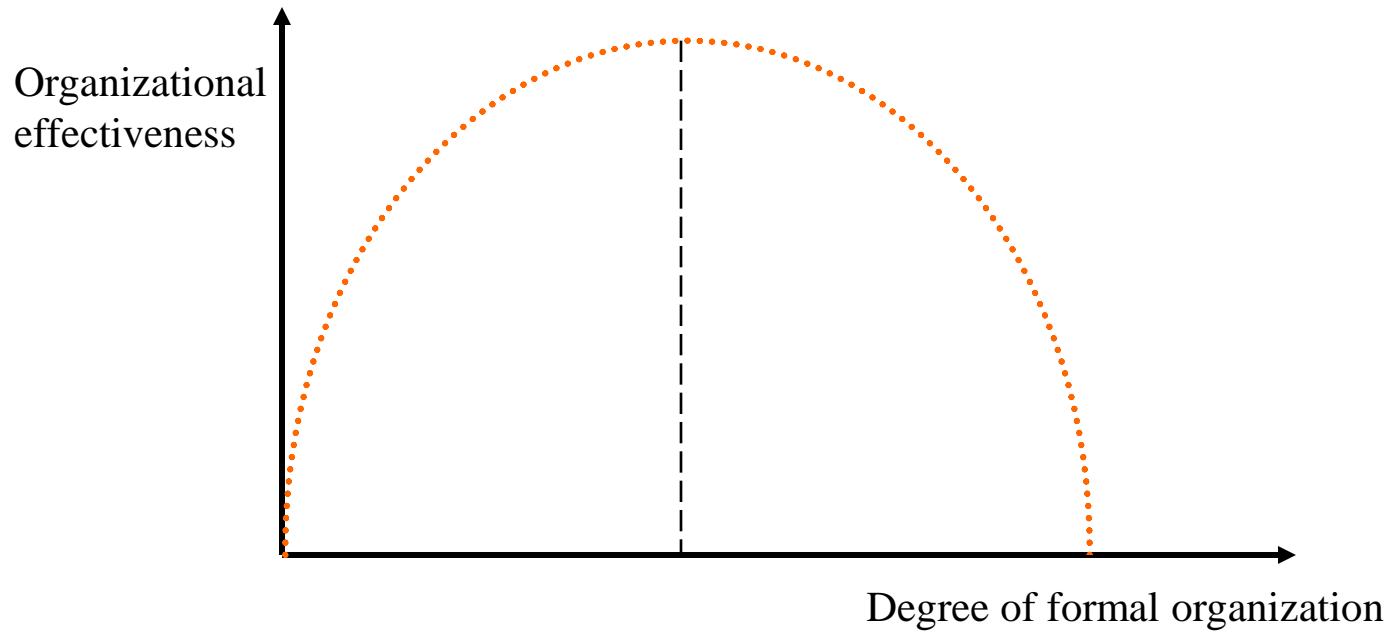
The Strategic Triangle II



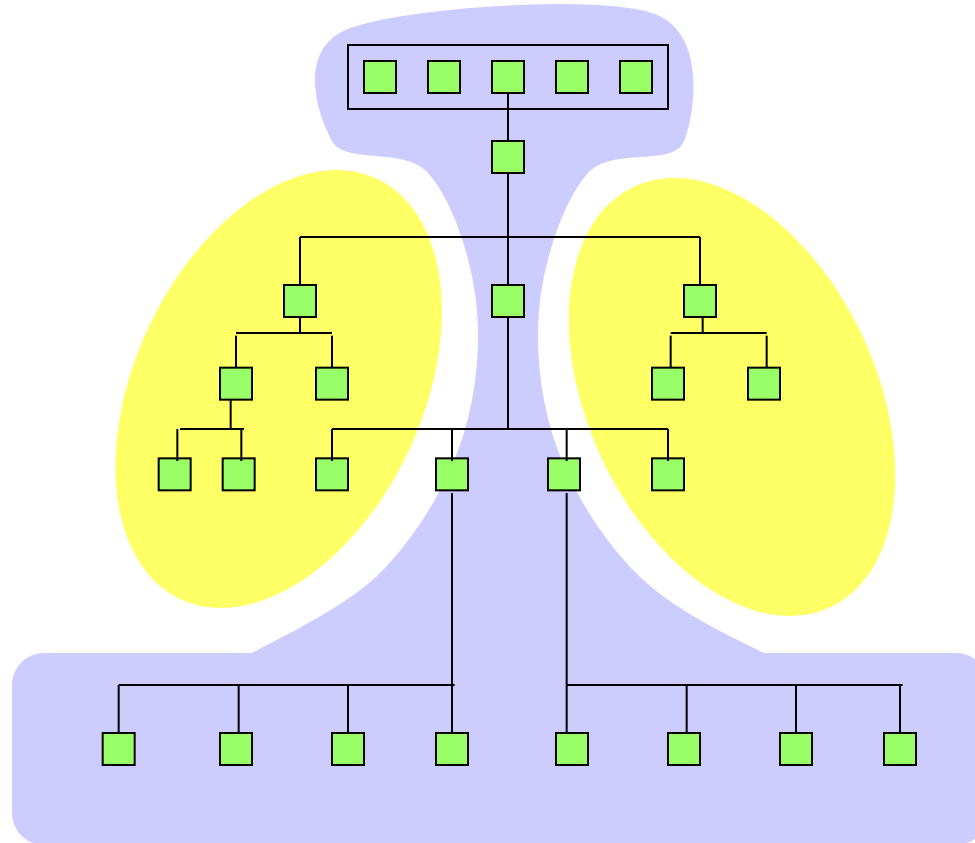
Trilogy Strategy - Culture - Structure



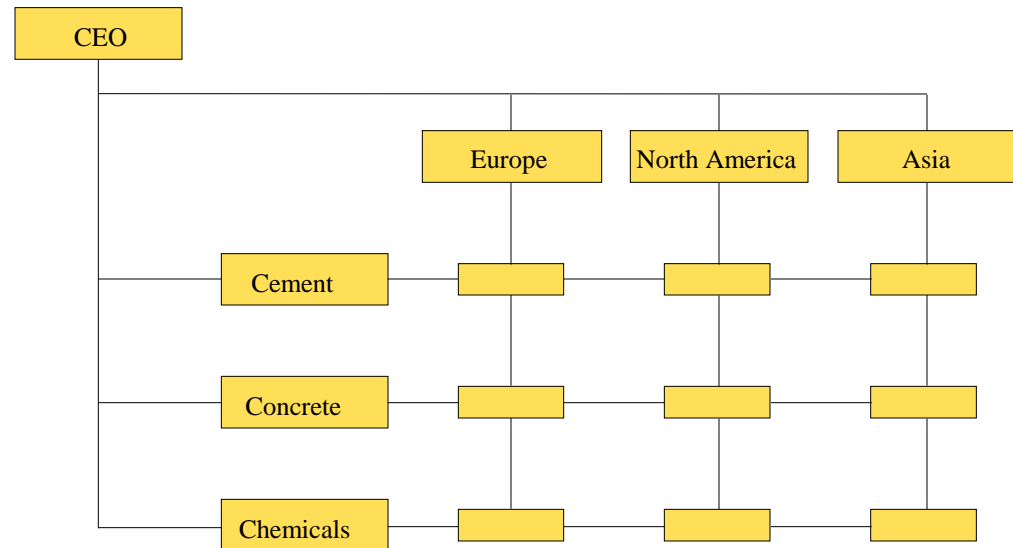
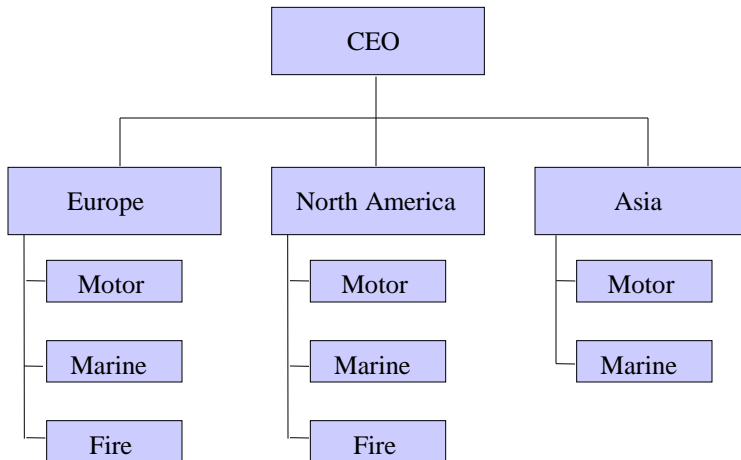
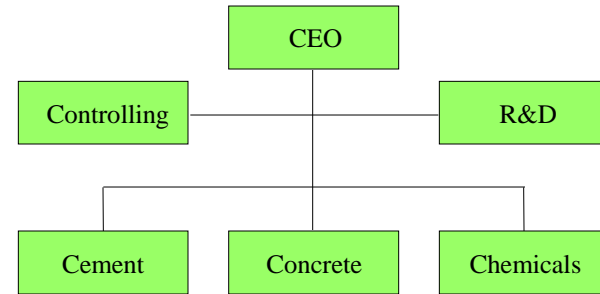
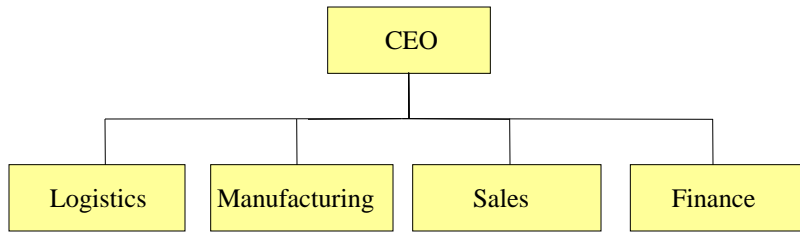
Optimum Degree of Formal Organization



The Flow of Formal Authority



Functional, Divisional, Multidivisional Structures

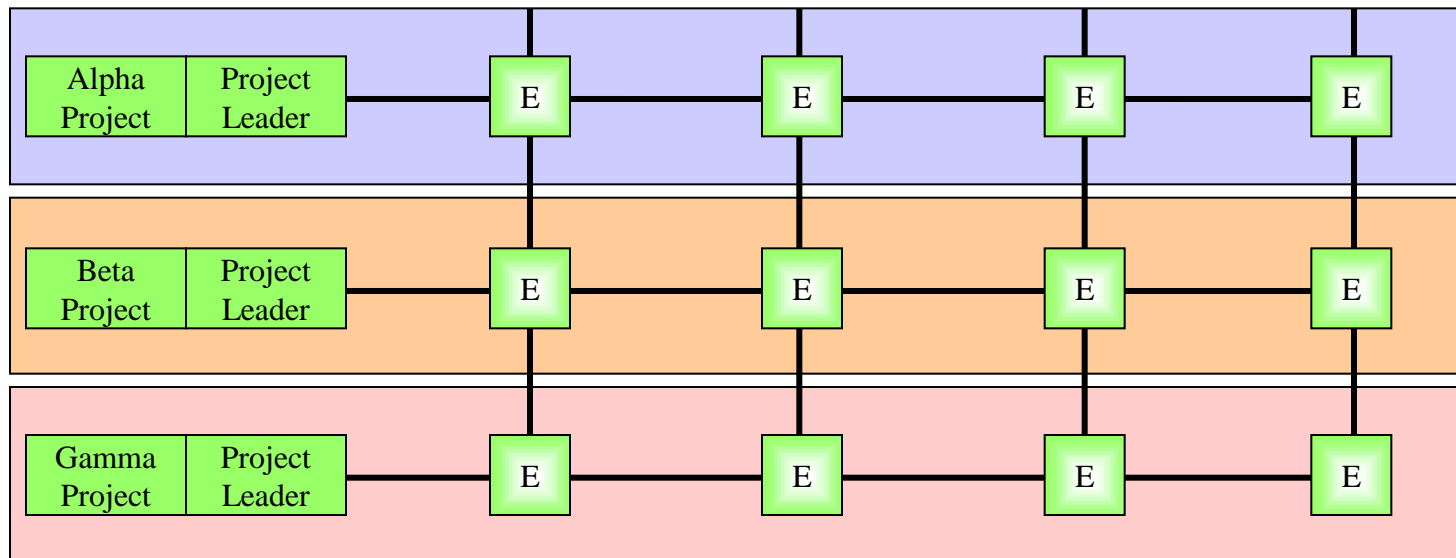


A Matrix Design

FUNCTIONAL DEPARTMENTALIZATION

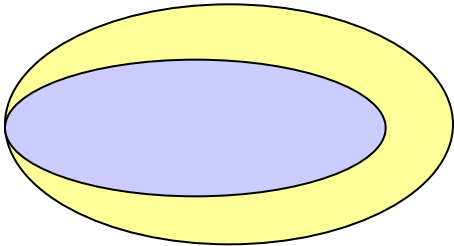


PROJECT DEPARTMENTALIZATION

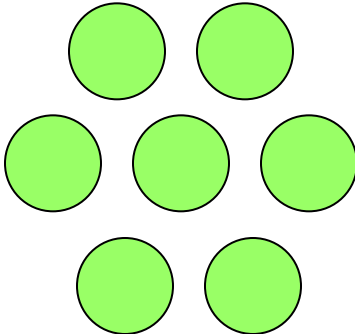


Models of Virtuality

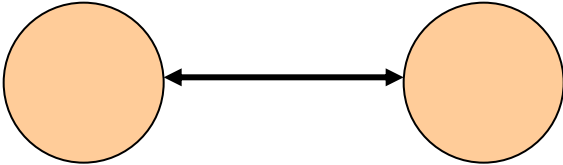
The Virtual Face



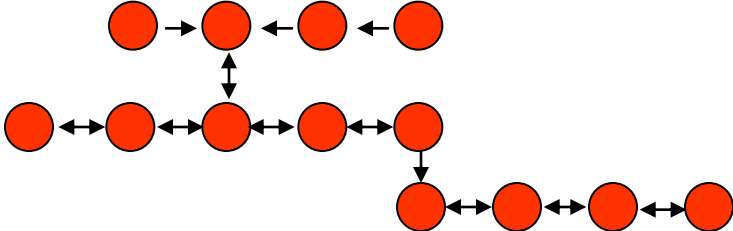
Star-alliance Model



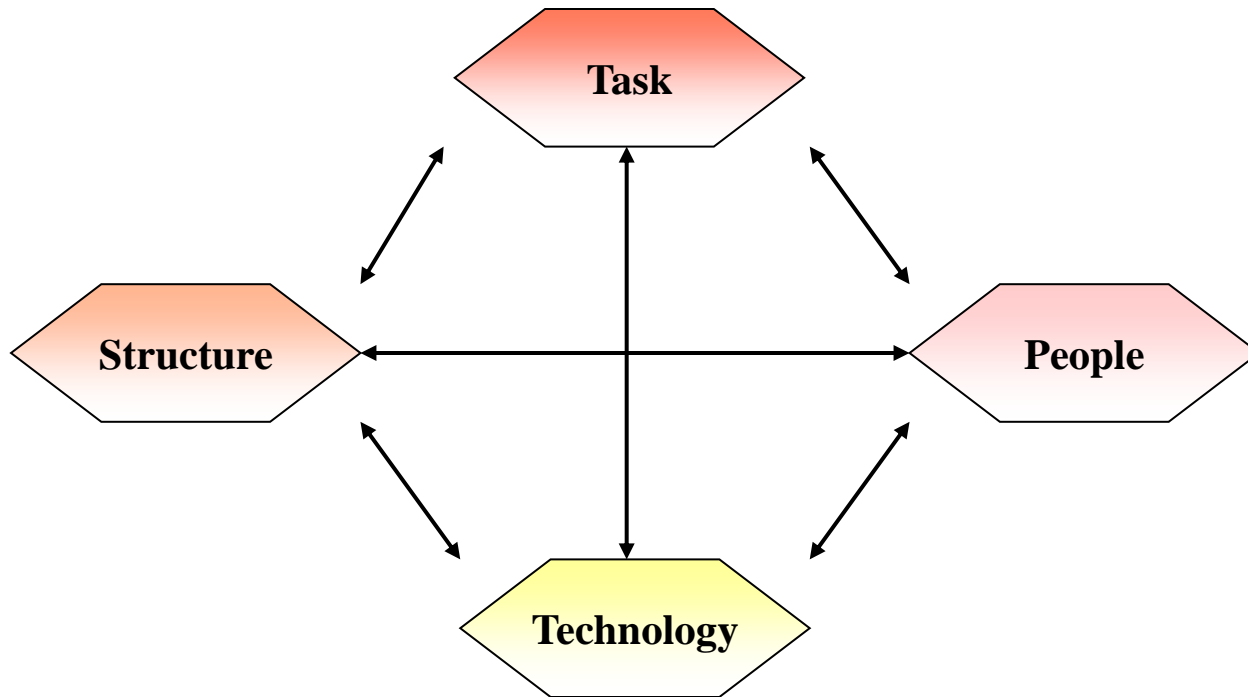
Co-alliance Model



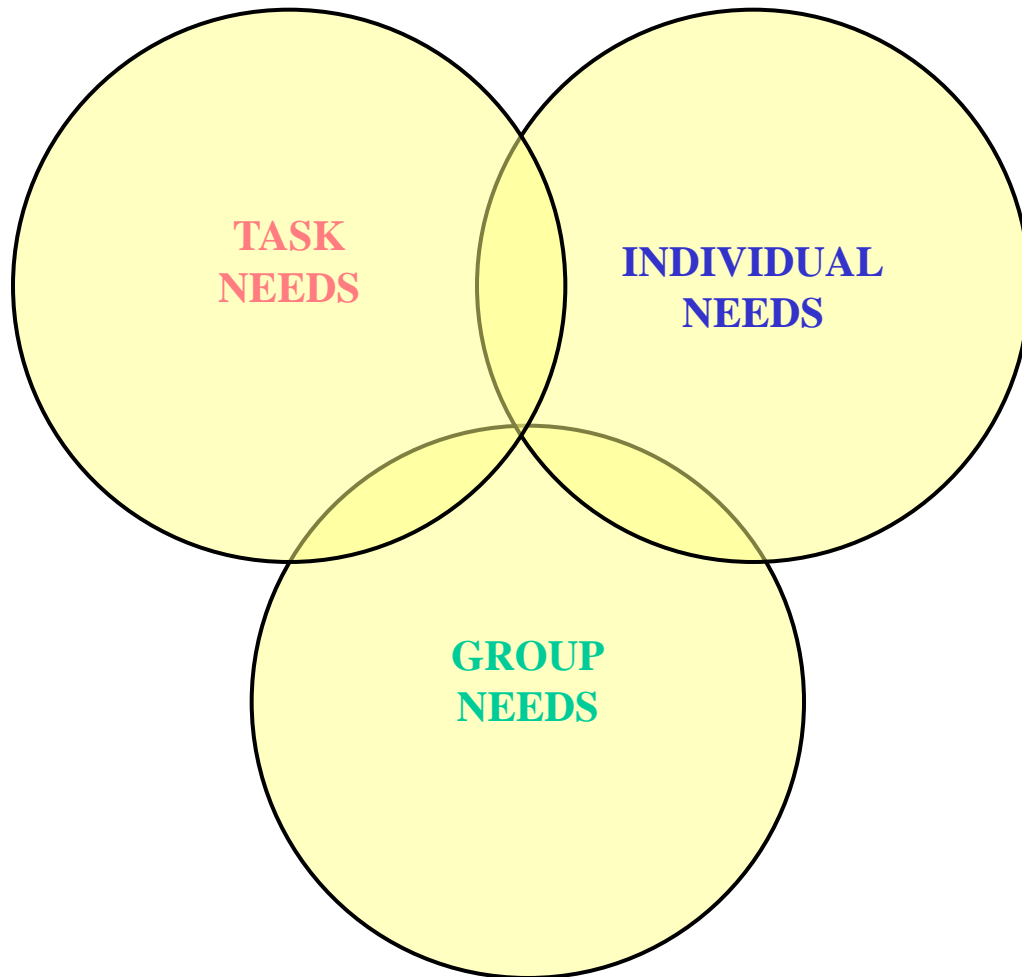
Value-alliance Model



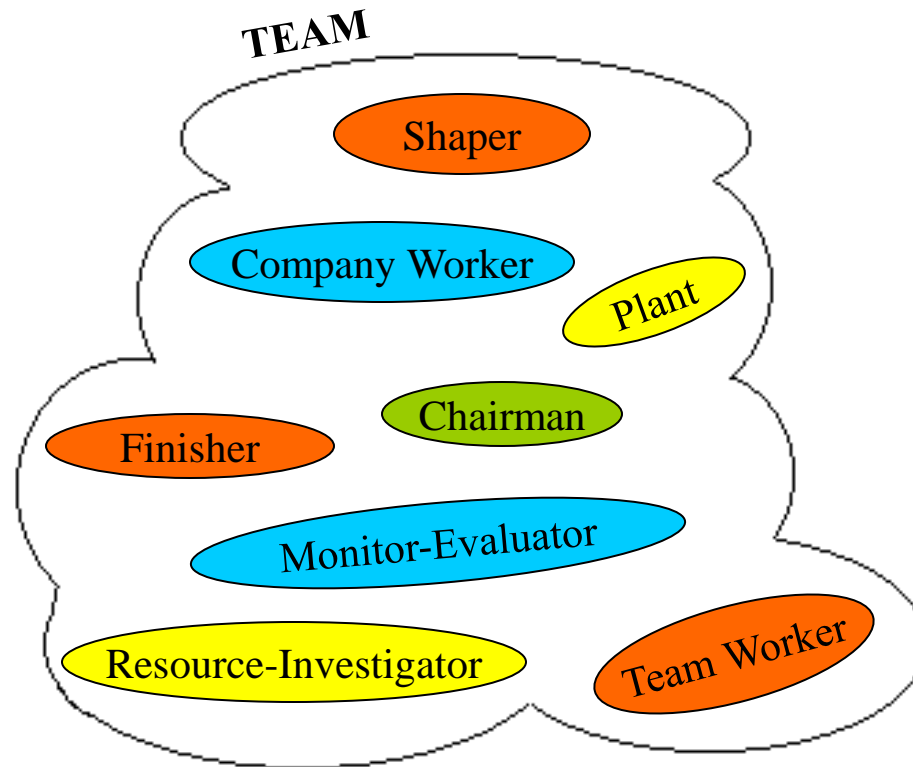
Leavitt's Diamond: The Interaction of Social Forces in an Organization



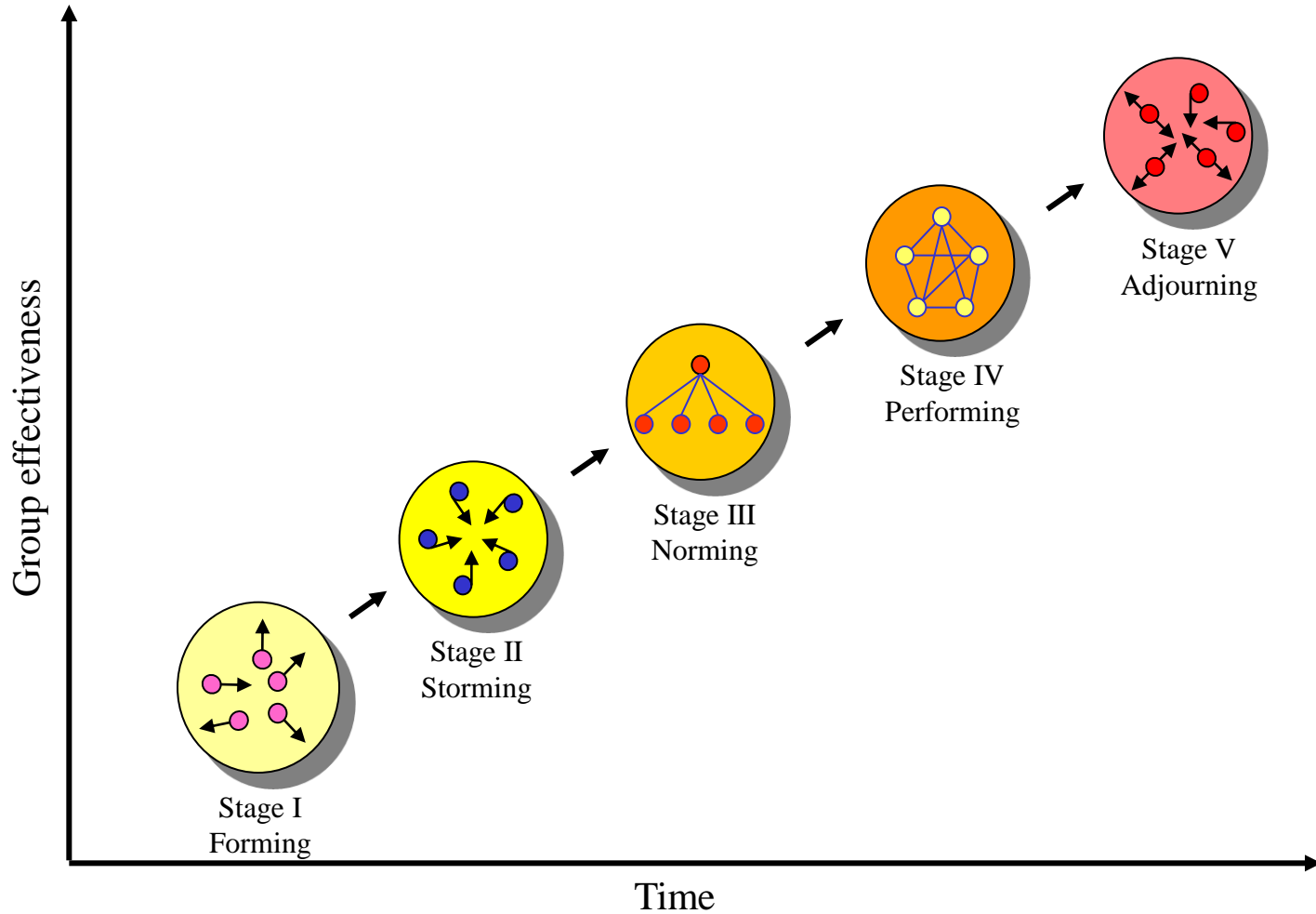
Action-centred Leadership



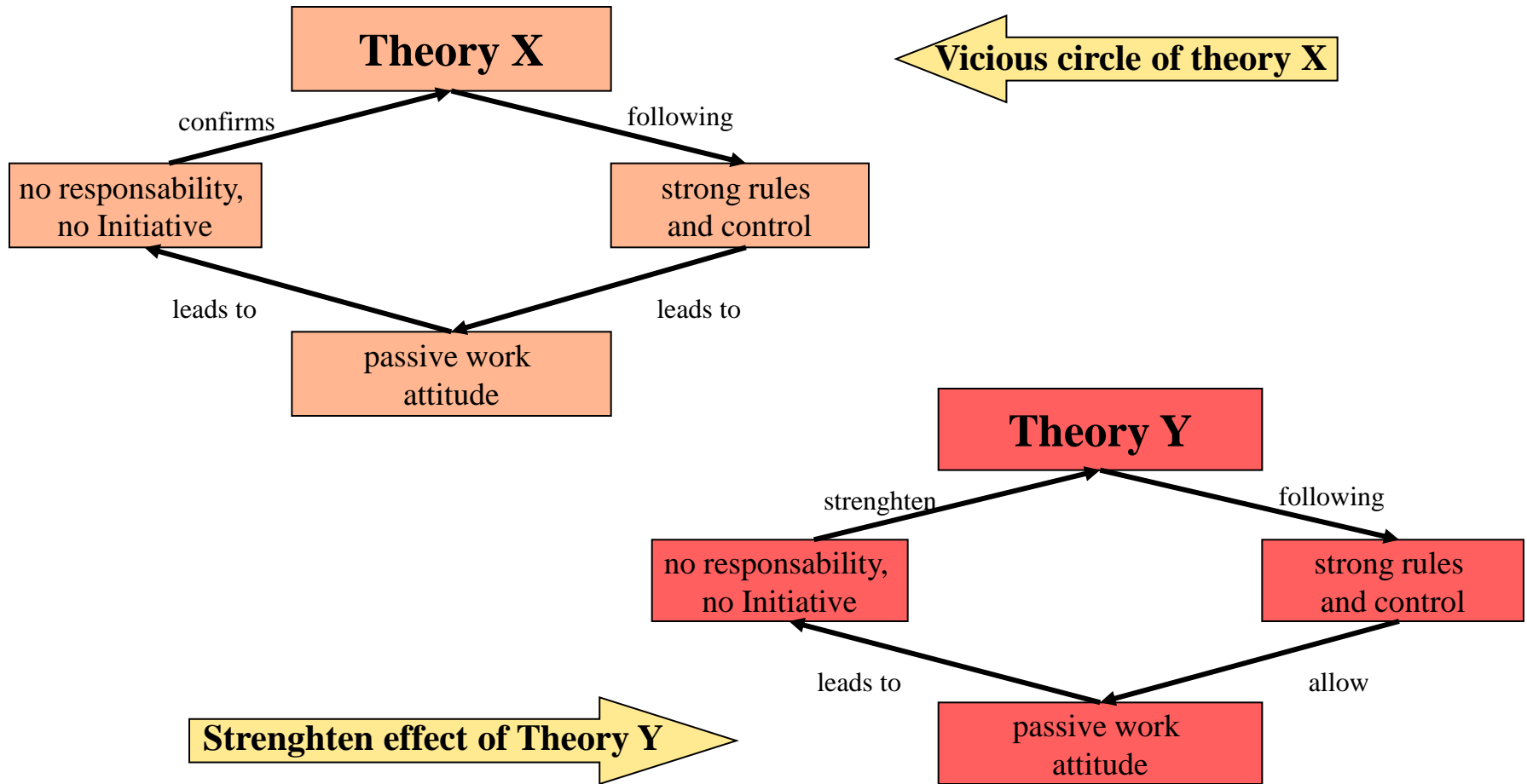
Belbin's Team Roles



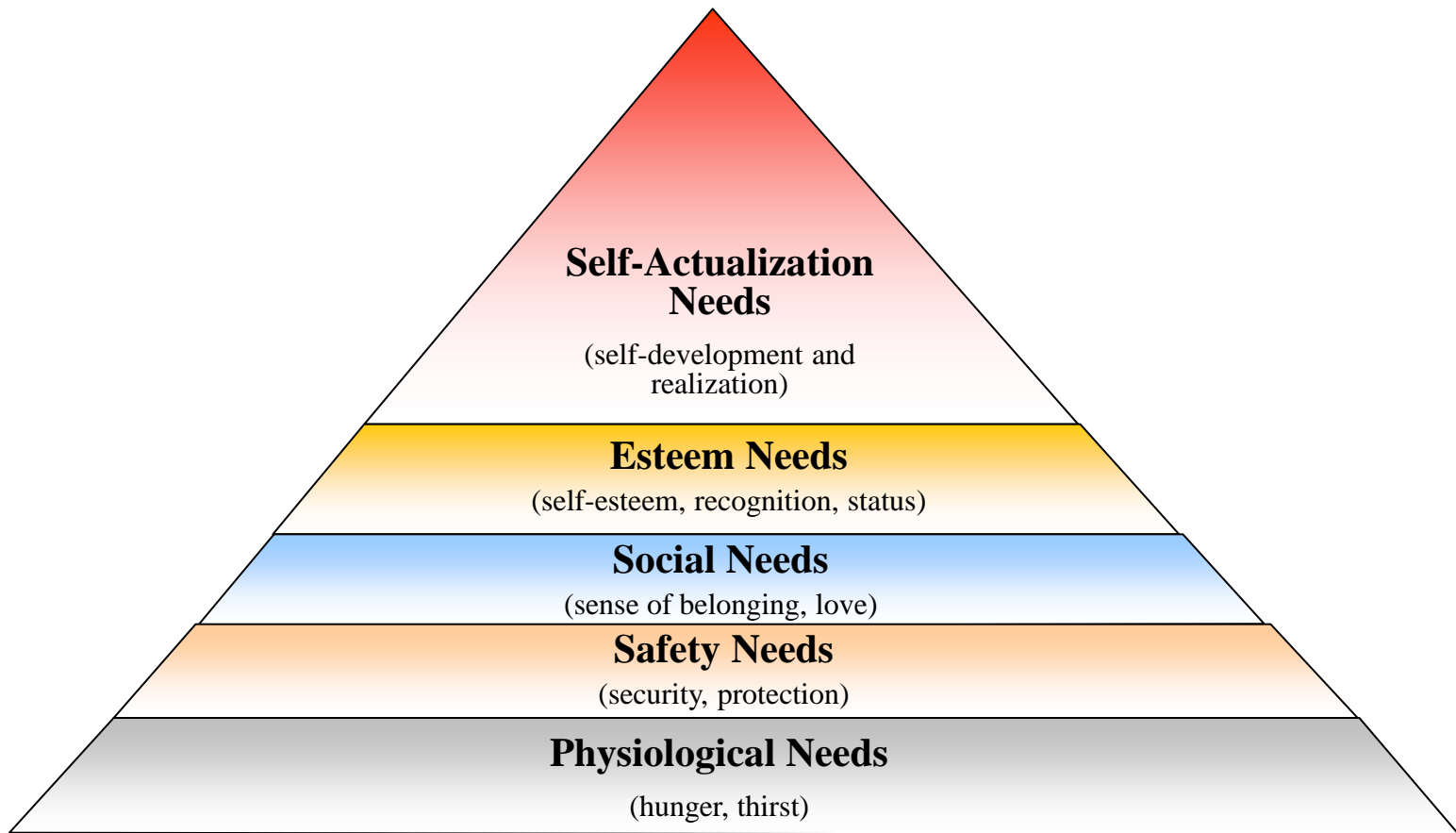
Group Development



Theory X and Theory Y



Maslow's Hierarchy of Human Needs I



Maslow's Hierarchy of Human Needs II

GENERAL EXAMPLES

Achievement



Status



Friendship



Stability



Shelter

ORGANIZATIONAL EXAMPLES

Challenging Job



Job Title



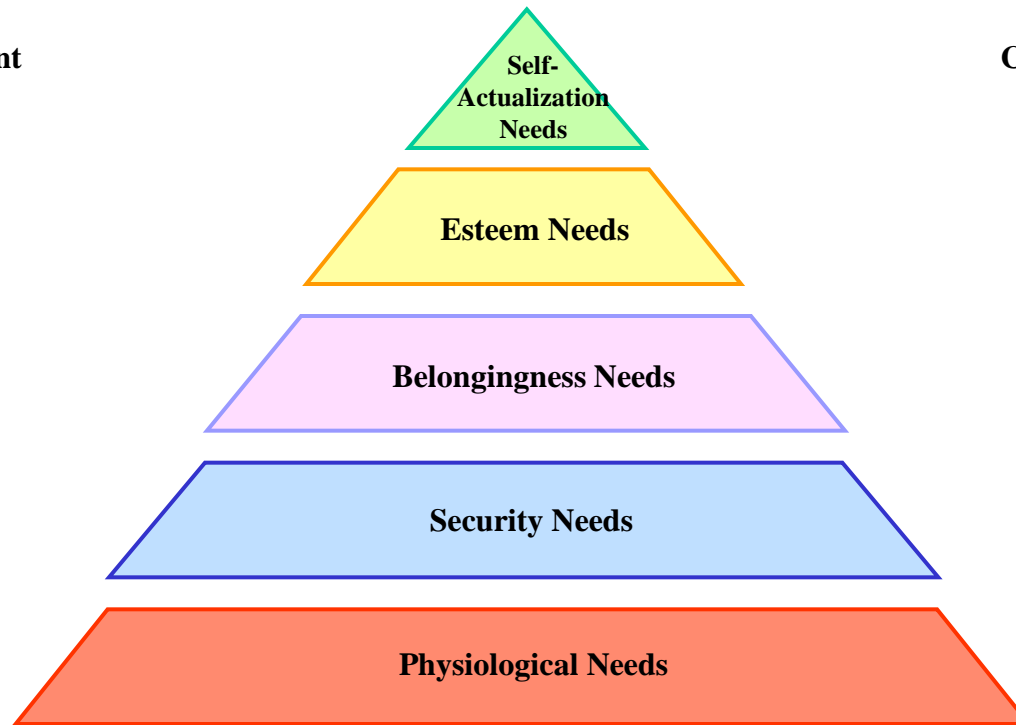
Friends in
Work Group



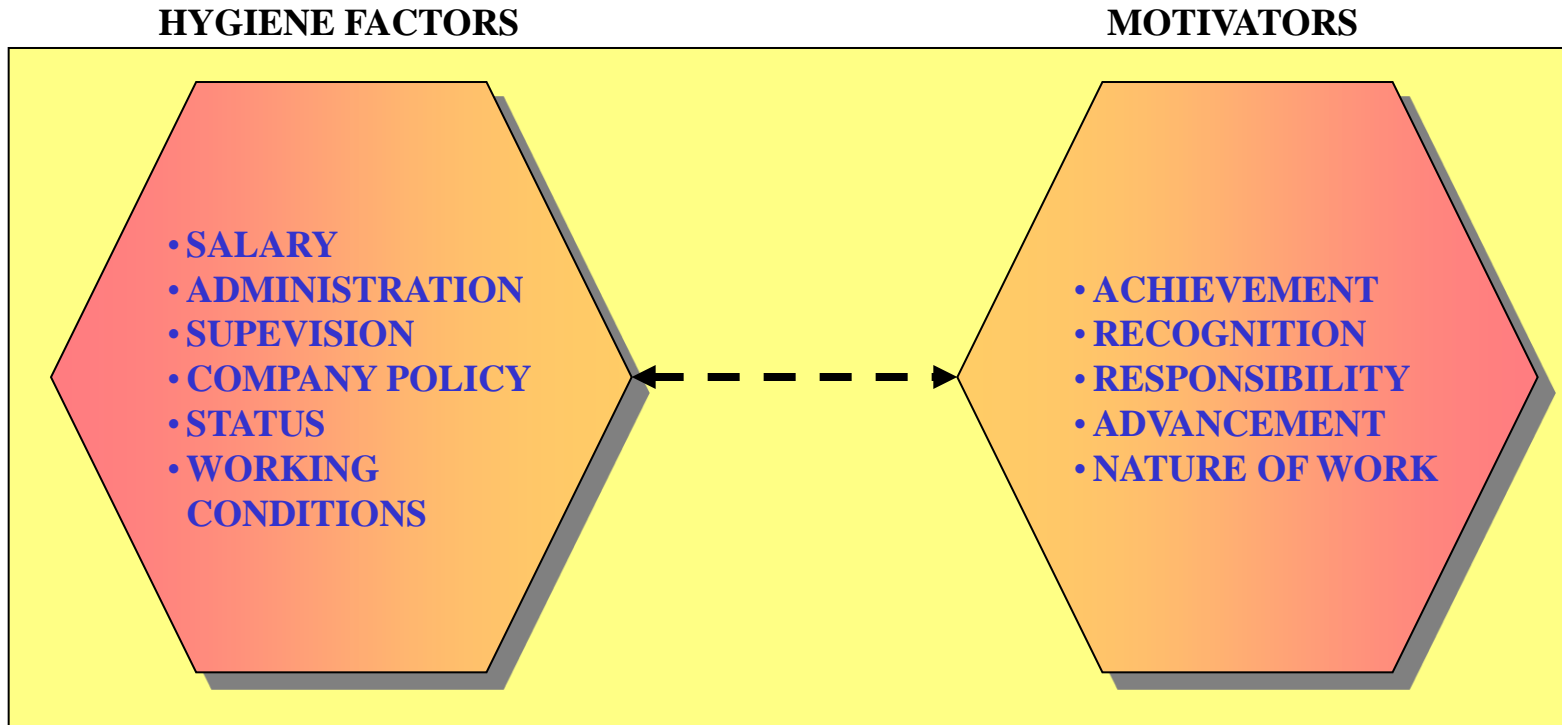
Pension Plan



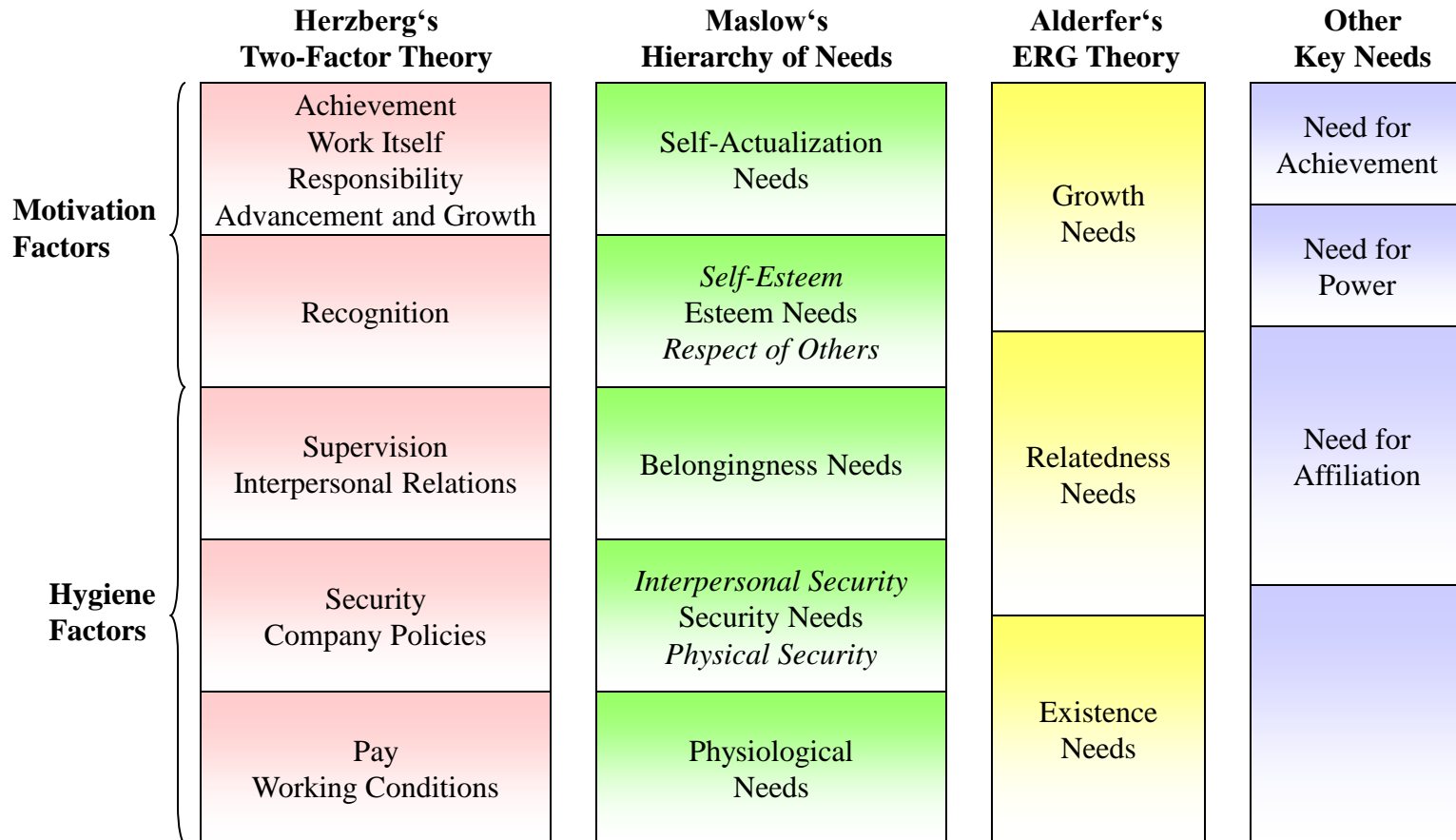
Base Salary



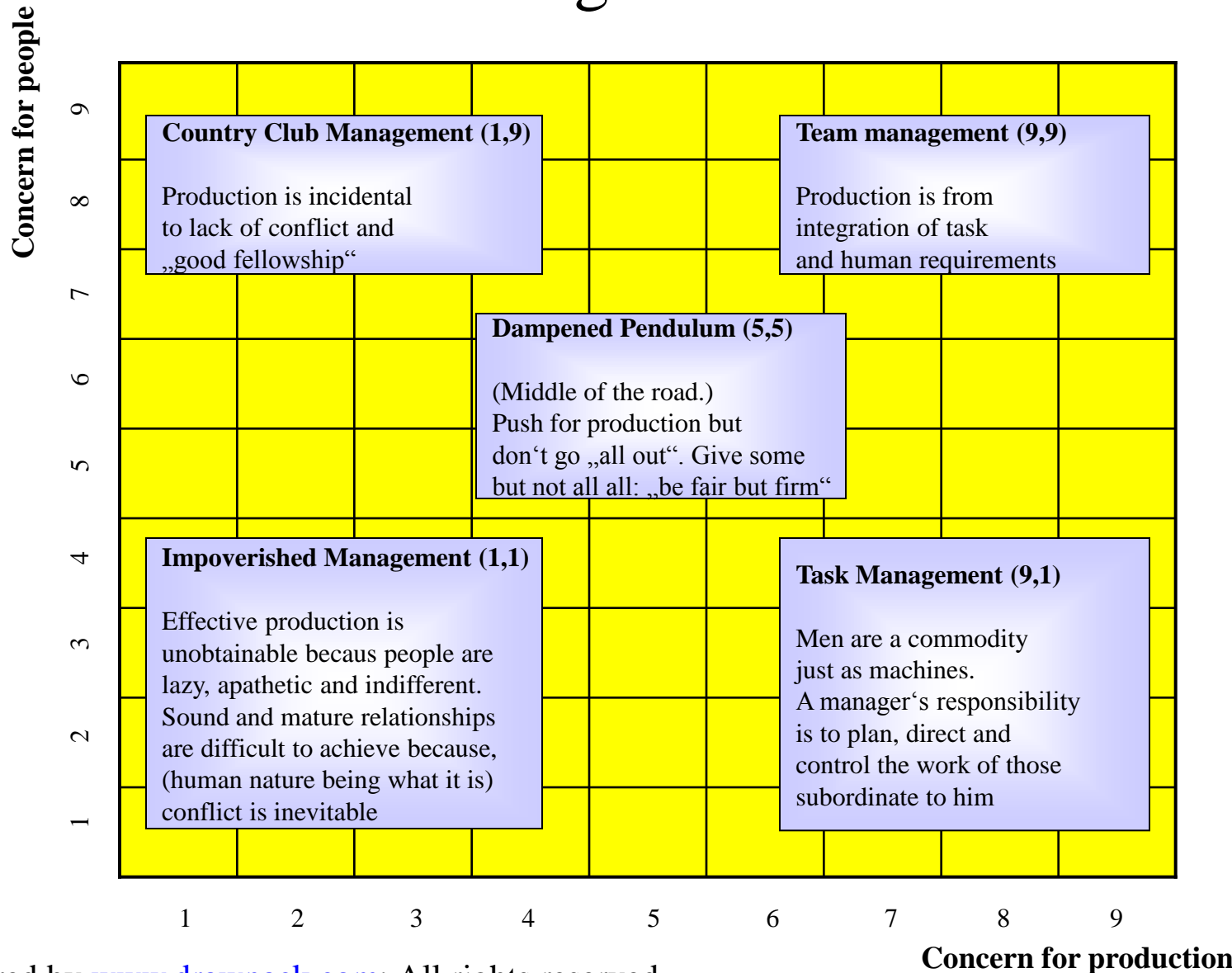
Herzberg's Motivator-Hygiene Theory



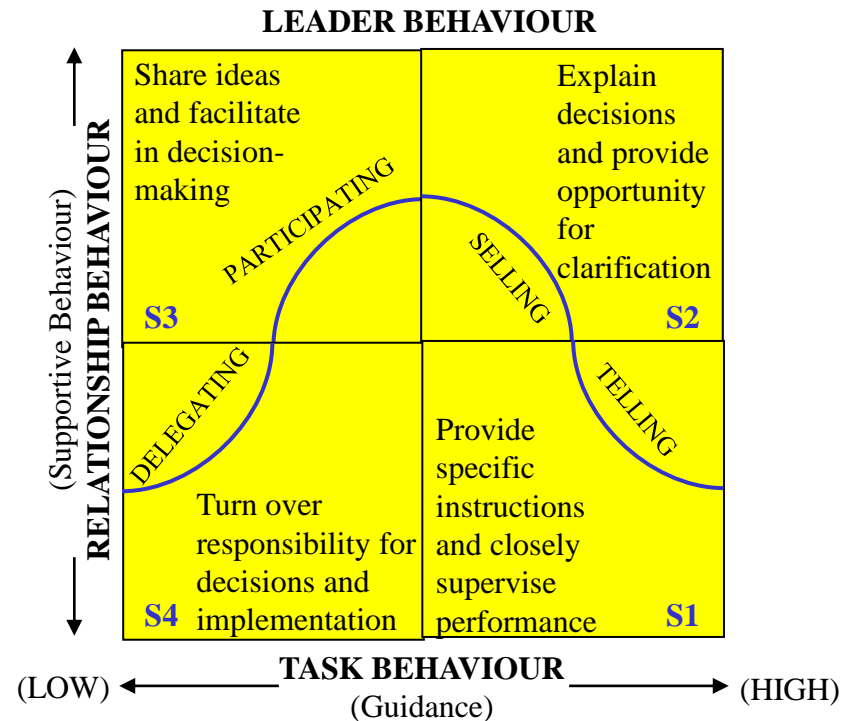
Parallels Among Need Theories of Motivation



Managerial Grid

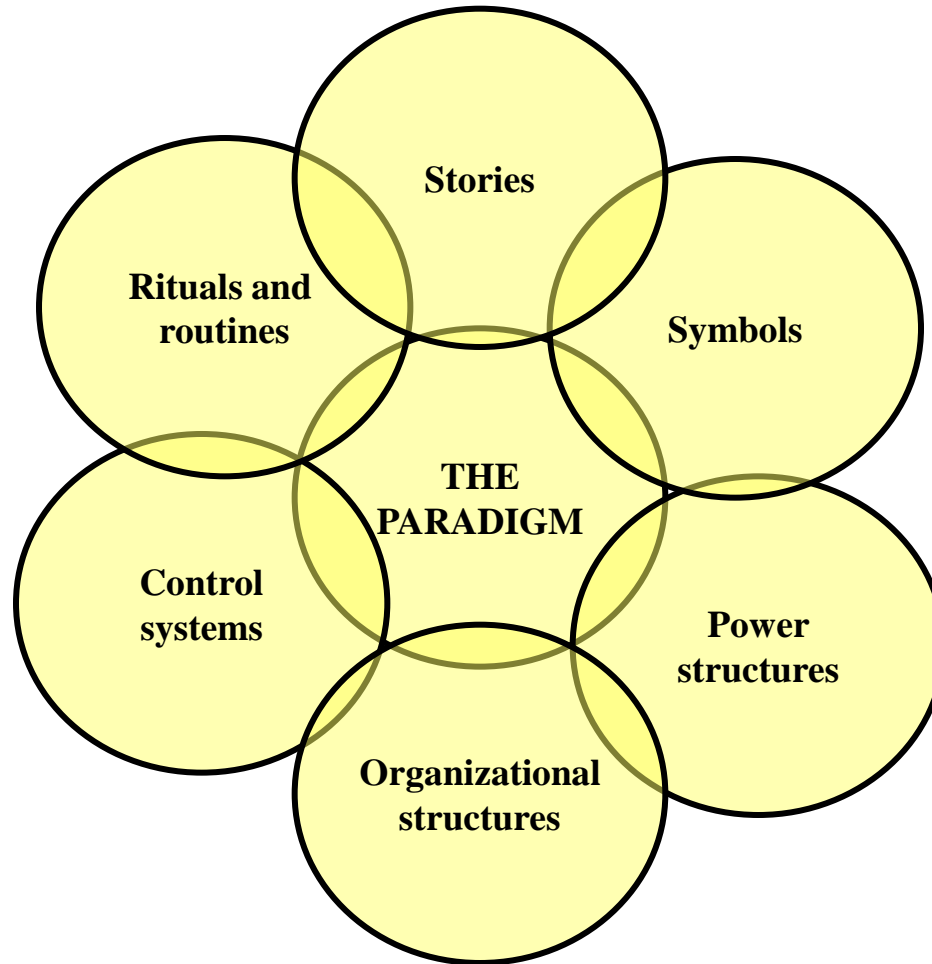


Situational Leadership

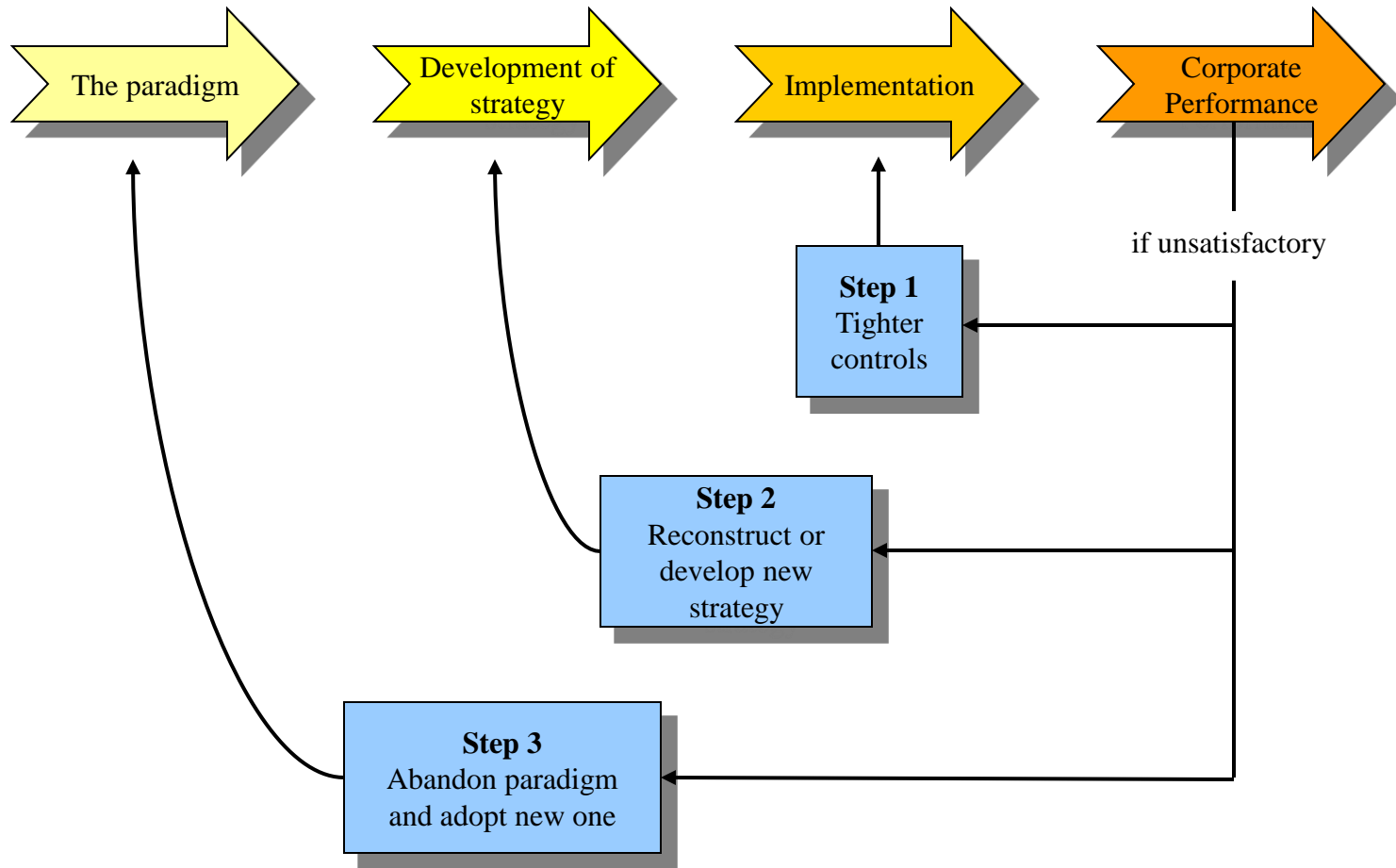


FOLLOWER READINESS			
HIGH	MODERATE		LOW
R4	R3	R2	R1
Able and Willing or Confident	Able but Unwilling or Insecure	Unable but Willing or Confident	Unable and Unwilling or Insecure
FOLLOWER DIRECTED		LEADER DIRECTED	

Cultural Web

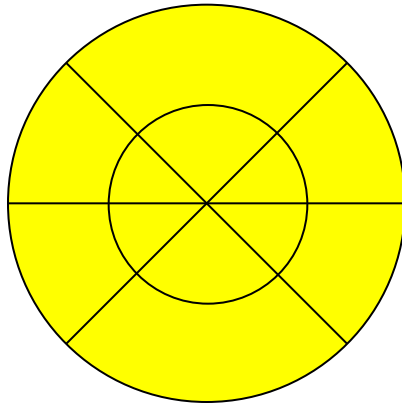


Dynamics of Paradigm Change

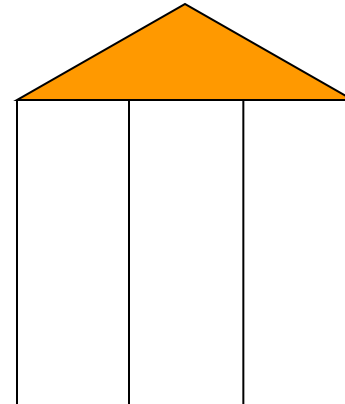


Four Organizational Cultures

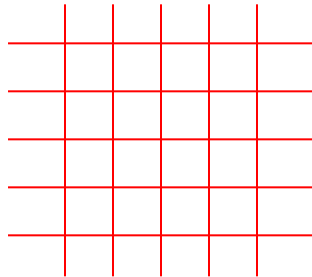
Power Culture



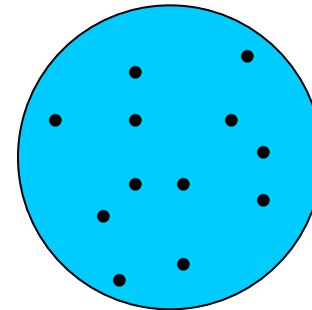
Role Culture



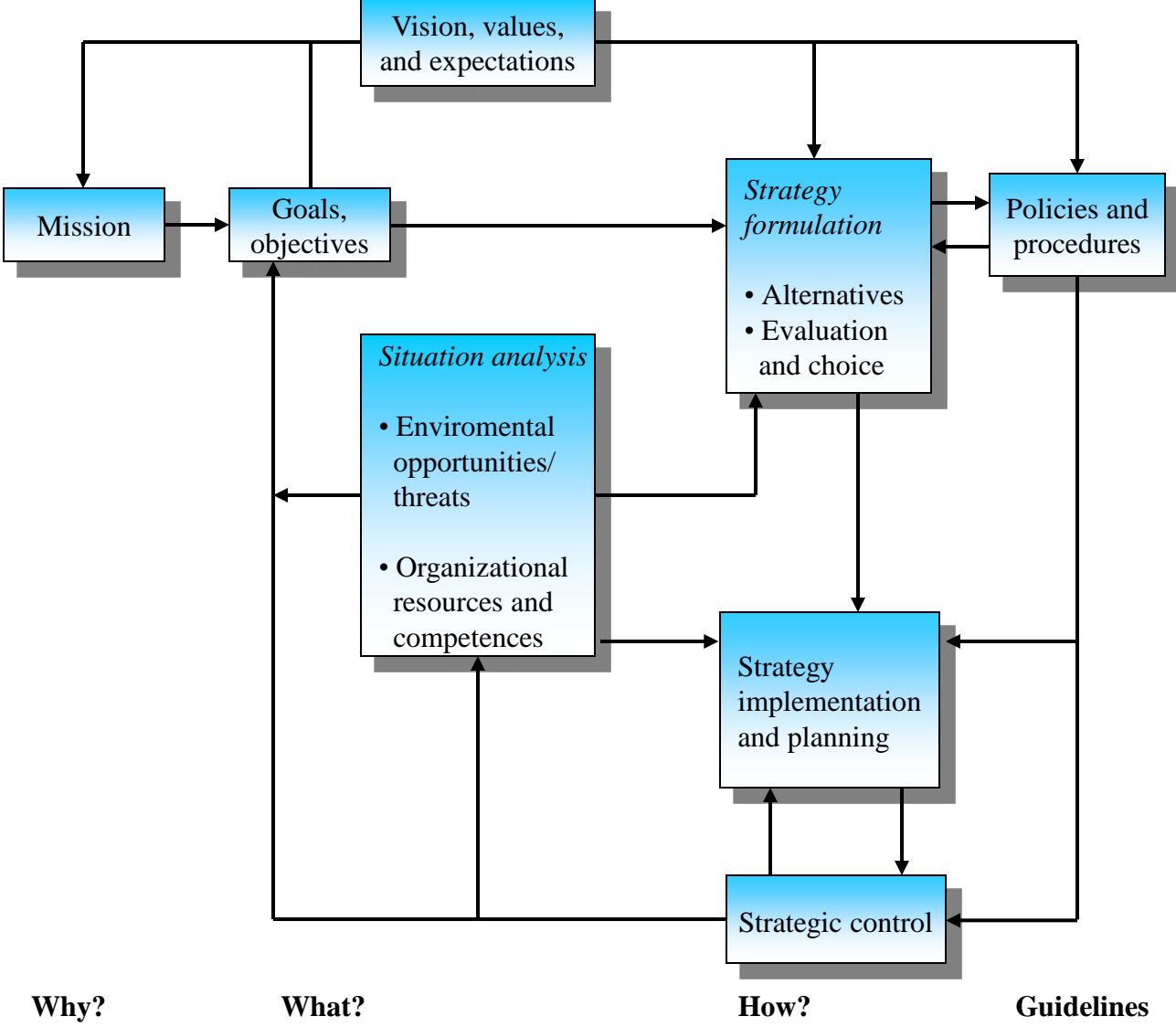
Task Culture



Person Culture



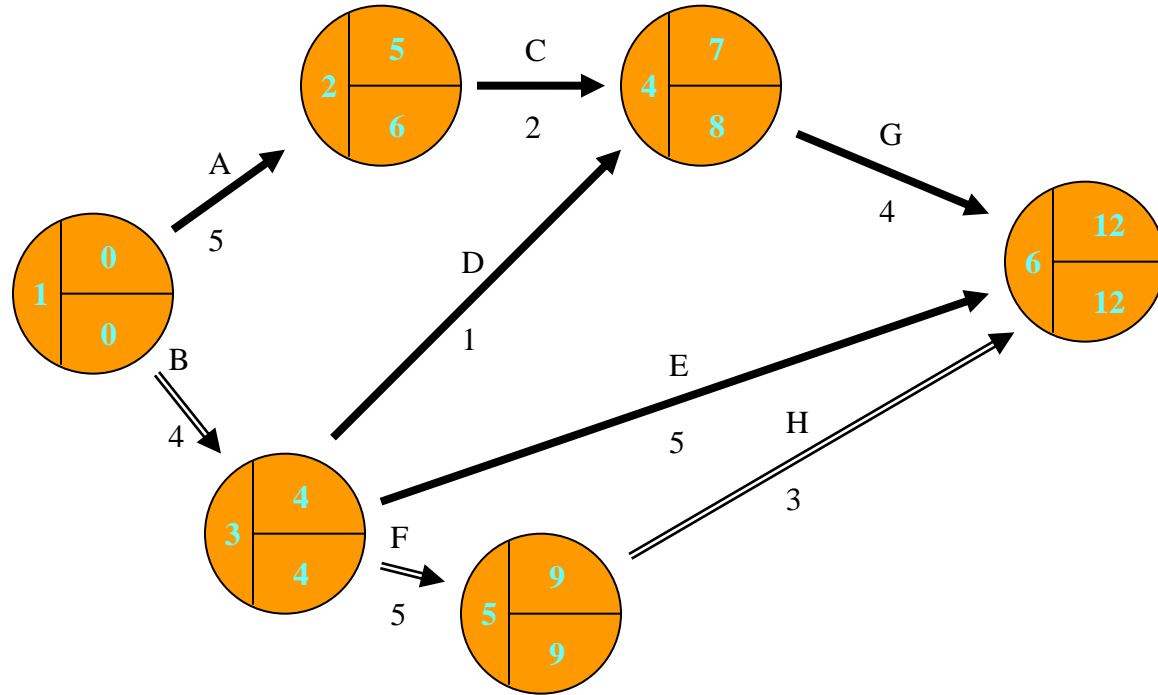
Integrated Model of Strategic Management



M-O-S-T

Mission	WHAT an organization is seeking to do
Objectives	
Strategy	HOW an organization will achieve it
Tactics	

Network Analysis, PERT, CPA

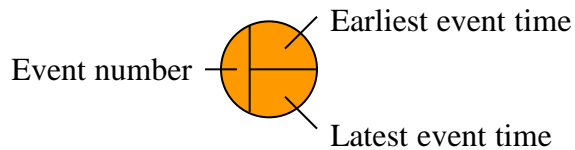


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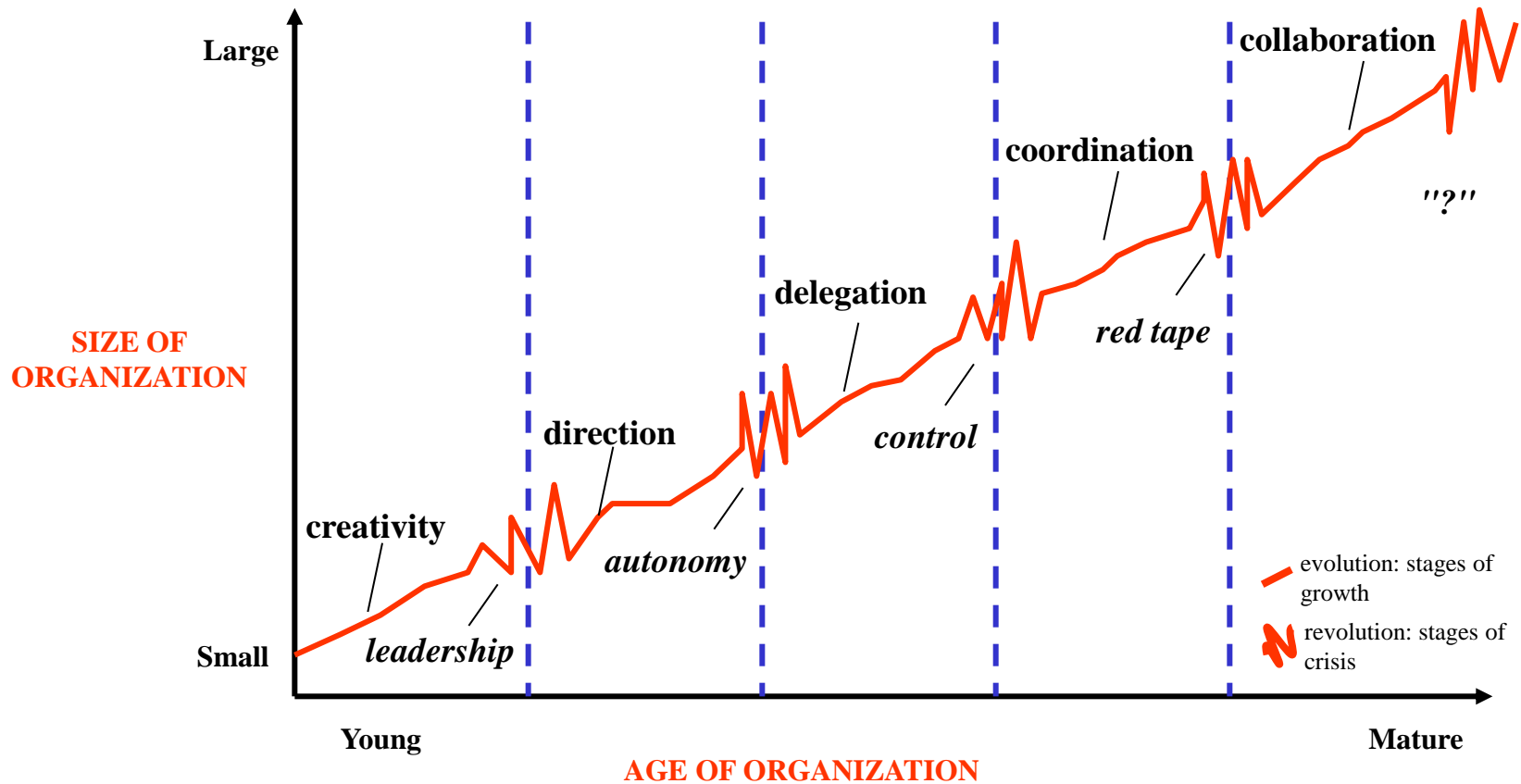
→ Activity

⇒ Critical path

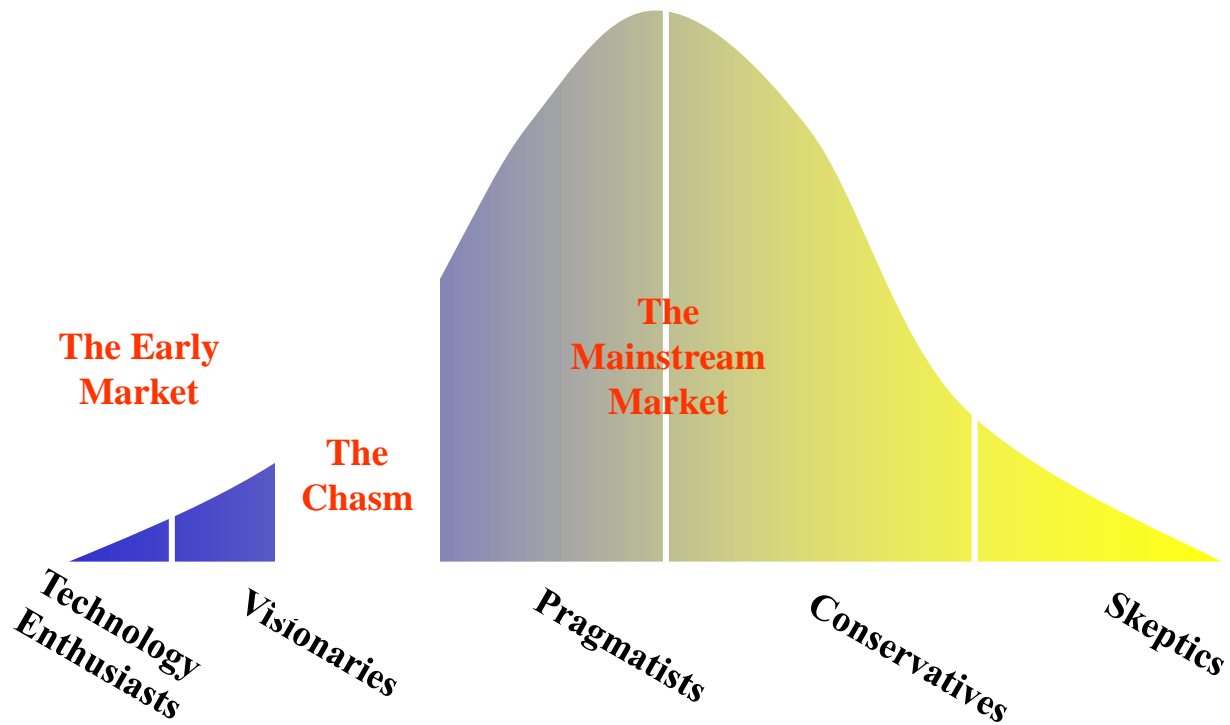
○ Event



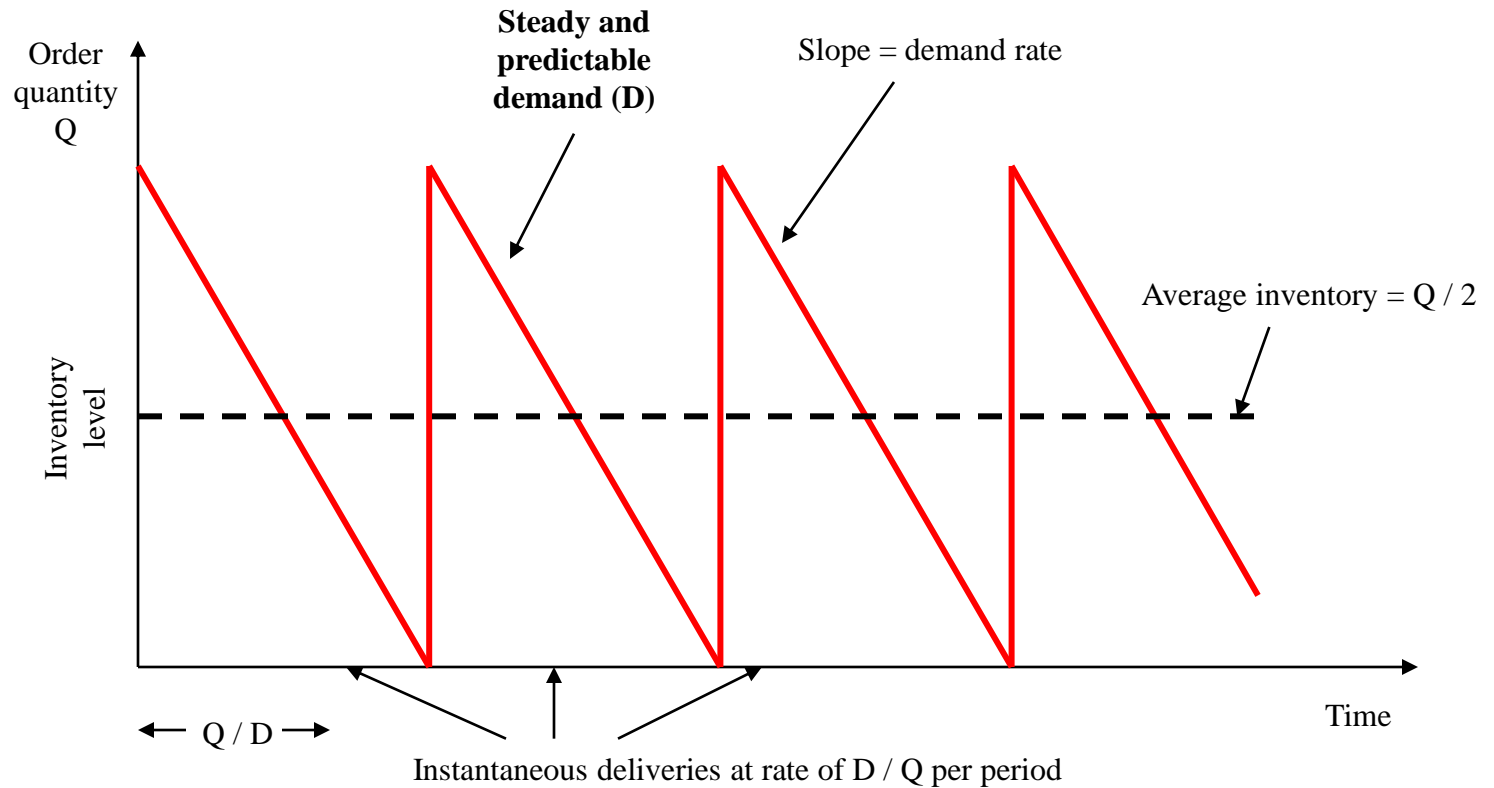
The Five Phases of Growth



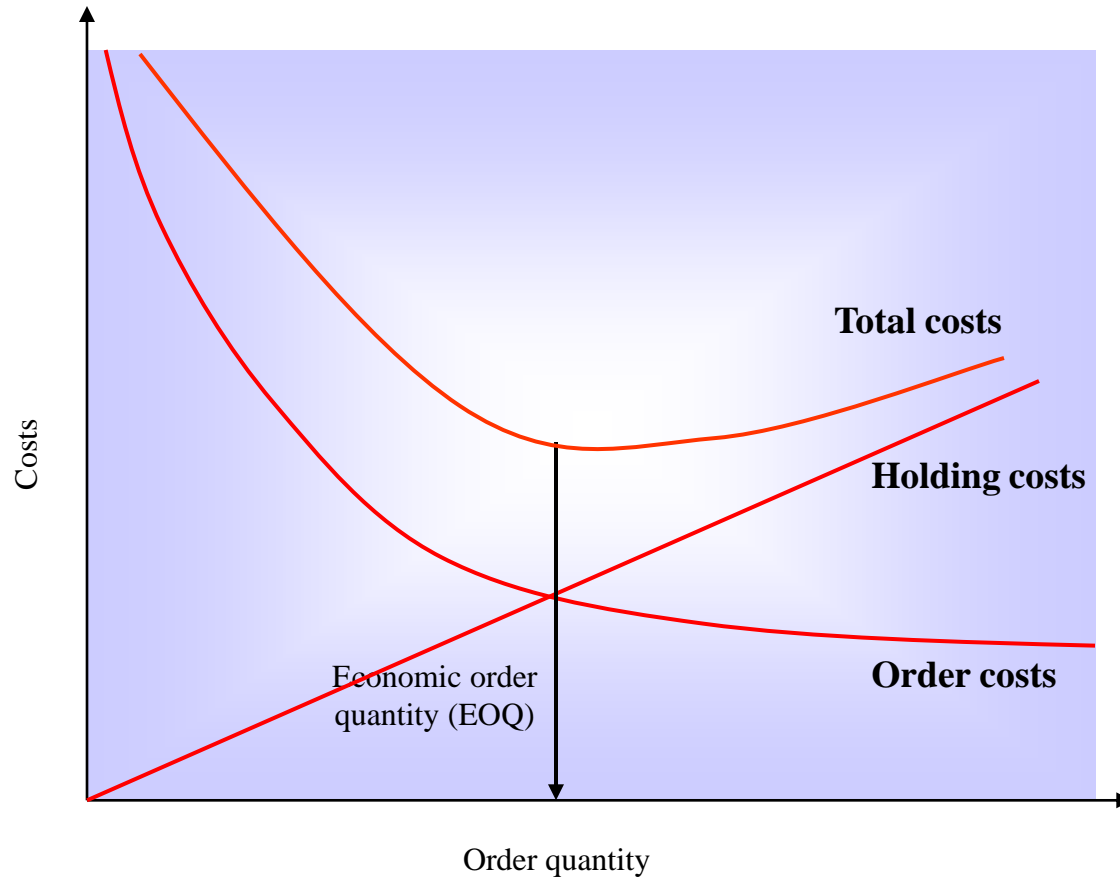
The Chasm



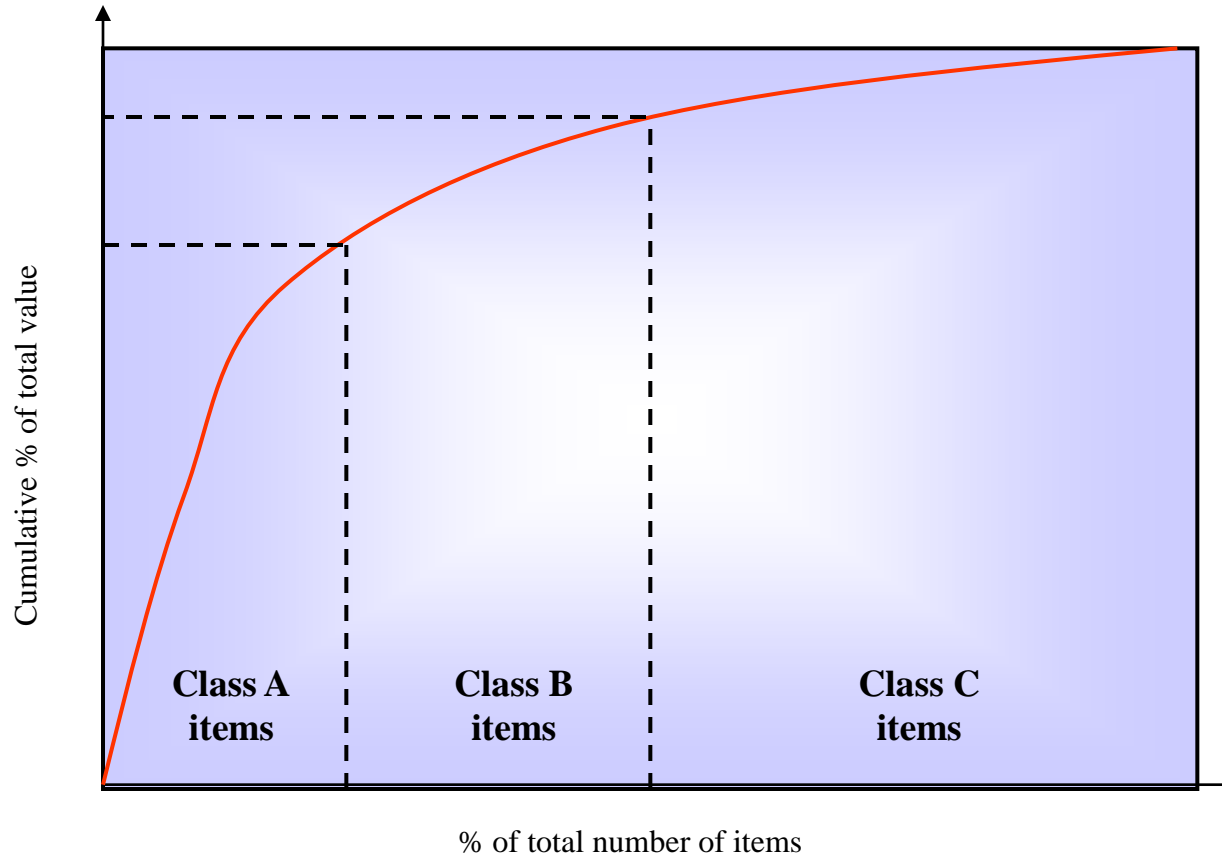
Inventory Profile



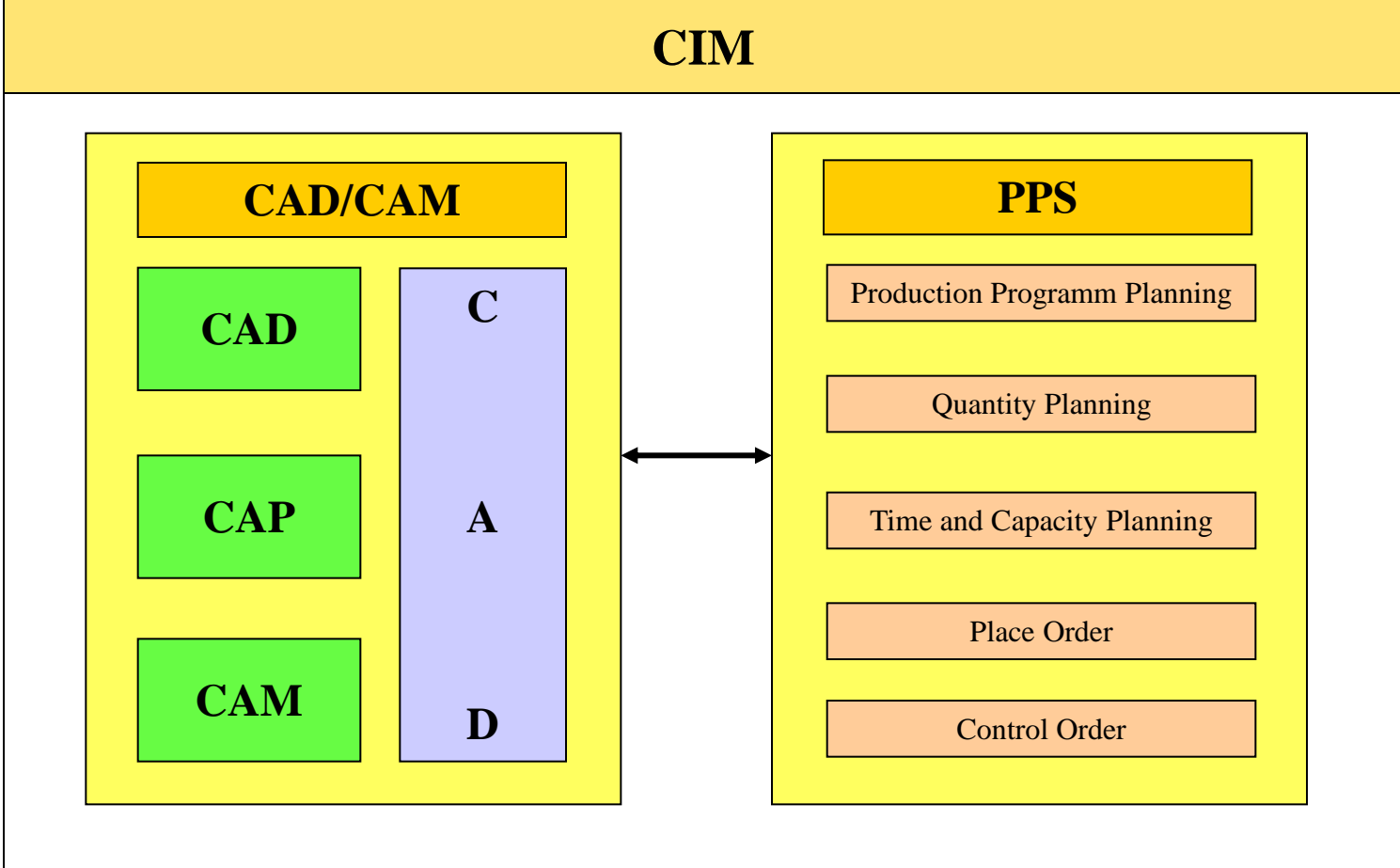
Economic Order Quantity



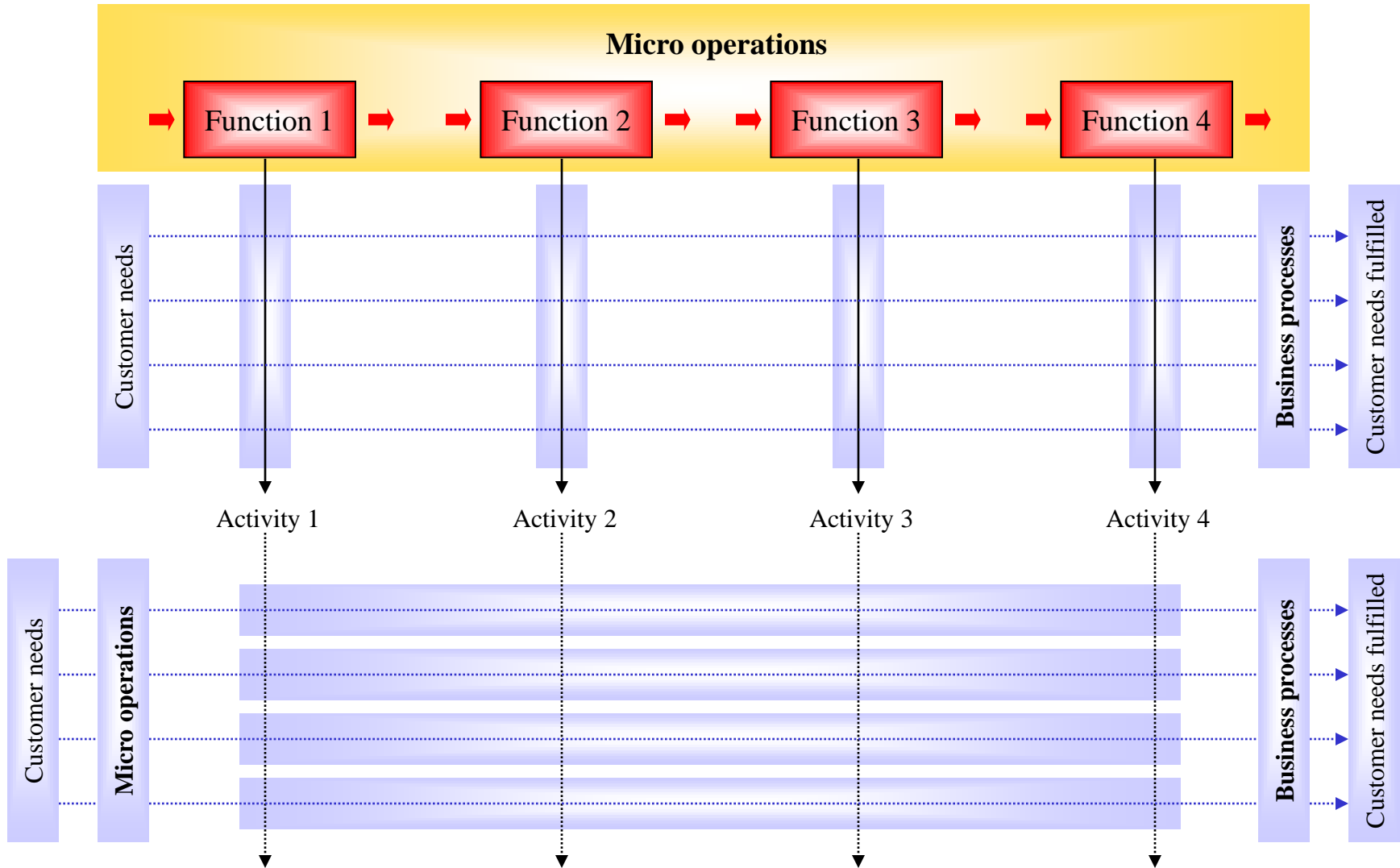
Pareto Curve for ABC-Products



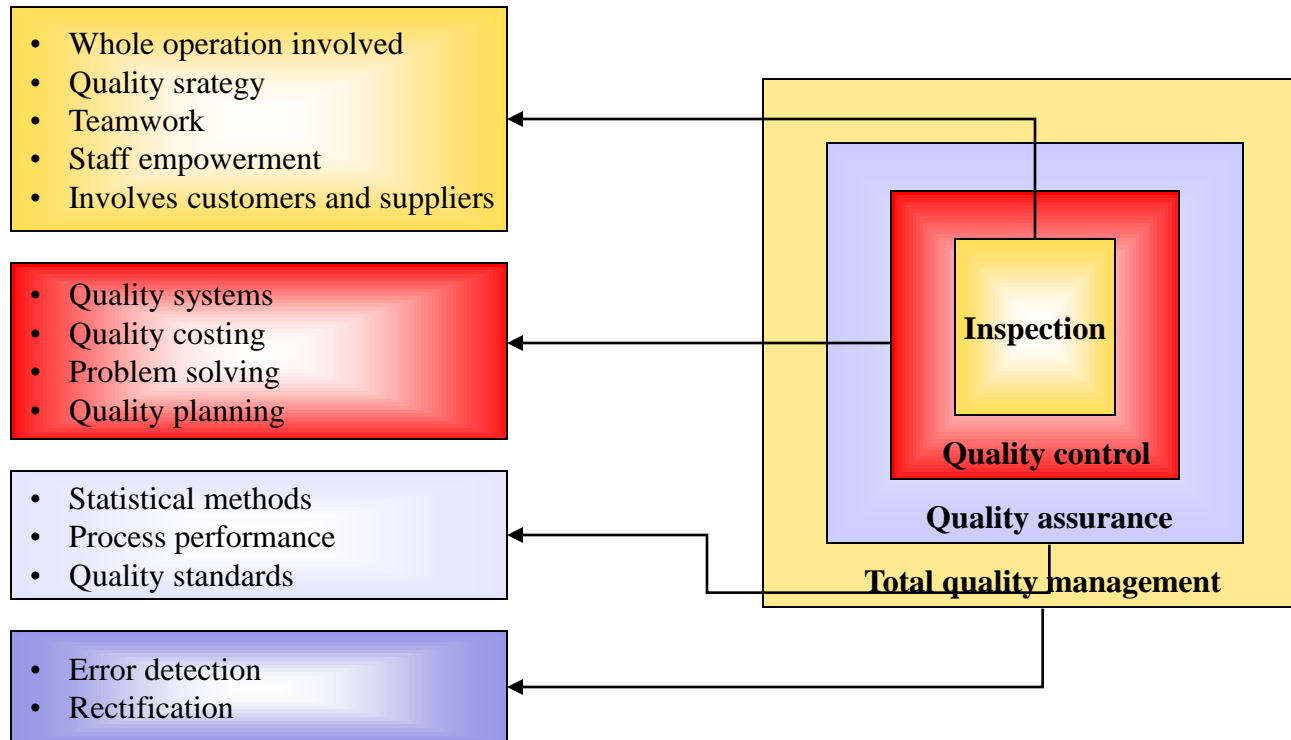
CIM-Concept



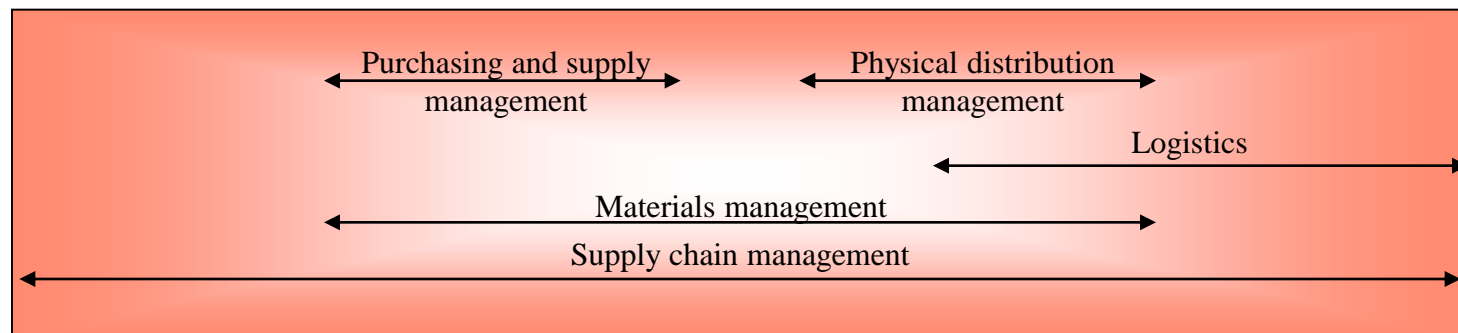
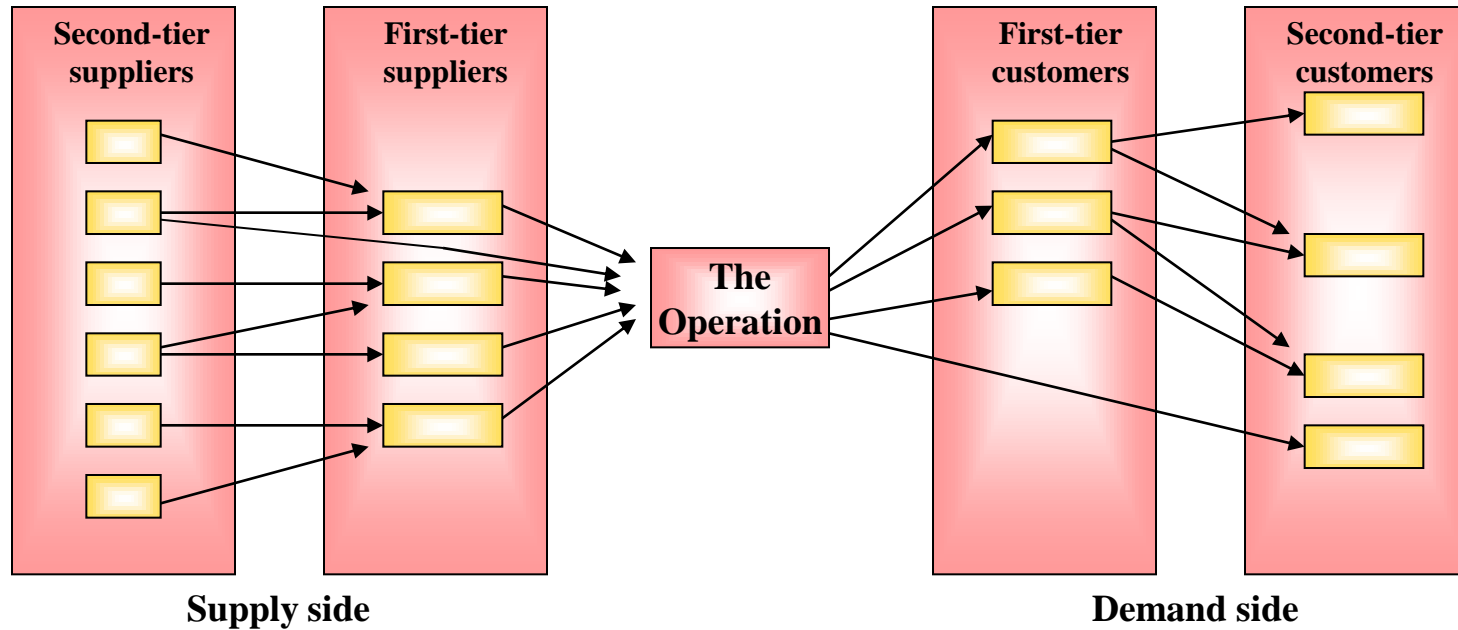
The Business Process Re-engineering Approach



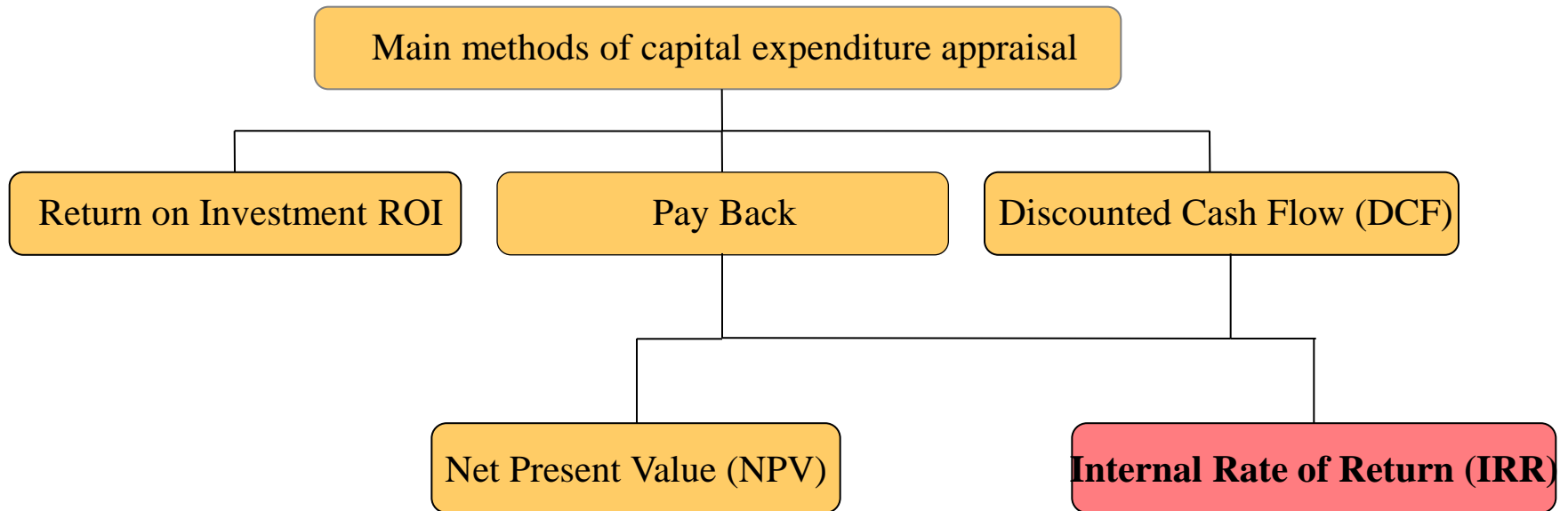
Total Quality Management



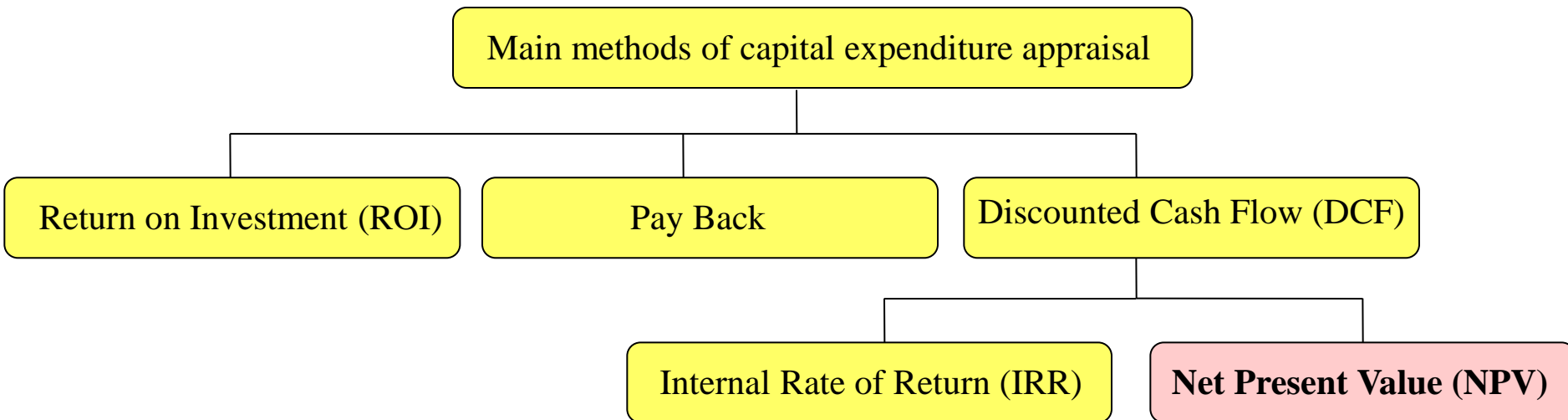
Supply Chain Management



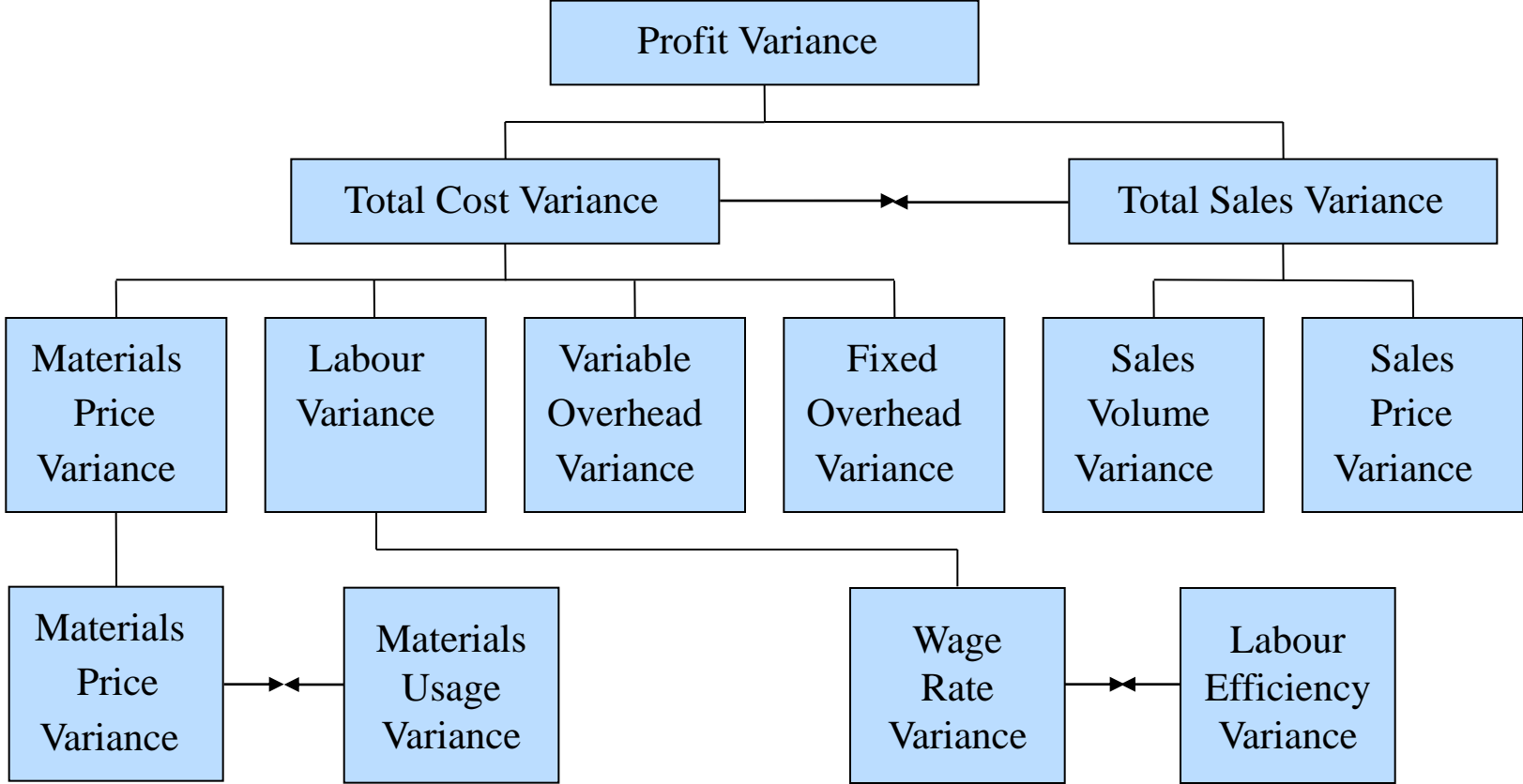
Internal Rate of Return (IRR)



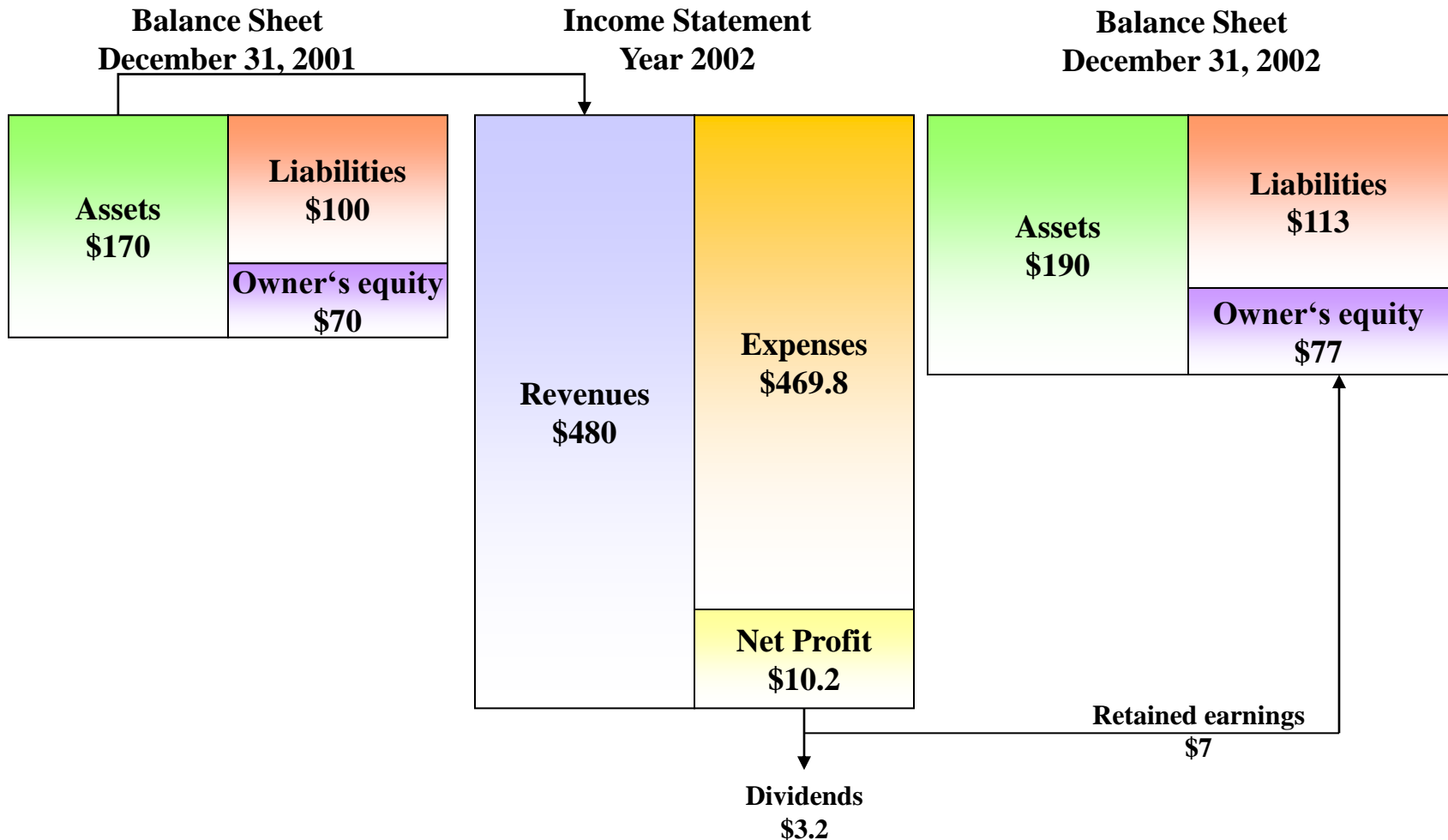
Net Present Value (NPV)



Variance Analysis

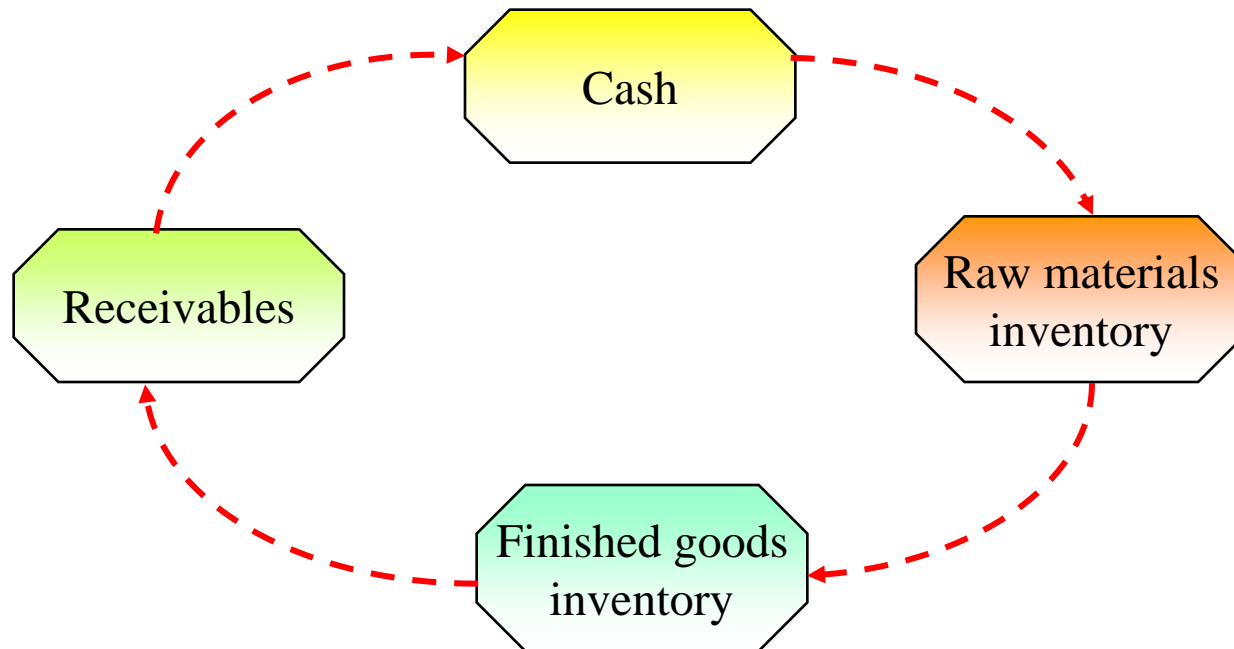


The Link Between the Balance Sheets and the Income Statement

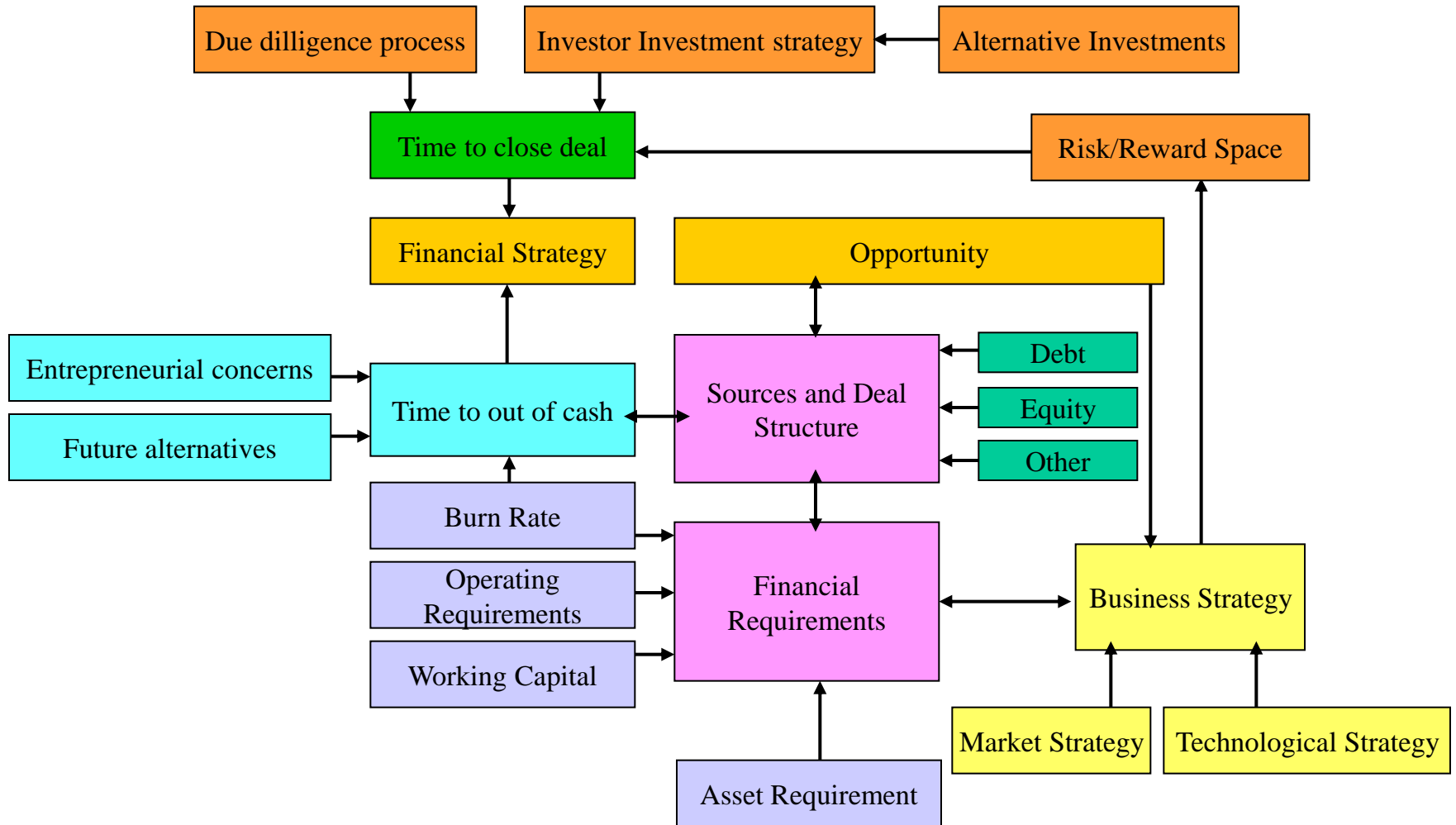


Working Capital

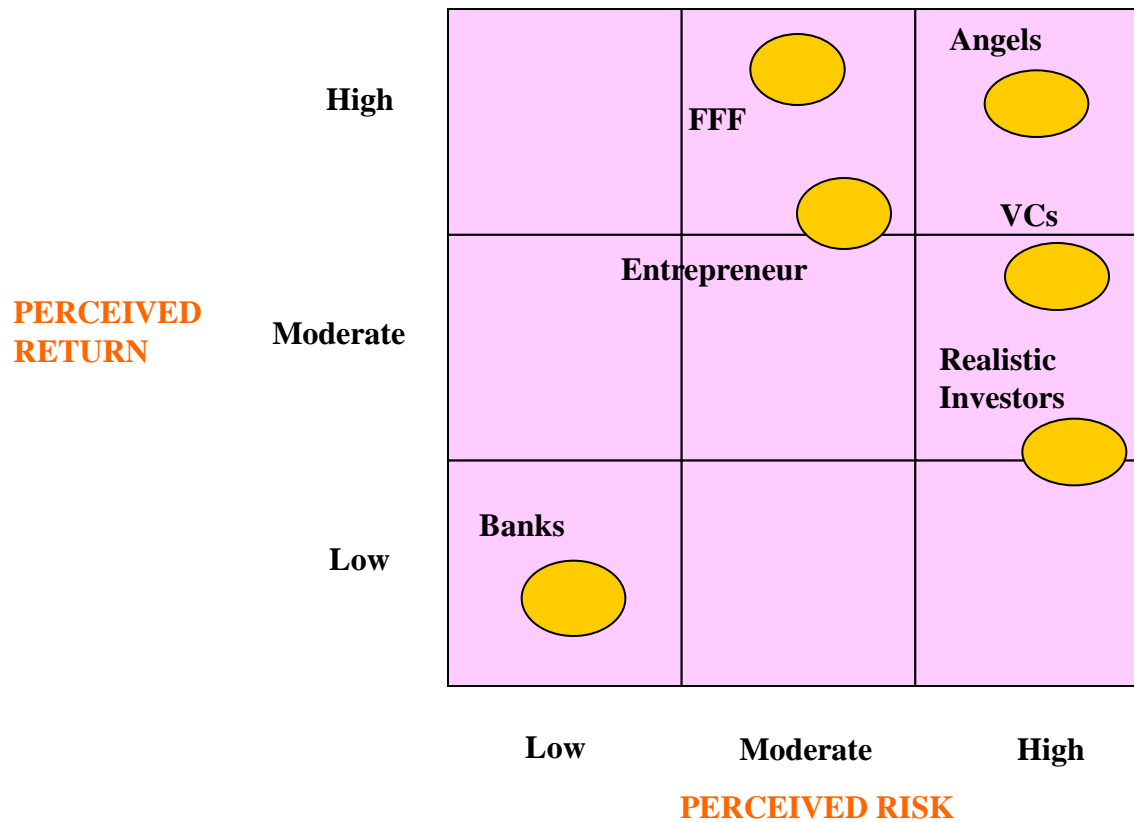
Simple cycle of operations



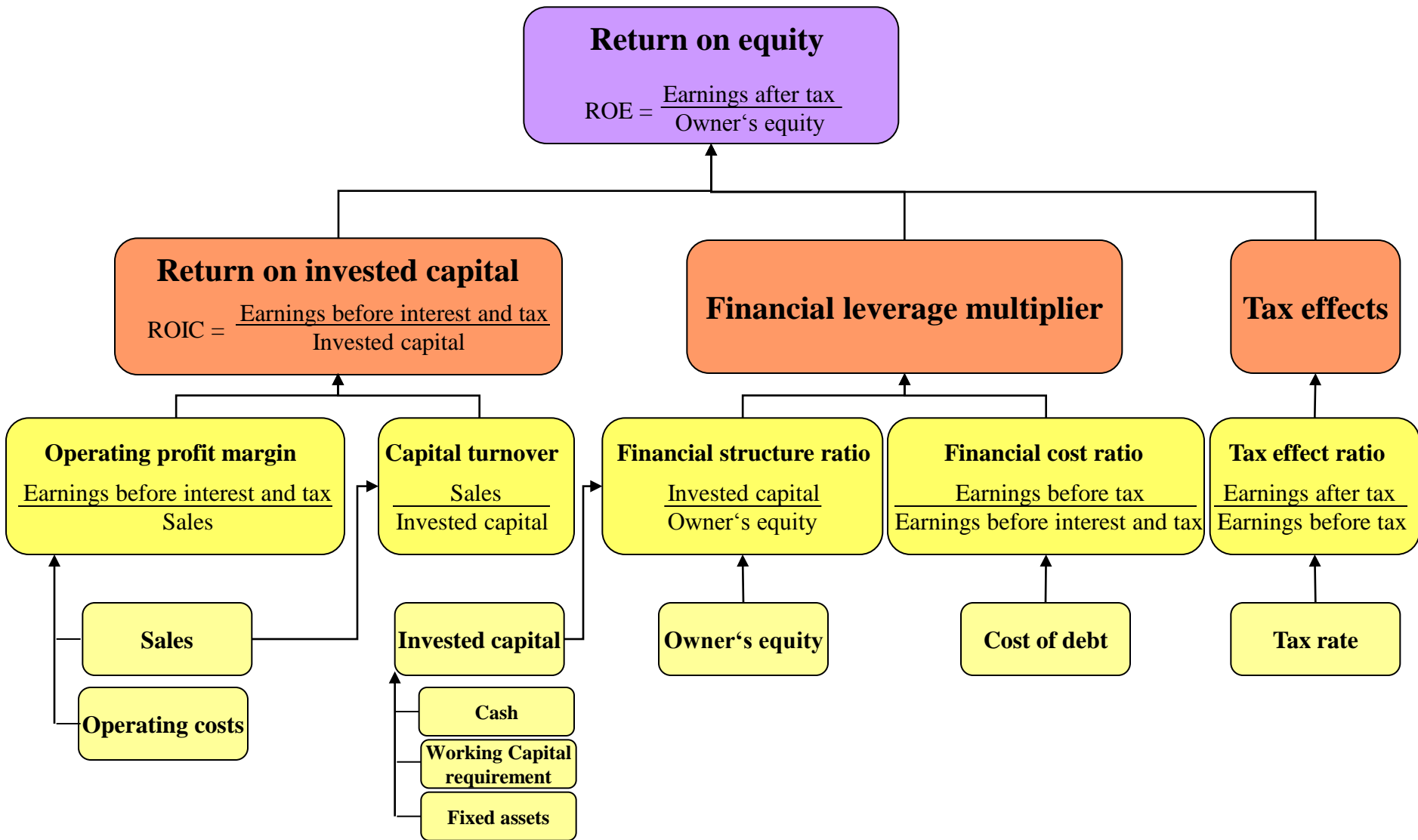
Financial Strategy Framework



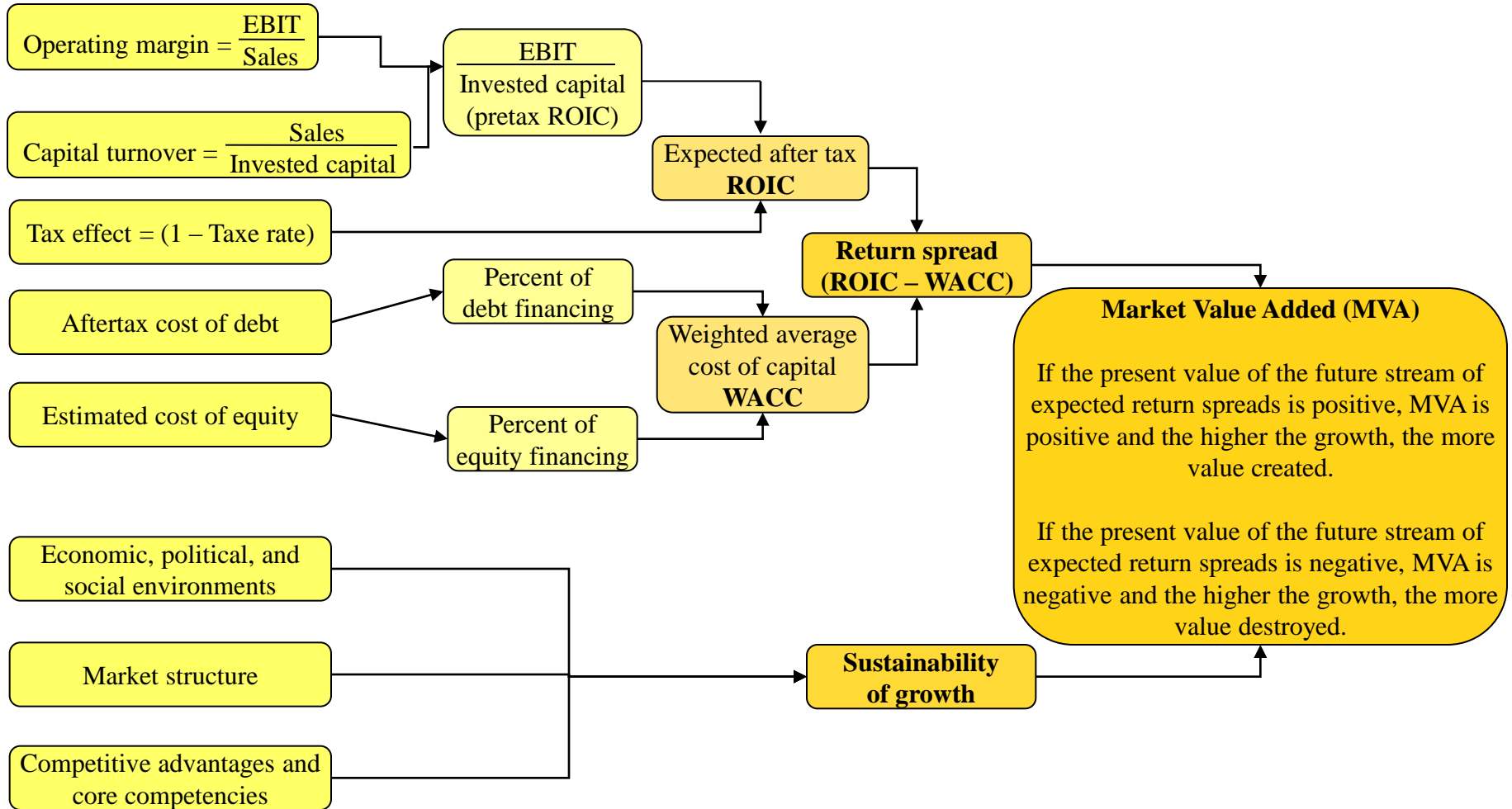
Investor Perceived Risk-Return Space



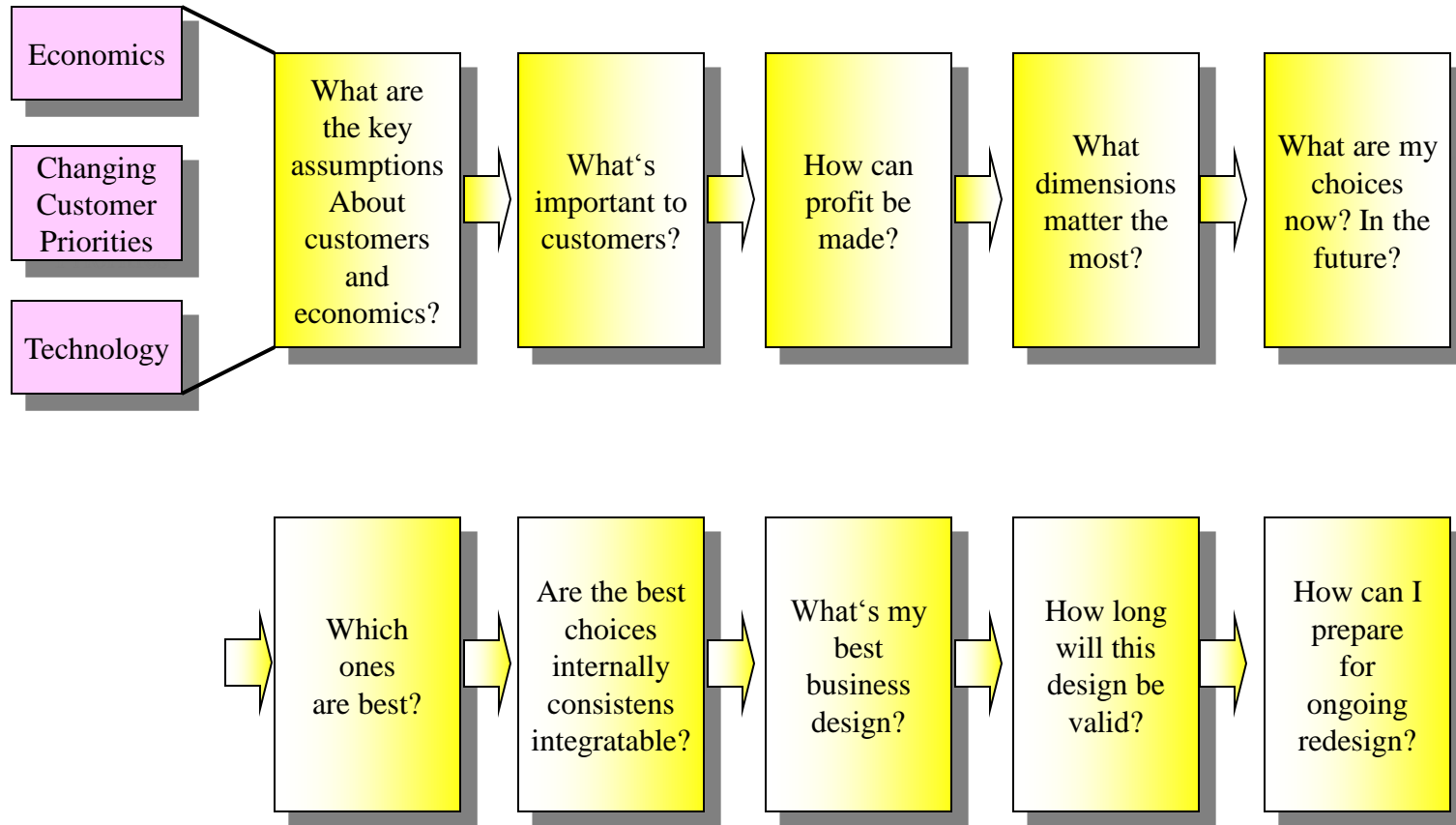
Du Pont Scheme



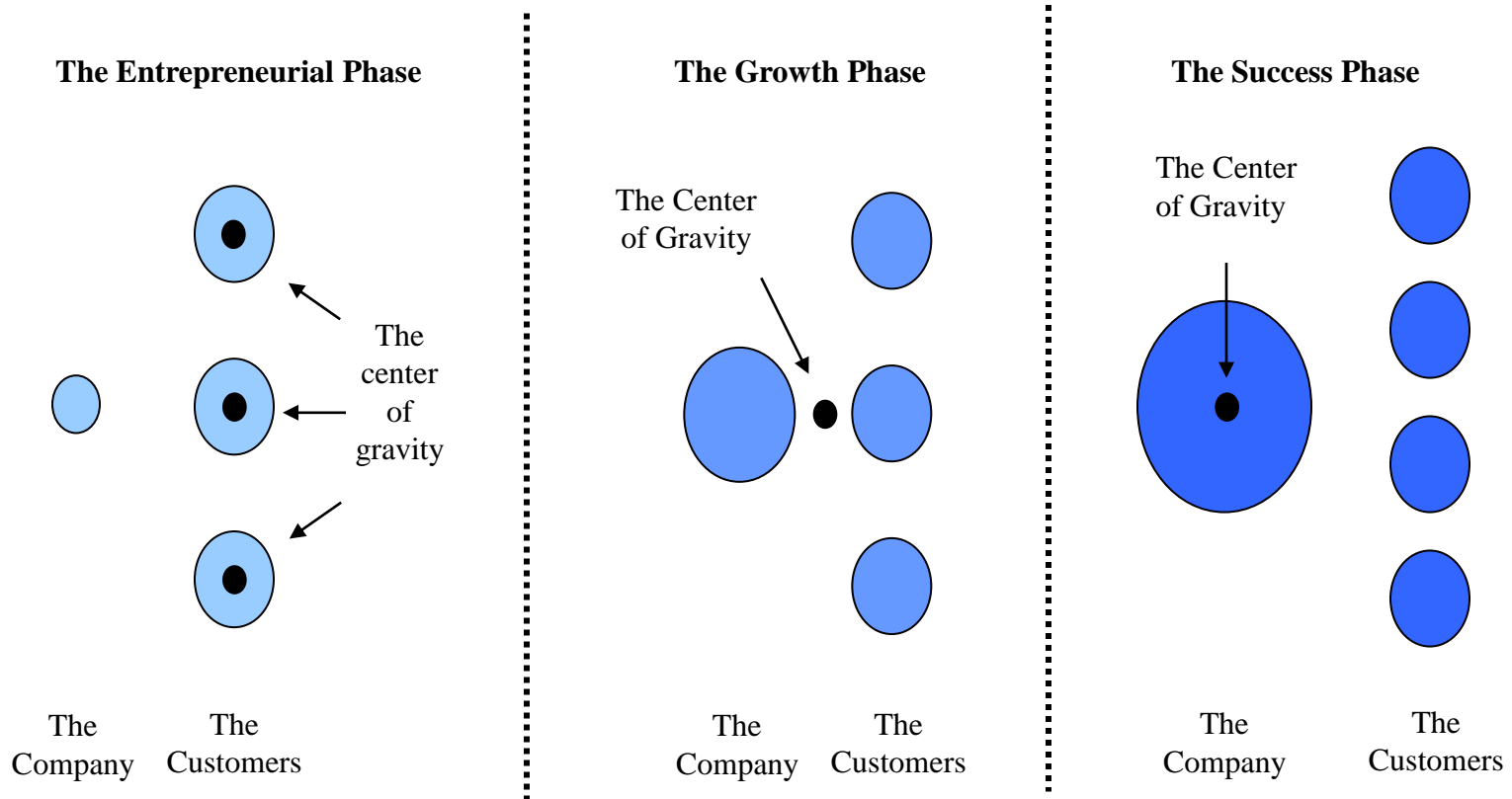
The Drivers of Value Creation



Business Design Process



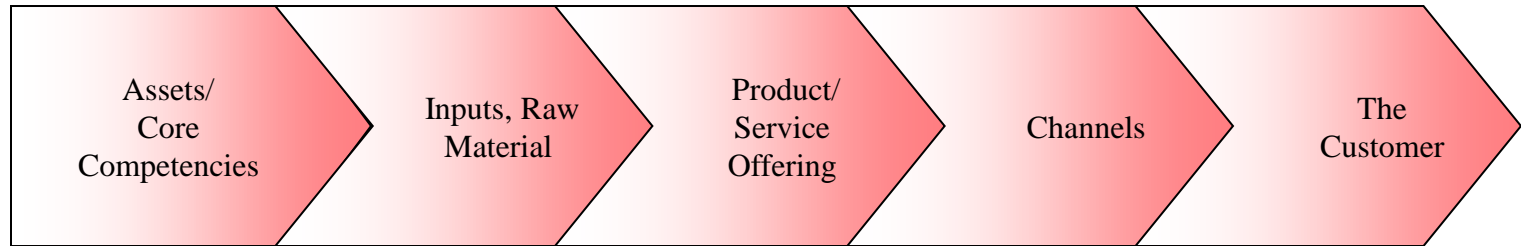
The Company Center of Gravity



The Traditional Value Chain

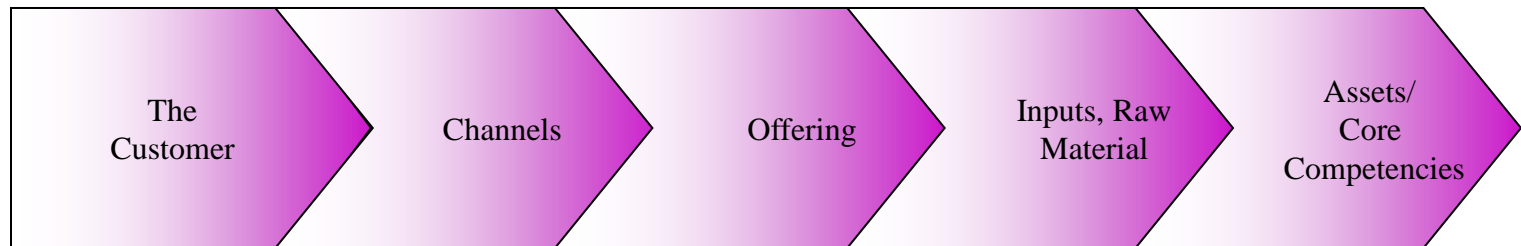
The Traditional Value Chain

Start with Assets, Core Competencies



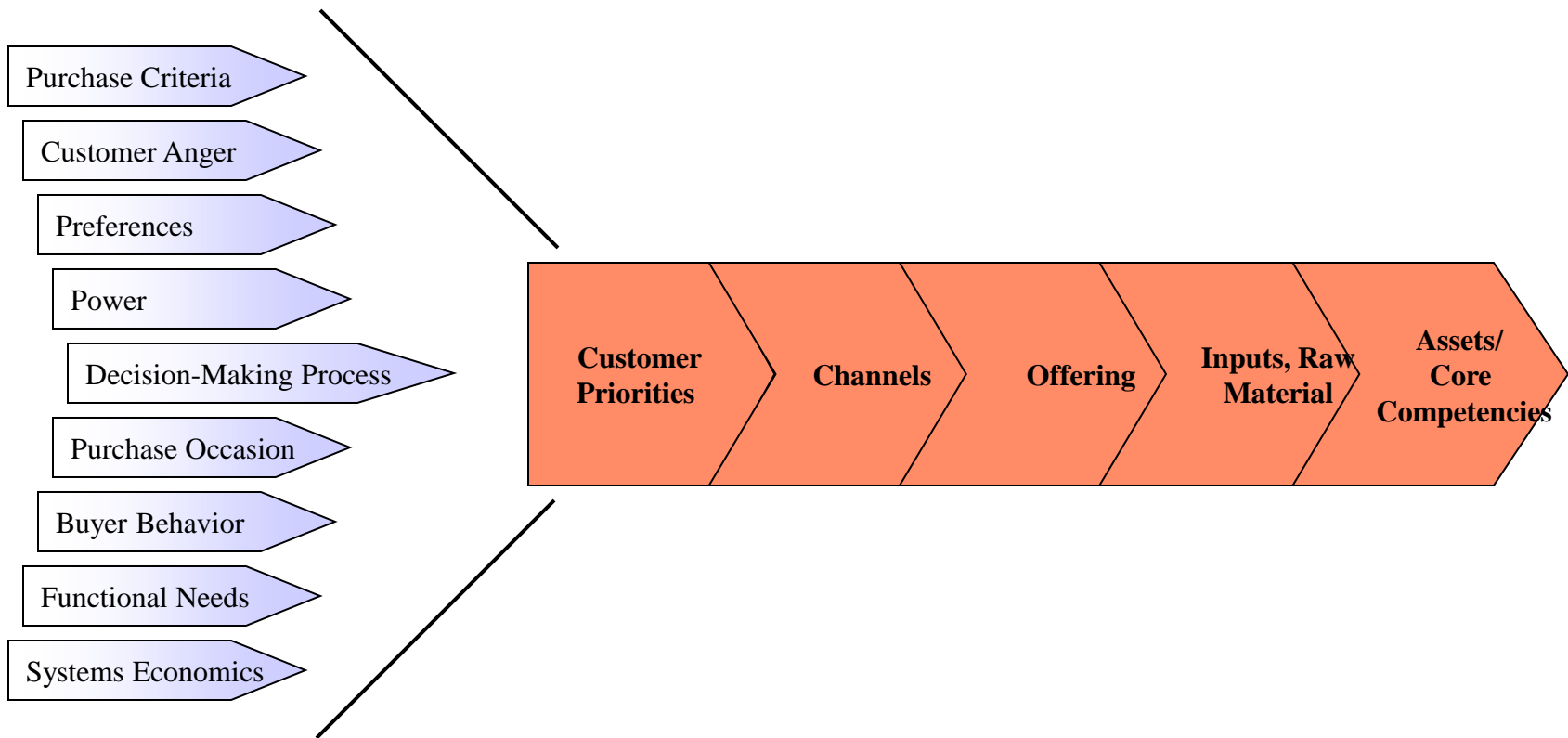
The Modern Value Chain

Start with the Customer

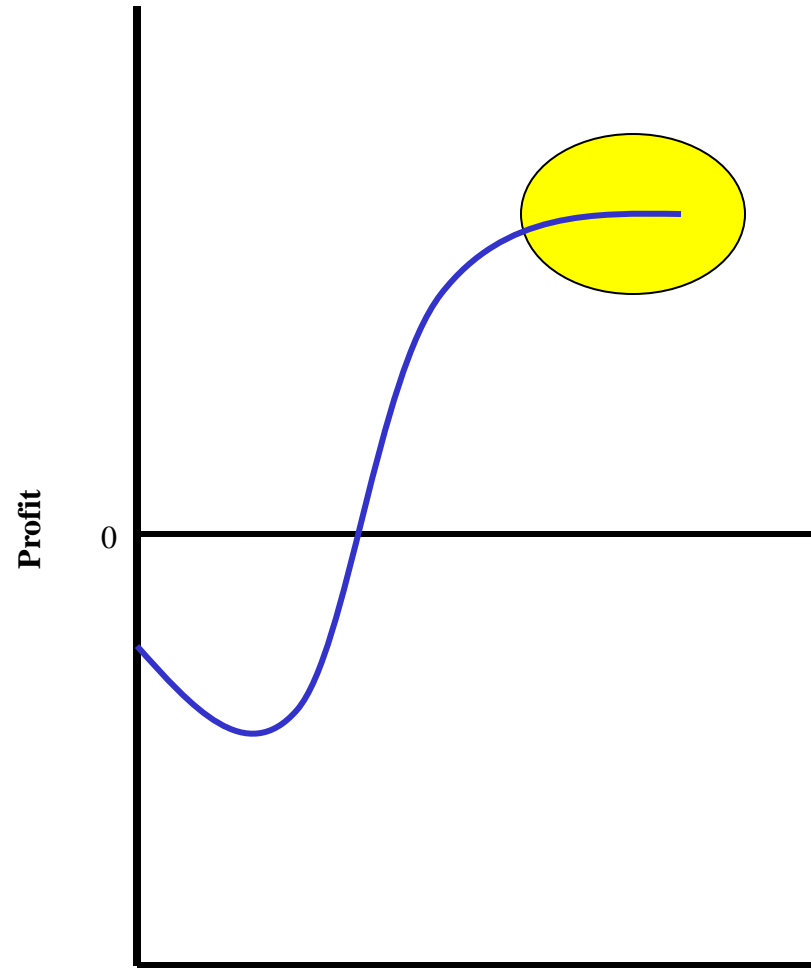


The Modern Value Chain

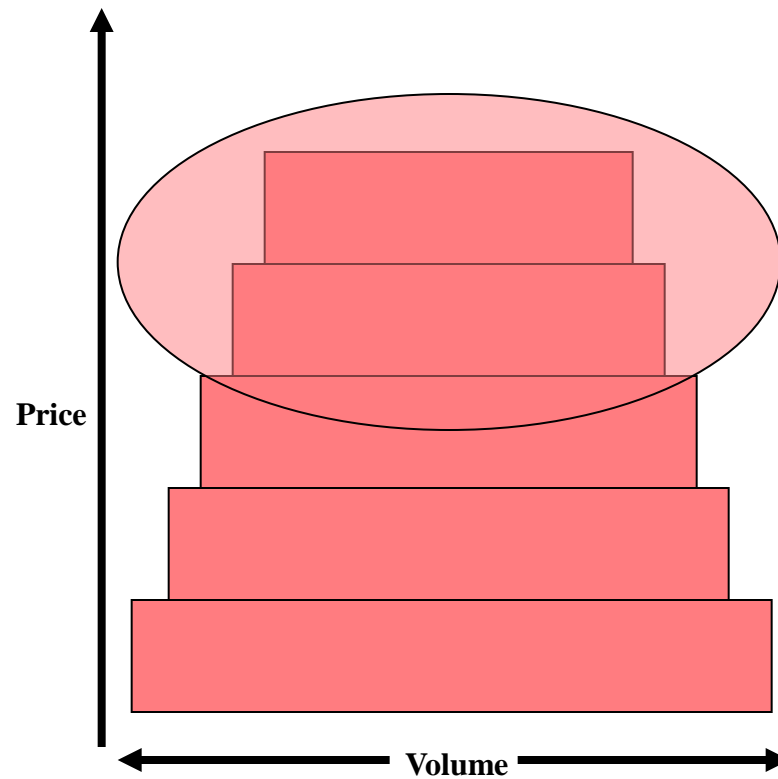
Truly Understanding the Customer



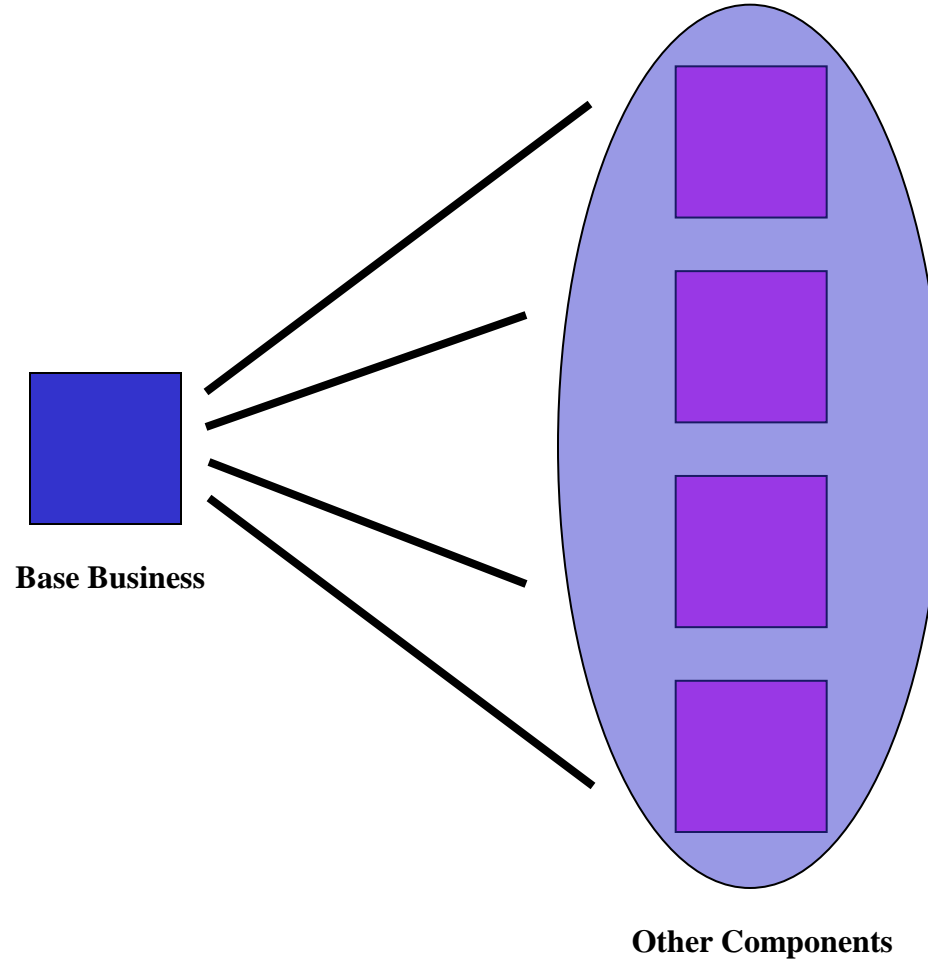
Customer Solutions Profit



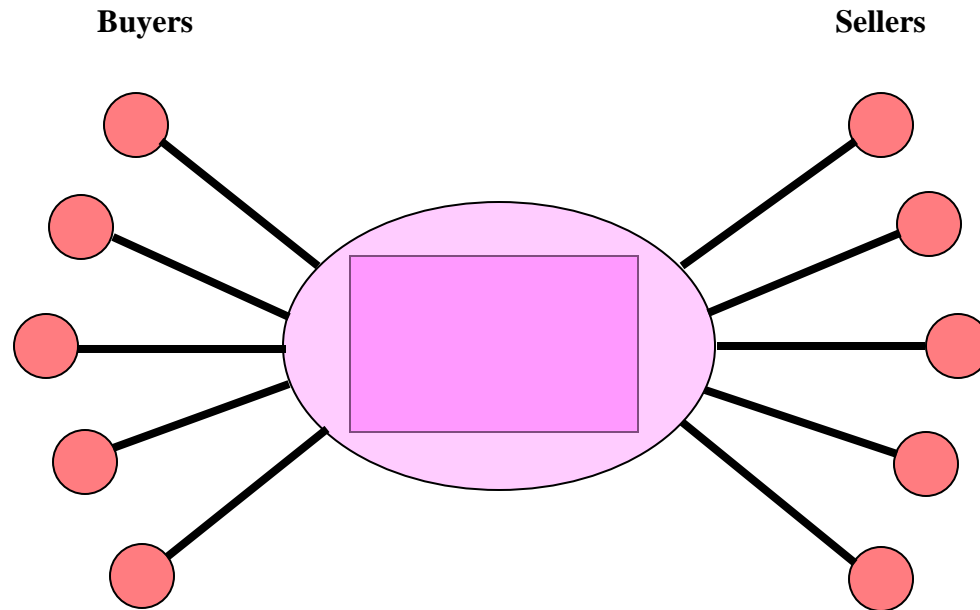
Product Pyramid Profit



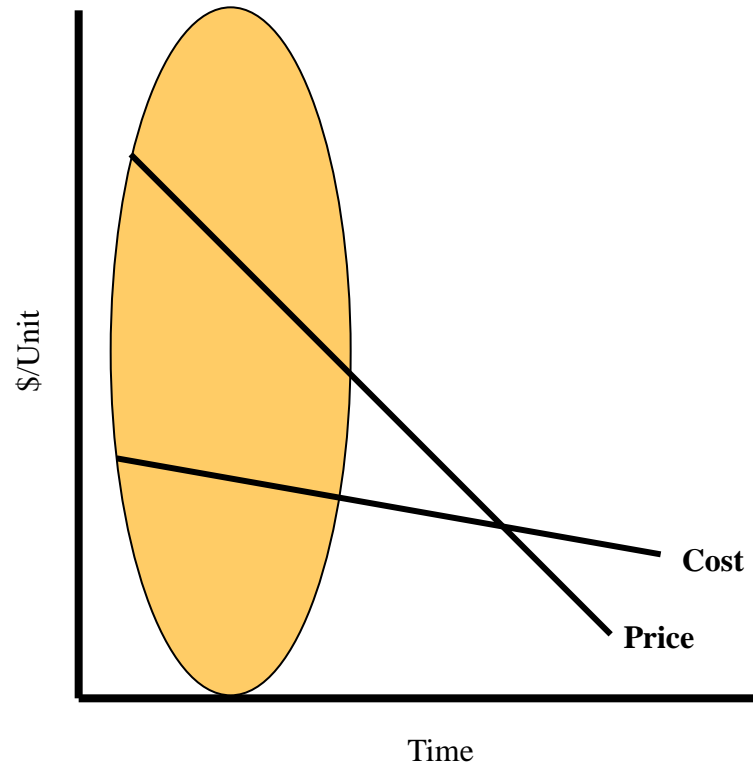
Multicomponent Profit



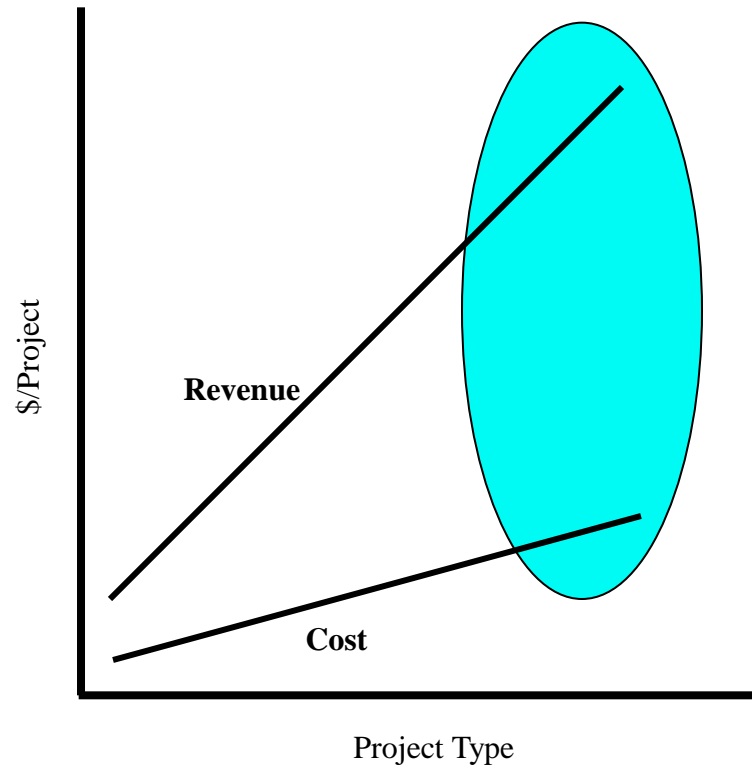
Switchboard Profit



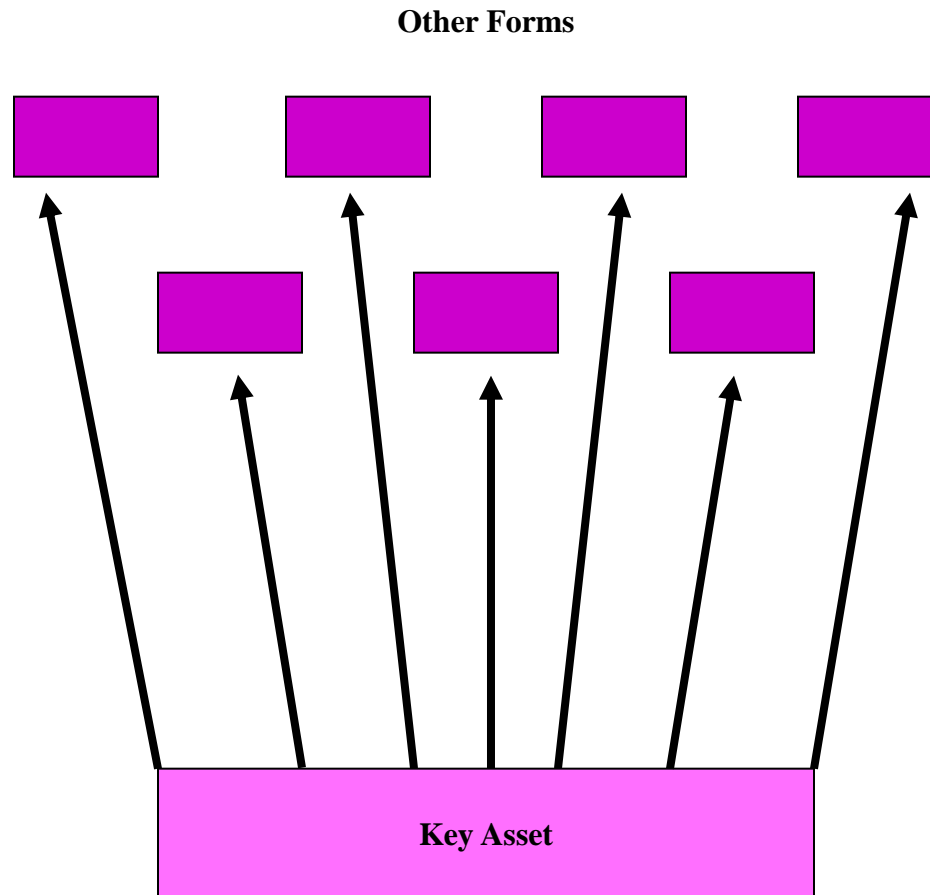
Time Profit



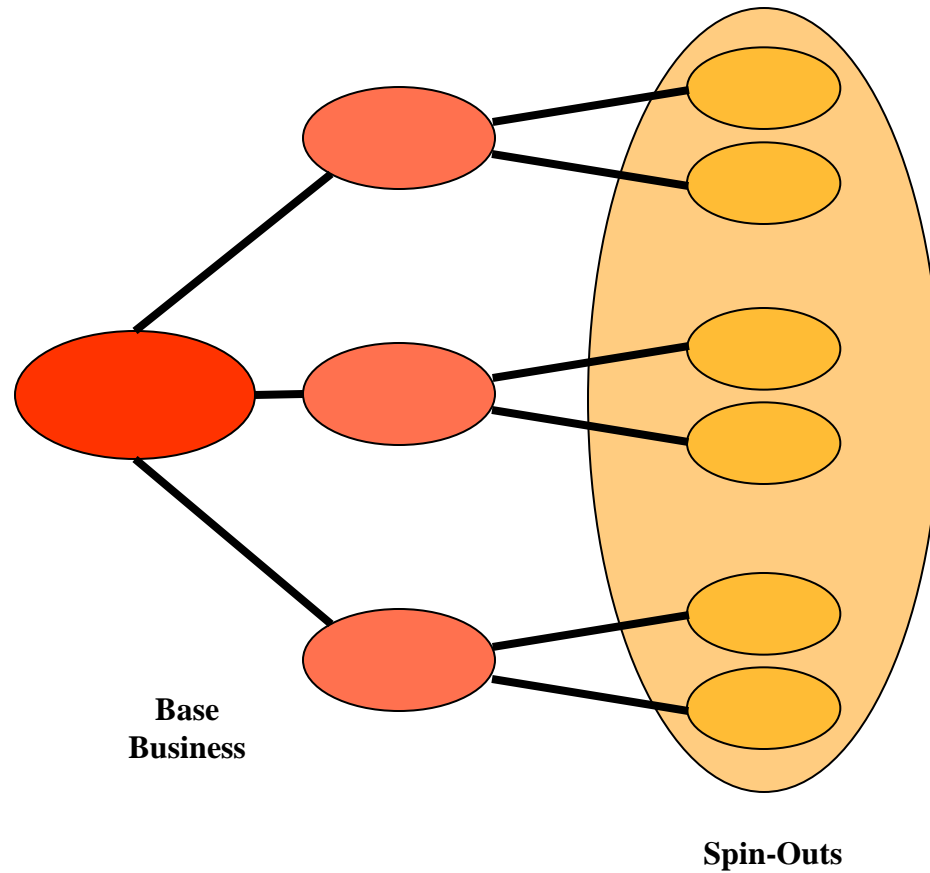
Blockbuster Profit



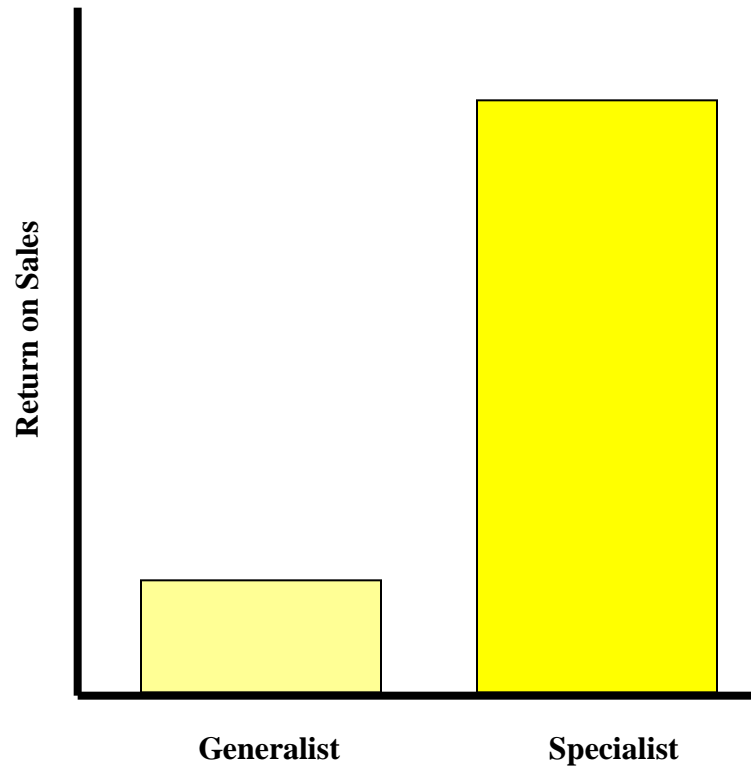
Profit Multiplier Model



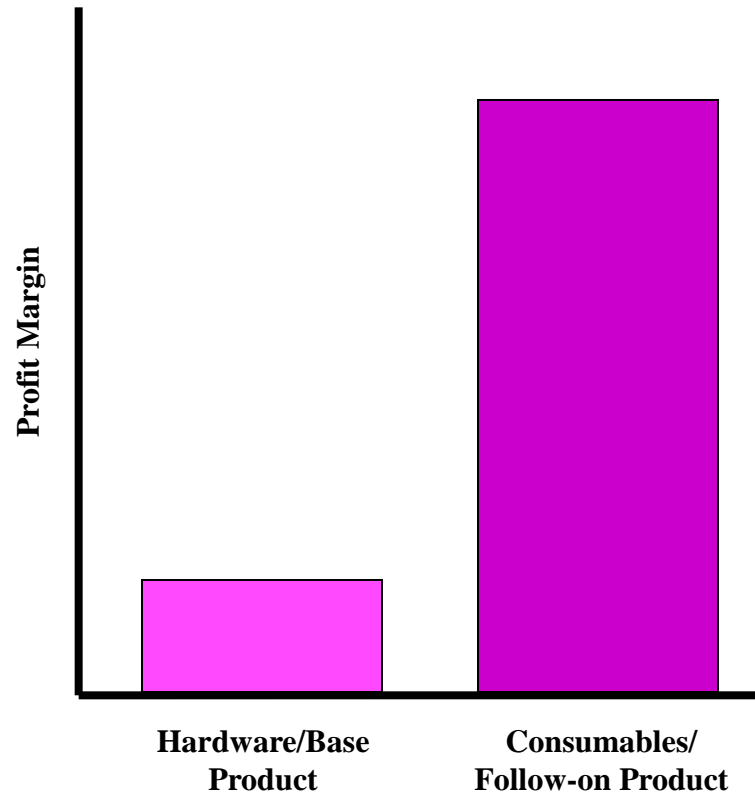
Entrepreneurial Profit



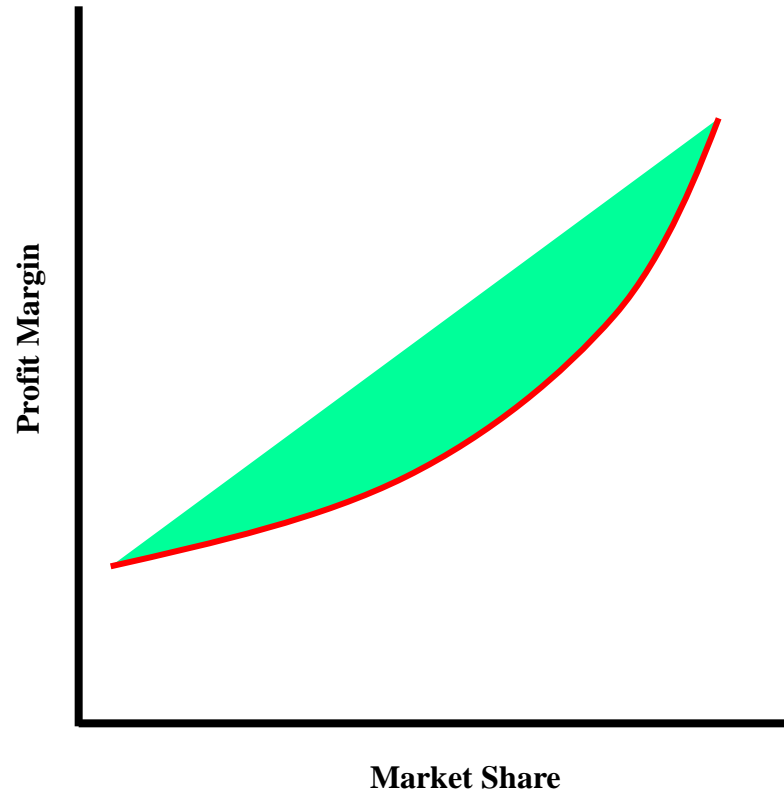
Specialization Profit



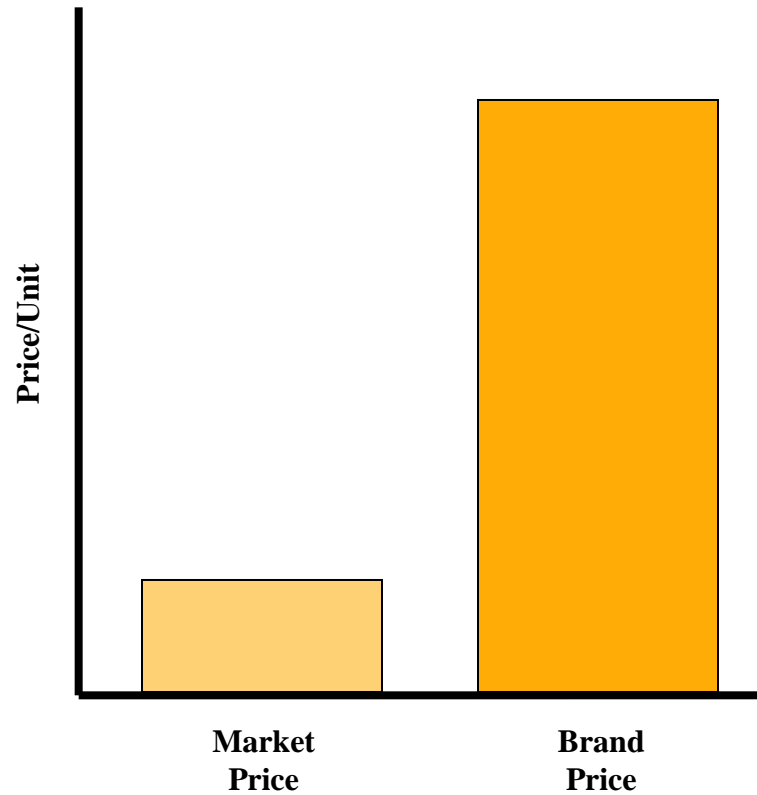
Installed Base Profit



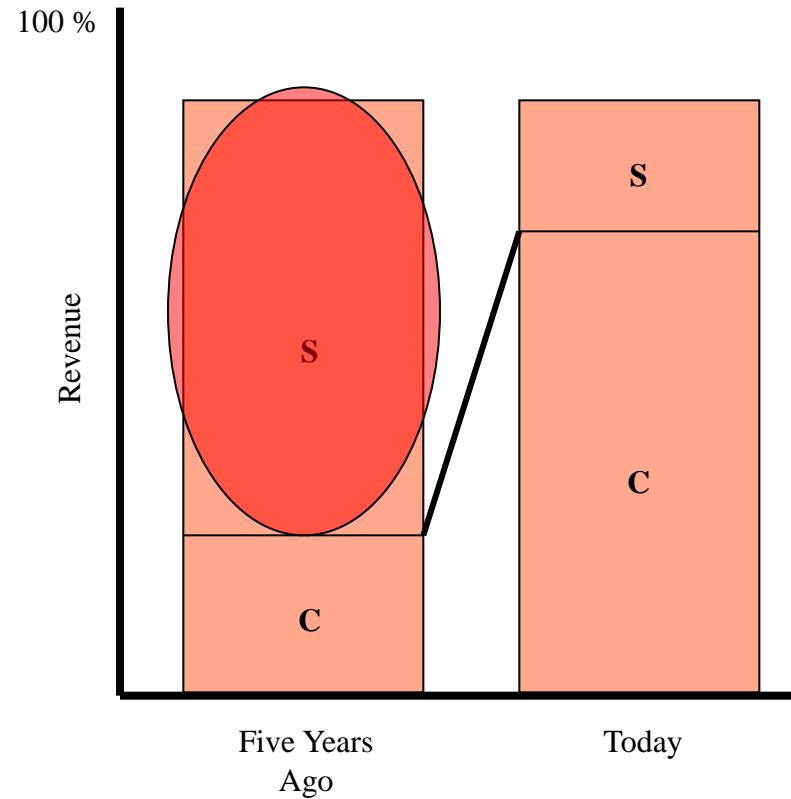
De Facto Standard Profit



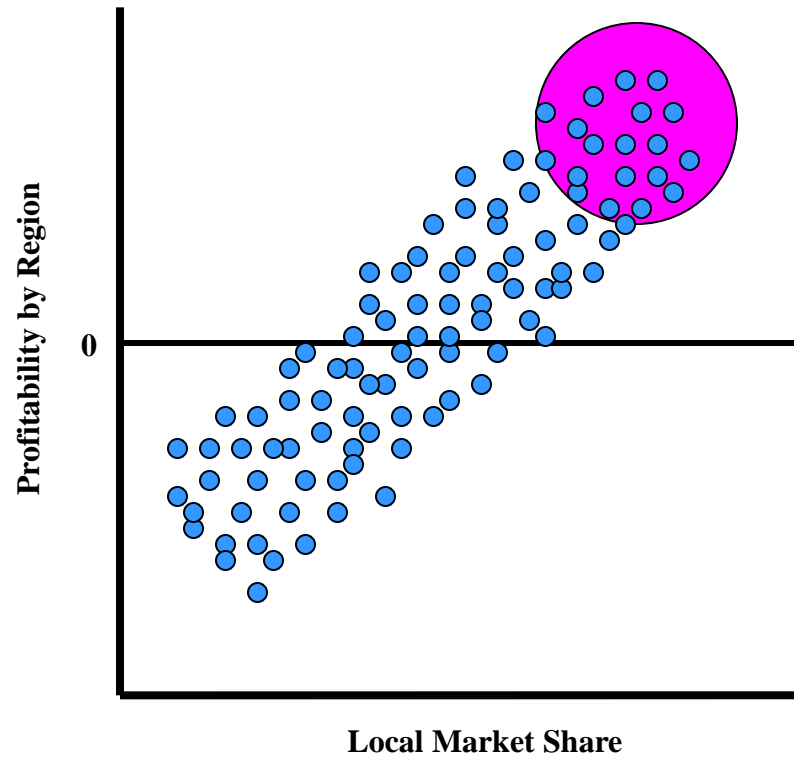
Brand Profit



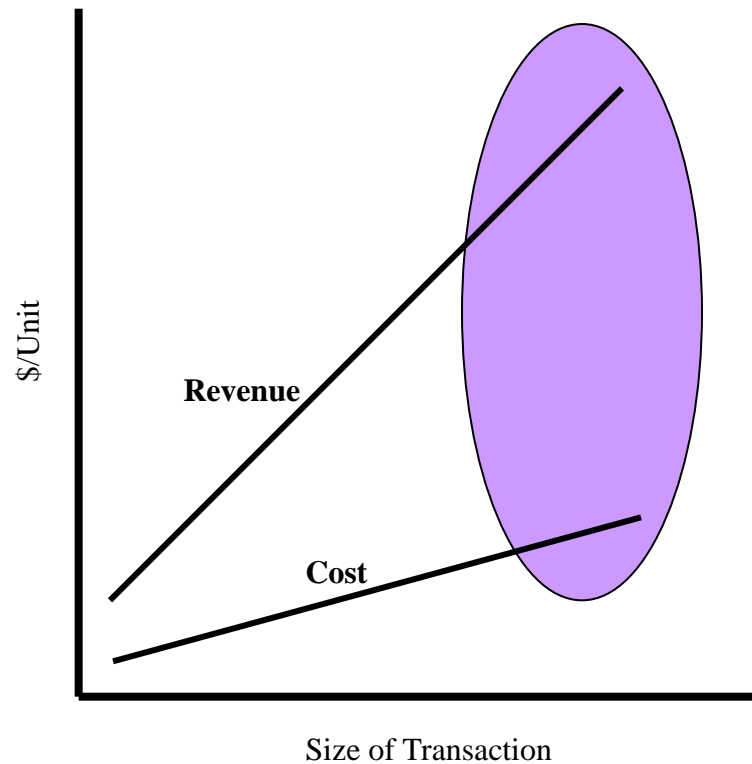
Specialty Product Profit



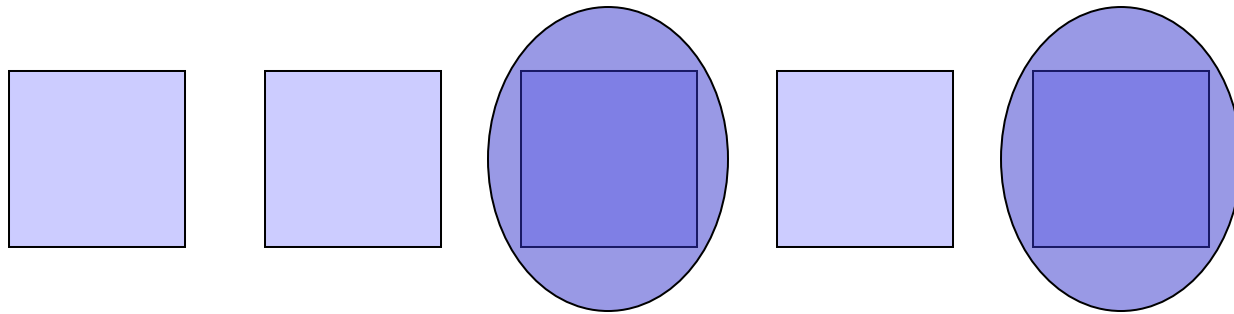
Local Leadership Profit



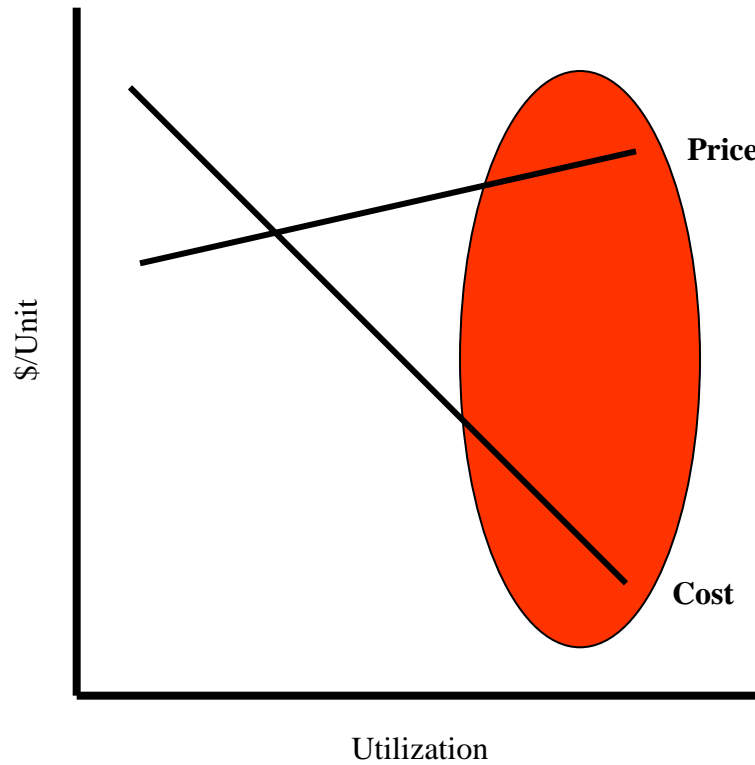
Transaction Scale Profit



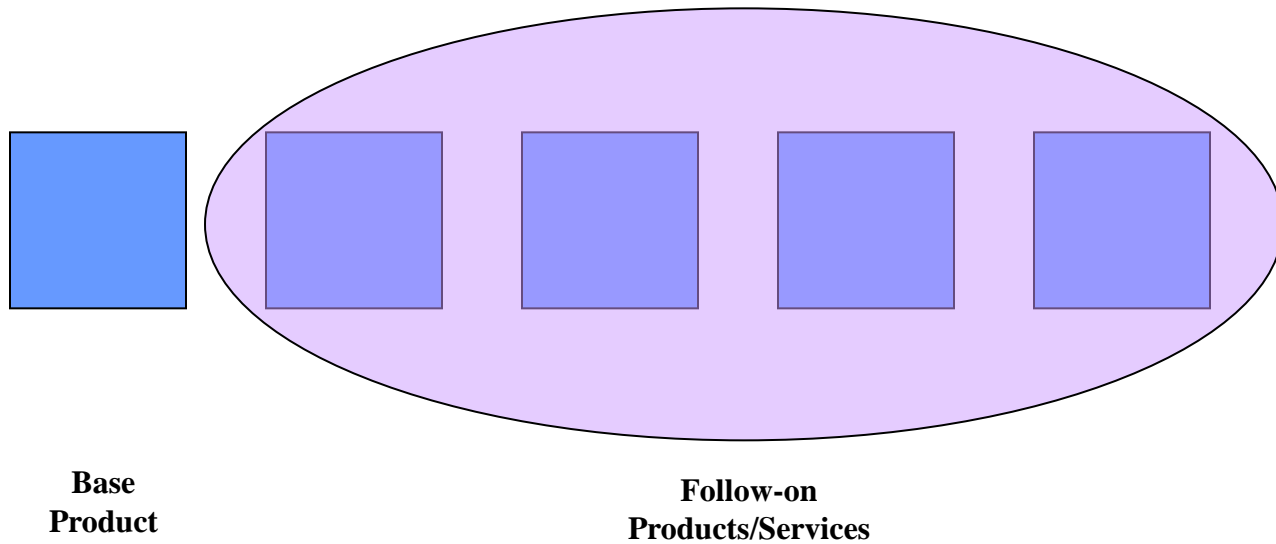
Value Chain Position Profit



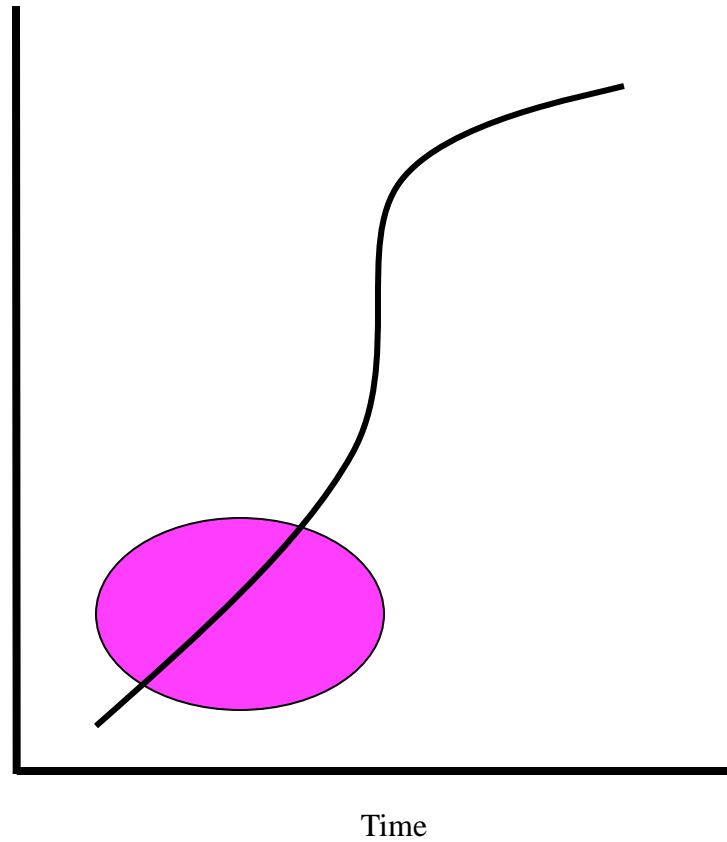
Cycle Profit



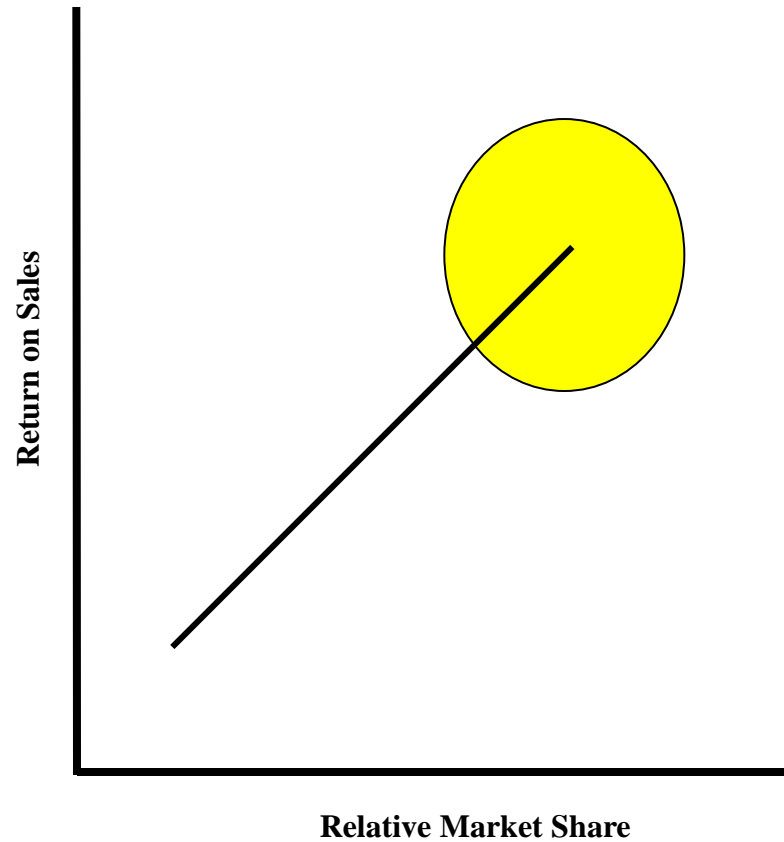
After-Sale Profit



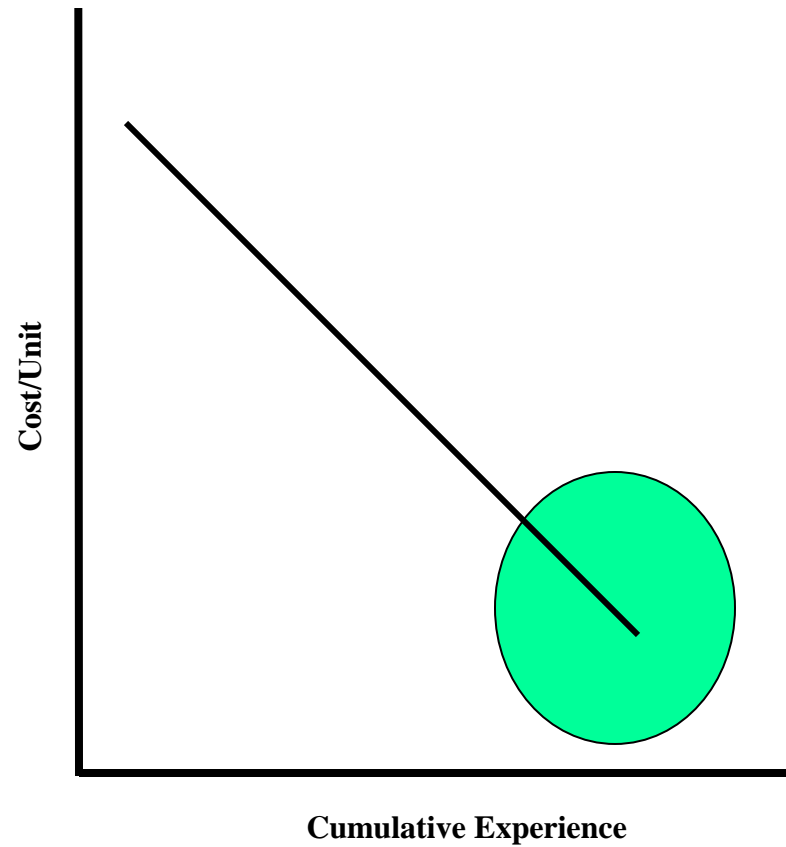
New Product Profit



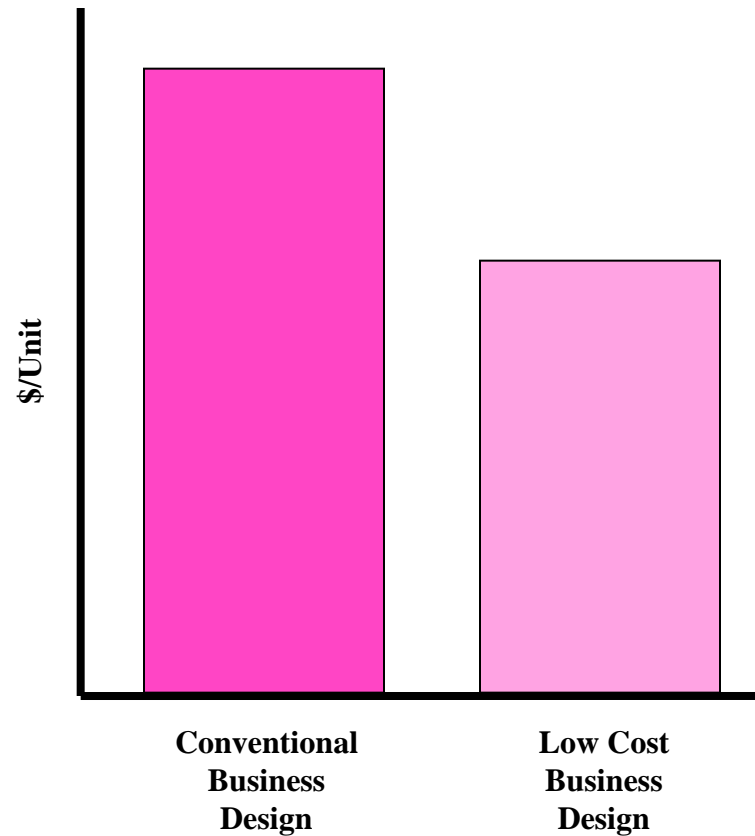
Relative Market Share Profit



Experience Curve Profit



Low-Cost Business Design Profit

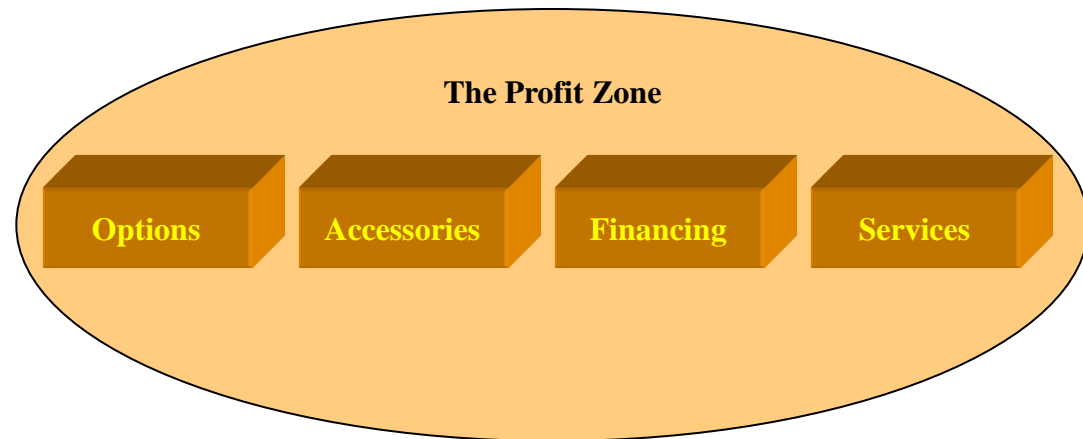


GE's Business Design: „Sell the Solution, Not Just the Box“

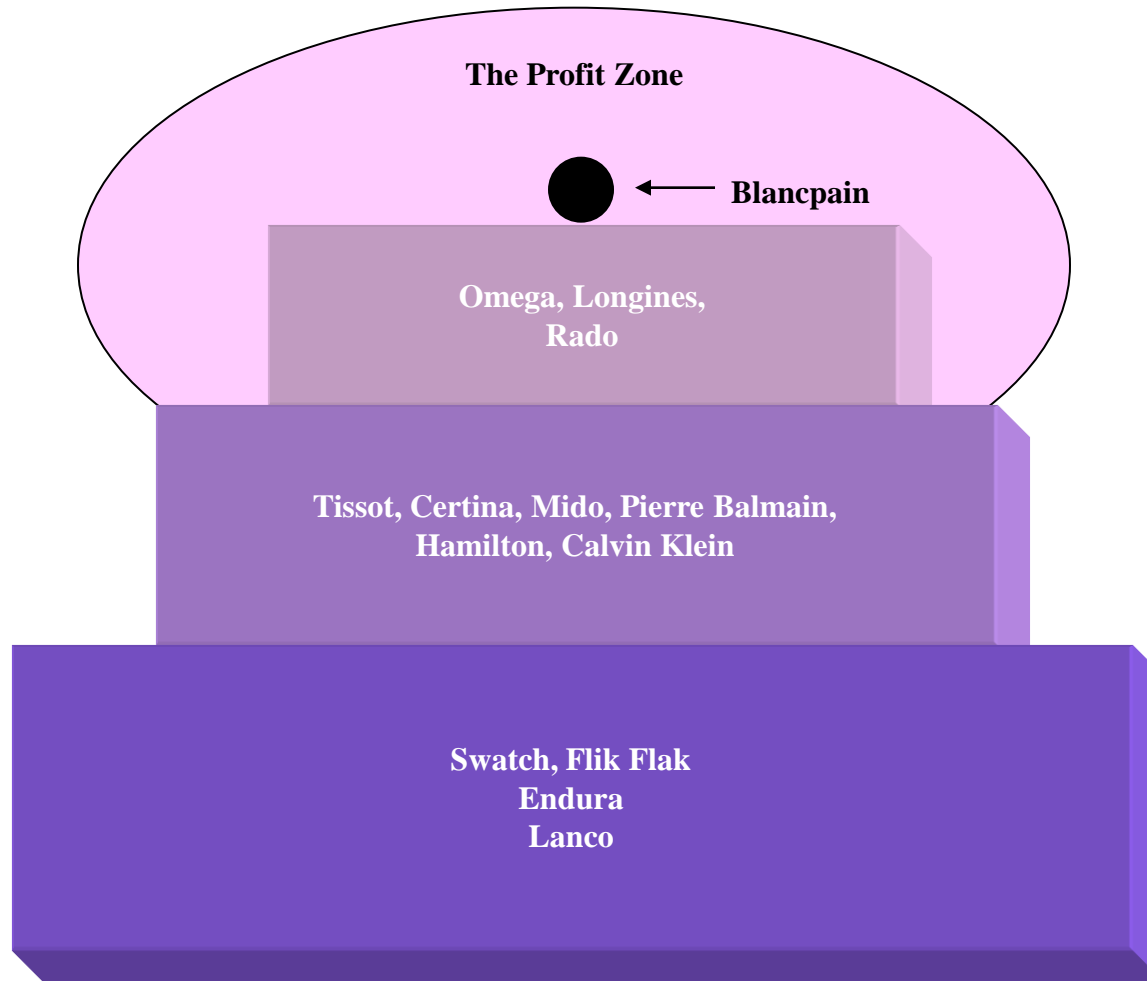
Sell the Box, or ...



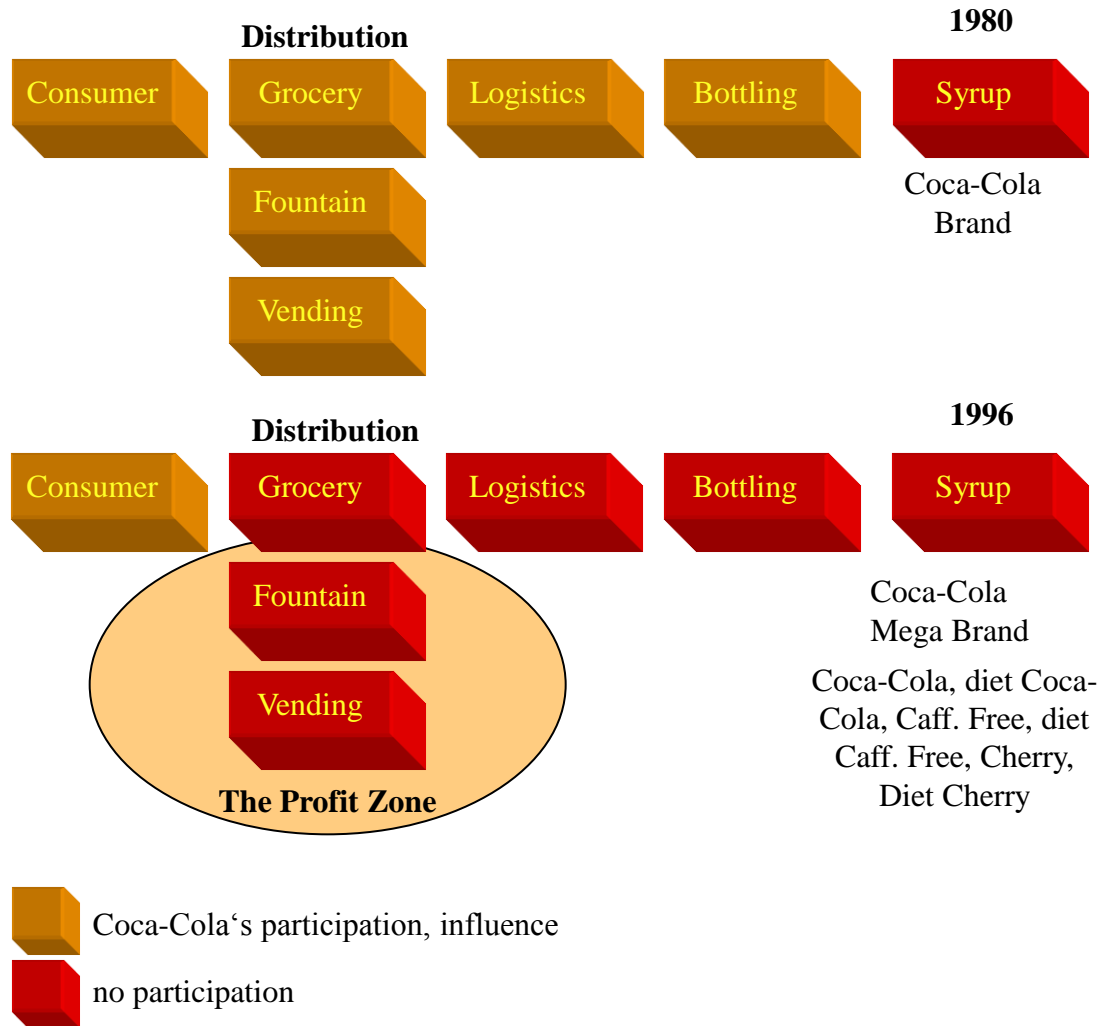
... Sell the Whole Solution



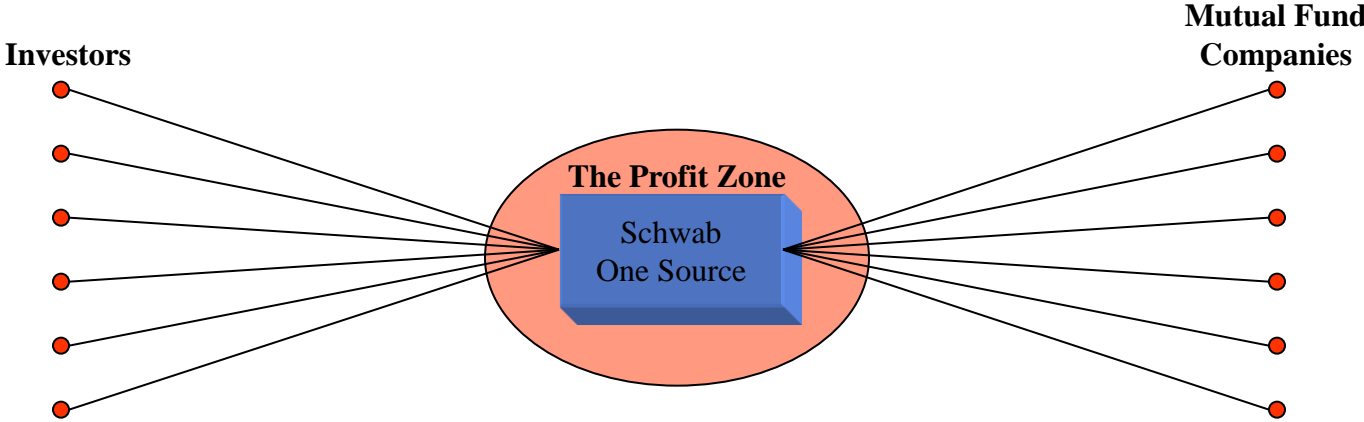
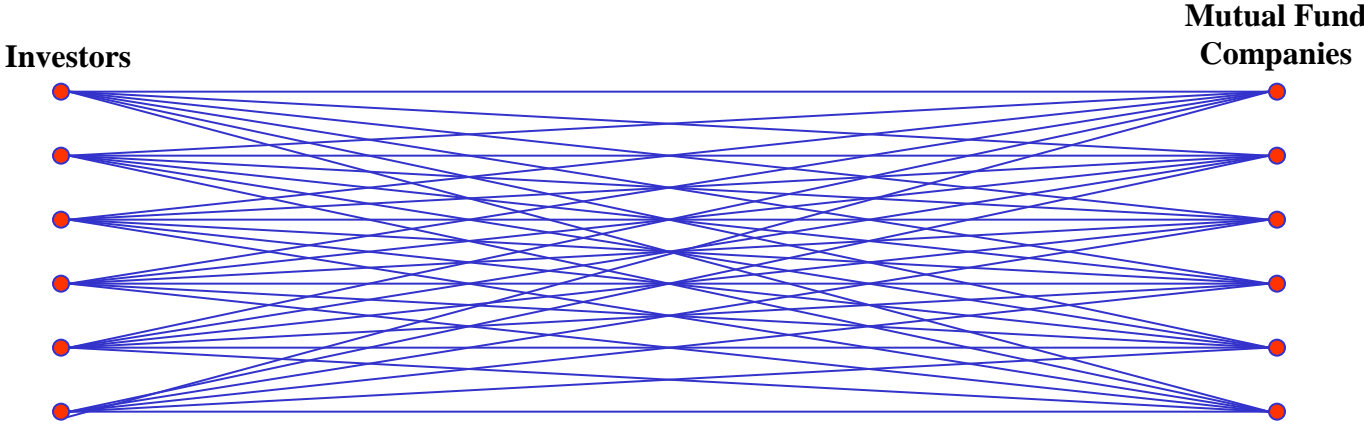
The SMH Product Pyramid



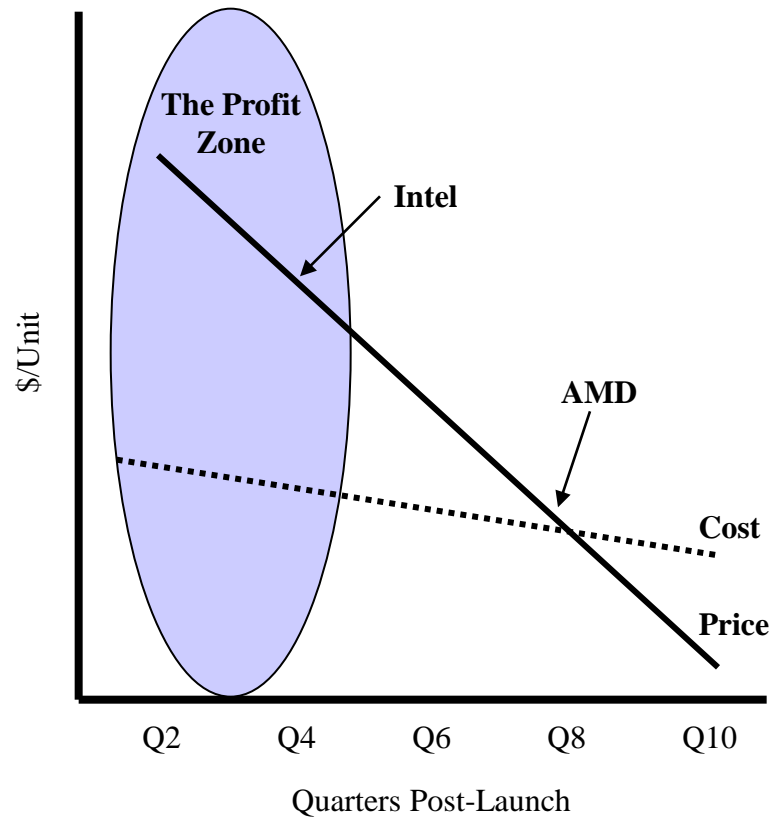
Coca-Cola's Business Design: Manage the Value Chain



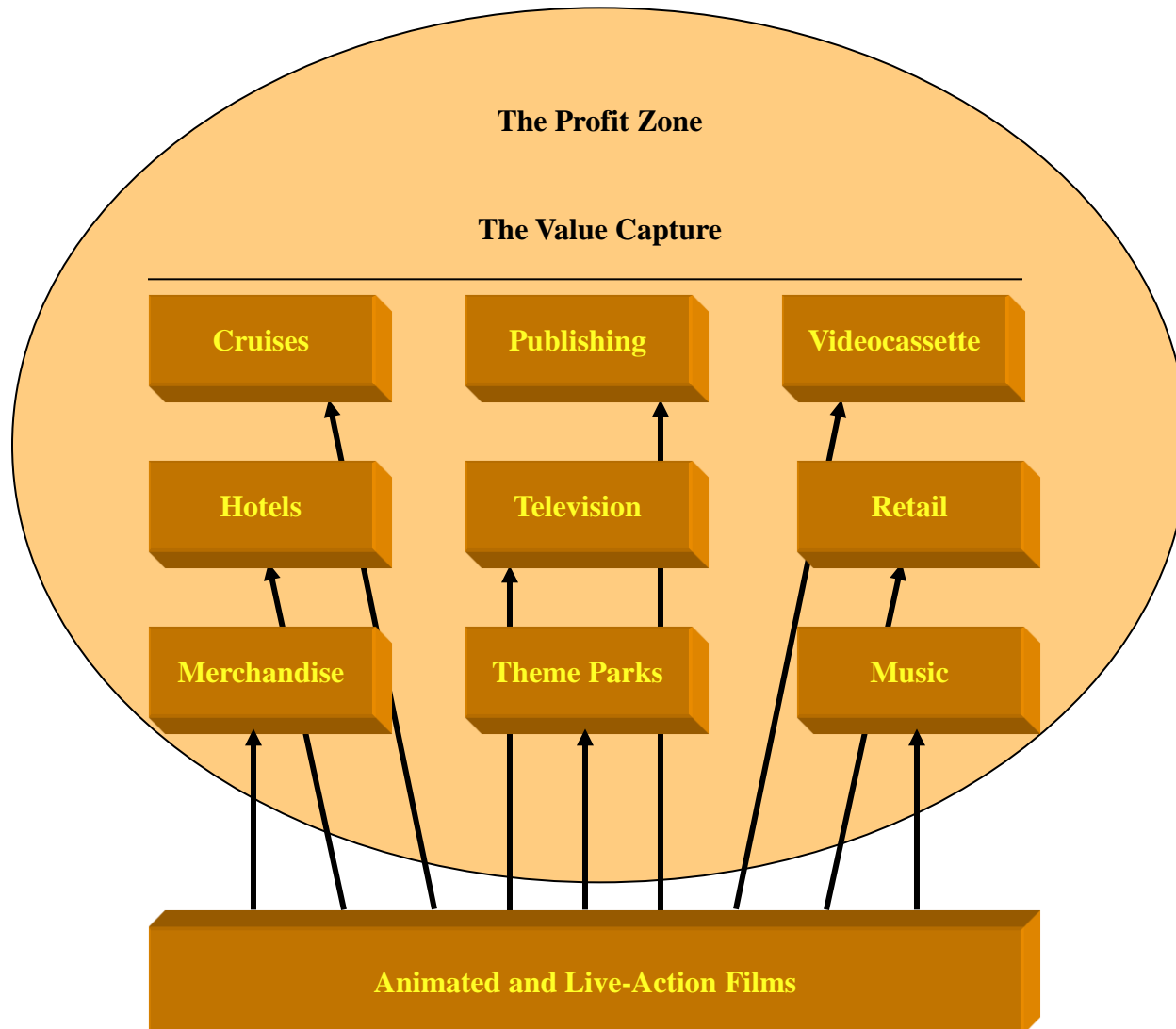
The Charles Schwab "Switchboard"



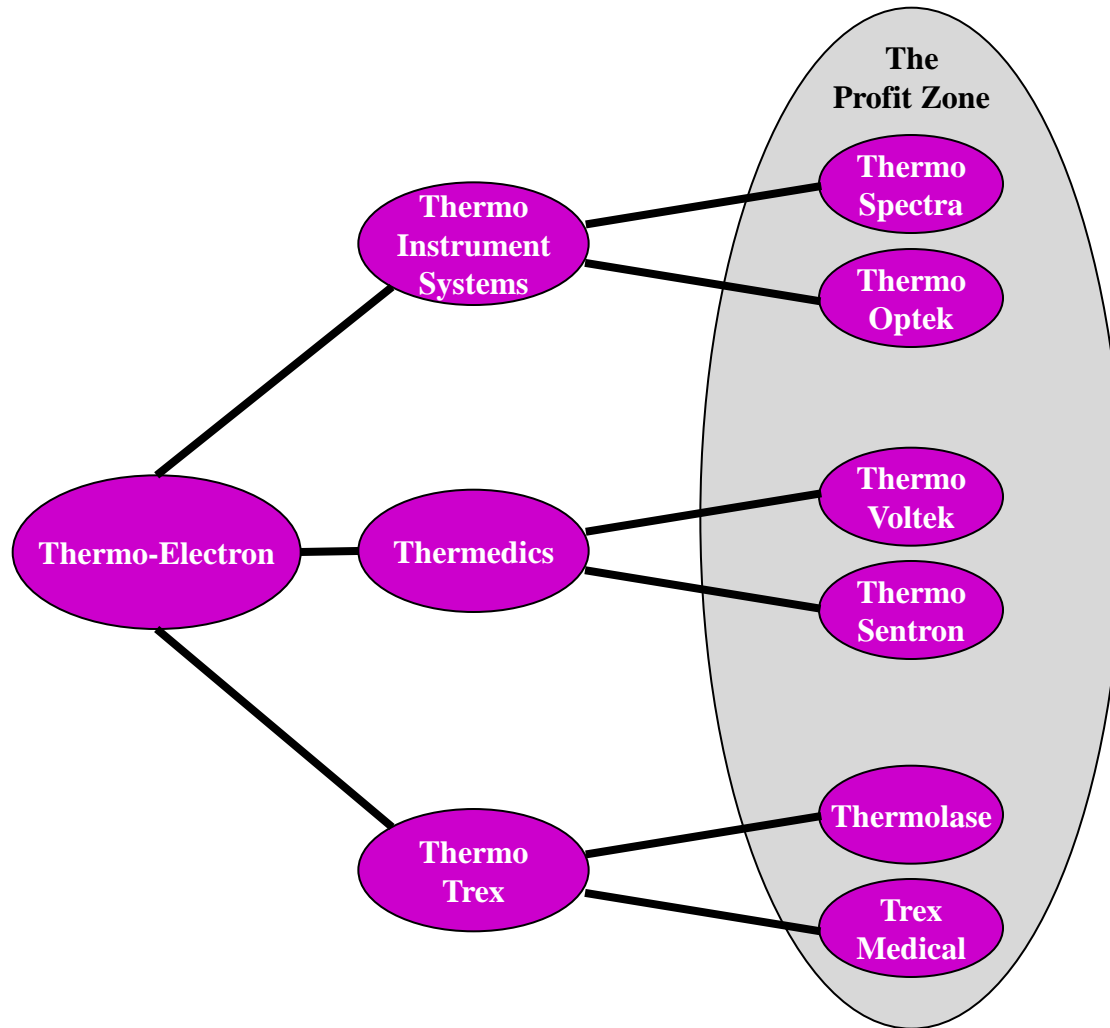
Intel's Business Design: „Two Steps Ahead“



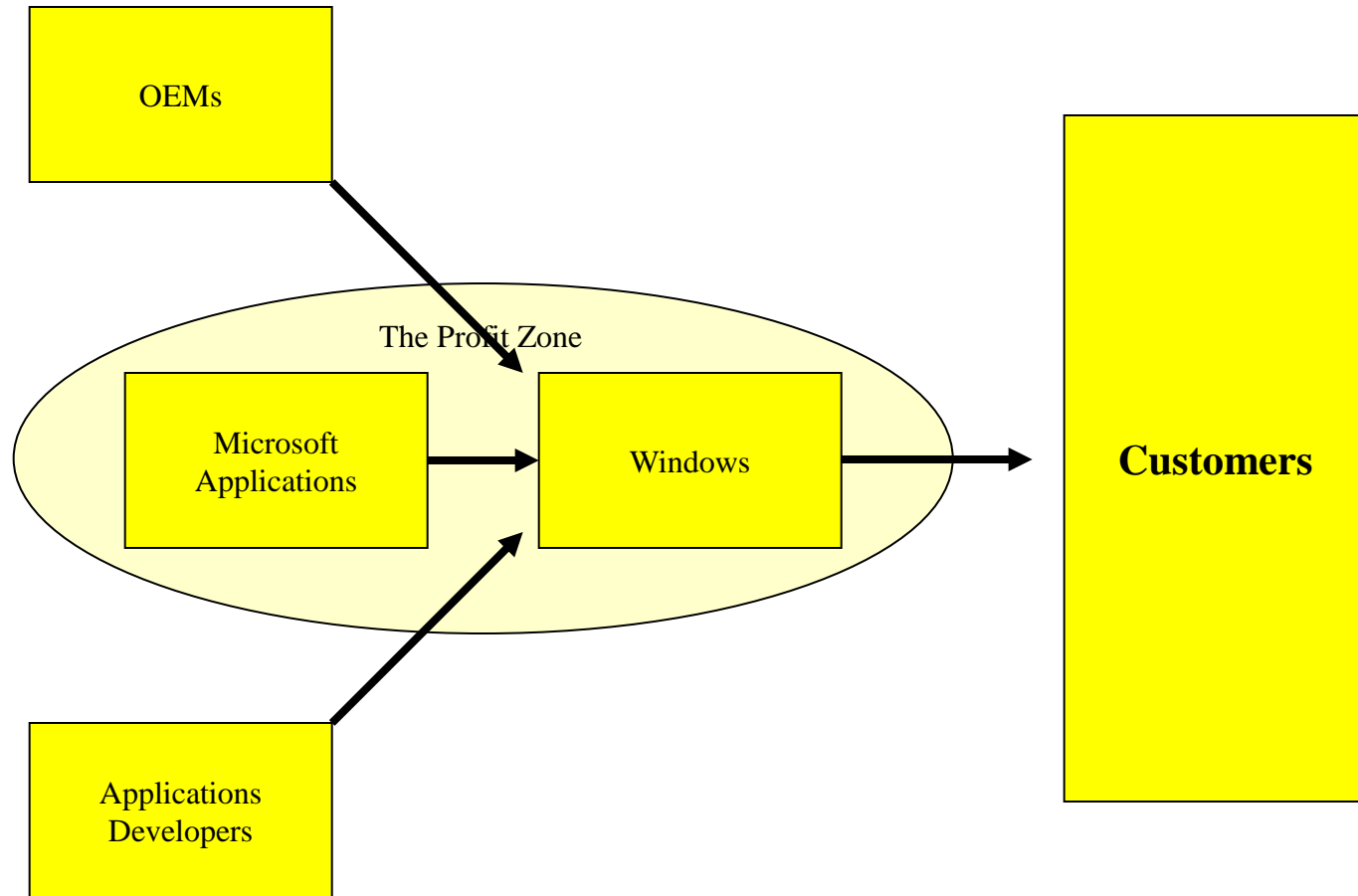
Disney's Business Design Reinvention



The Thermo-Electron "Spin-Out" Business Design



Microsoft's Business Design: Create-the-Standard



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