

Brief contents

Preface	v
Brief contents	vii
Contents	ix
List of figures	xvii
List of insets	xxiii
 Introduction.....	 1
 Part I: Idea of strategic planning.....	 5
1 Strategies, strategic planning and success potentials.....	7
2 Development of strategic planning	15
3 Assessment of strategies	23
 Part II: Process of strategic planning and resulting documents.....	 29
4 Strategic documents as the result of strategic planning	31
5 Process of strategic planning	45
6 Strategic analysis and planning toolbox	65
 Part III: Project planning, analysis and mission statement revision.....	 73
7 Strategy project planning	75
8 Strategic analysis.....	87
9 Revision or production of the mission statement	111
 Part IV: Developing the corporate strategy	 119
10 Defining the strategic businesses.....	123
11 Assessing relevant industries with the help of competitive intensity models	141
12 Setting up and assessing the portfolio of businesses.....	161
13 Corporate strategy development process	189
 Part V: Developing the business strategies.....	 217
14 Generic business strategies.....	221
15 Specifying business strategies at the level of the offer.....	247

16	Specifying business strategies at the level of resources	265
17	Business strategy development process	279
Part VI: Implementing, assessing and approving the strategies.....		299
18	Defining the implementation.....	301
19	Final assessment of strategies and implementation.....	315
20	Formulating and approving the strategic documents.....	329
Final remarks.....		335
Glossary		337
Index		347
Bibliography.....		353

Contents

Preface	v
Brief contents	vii
Contents	ix
List of figures	xvii
List of insets	xxiii
 Introduction.....	 1
 Part I: Idea of strategic planning.....	 5
1 Strategies, strategic planning and success potentials.....	7
1.1 Strategies	7
1.2 Strategic planning.....	8
1.3 Building success potentials as main purpose of strategic planning	8
2 Development of strategic planning.....	15
2.1 Four phases in the development of strategic plan- ning.....	15
2.2 Role of strategic planning within strategic man- agement	18
3 Assessment of strategies	23
3.1 Basic reflections on the assessment of strategies	23
3.2 Model for the assessment of strategies	24
 Part II: Process of strategic planning and resulting documents.....	 29
4 Strategic documents as the result of strategic planning	31
4.1 Basic types of strategic documents	31
4.2 Combinations of strategic documents for specific companies	35
5 Process of strategic planning	45
5.1 Need for a systematic process of strategic planning	45
5.2 Overview of the process of strategic planning	46
5.3 Brief note on the steps of the process	50
5.4 Strategic planning process of an electricity provider	54
5.5 Adapting the process of strategic planning.....	60
6 Strategic analysis and planning toolbox	65
6.1 Important tools of strategic analysis and planning	65

6.2	Allocating the tools to three fields of analysis and to the steps in the planning process	67
Part III: Project planning, analysis and mission statement revision..... 73		
7	Strategy project planning	75
7.1	Why strategic planning should be seen as a project	75
7.2	Sub-tasks of strategy project planning.....	76
7.2.1	Overview	76
7.2.2	Determining the scope	76
7.2.3	Determining the objectives and boundary conditions	77
7.2.4	Deciding whether to hire a consultant	79
7.2.5	Fixing the project organization.....	80
7.2.6	Fixing the process and the milestones	83
7.2.7	Budgeting the cost.....	83
8	Strategic analysis	87
8.1	Need for analysis before strategies are developed	87
8.2	Content and conclusions of analysis	88
8.3	Description of the applied methods	91
8.3.1	Choice of the methods applied in analysis	91
8.3.2	Global environmental analysis.....	92
8.3.3	Description of the market system	93
8.3.4	Identification of success factors.....	95
8.3.5	Analysis of strengths and weaknesses.....	98
8.3.6	Stakeholder value analysis	99
8.4	Process of strategic analysis	102
8.4.1	Overview	102
8.4.2	Determining the preconditions for analysis.....	102
8.4.3	Carrying out the analysis	107
9	Revision or production of the mission statement	111
9.1	Nature, effects and content of mission statements.....	111
9.2	Process of revising or producing the mission statement	114
9.2.1	Overview	114
9.2.2	Steps of revising or producing the mission statement.....	116

Part IV: Developing the corporate strategy	119
10 Defining the strategic businesses.....	123
10.1 Strategic business as a three dimensional con- struct	123
10.2 Two types of strategic business	125
10.3 Constellations of strategic business fields and strategic business units	130
10.4 Defining strategic businesses.....	132
11 Assessing relevant industries with the help of competitive intensity models	141
11.1 Basic reflections on the assessment of competitive intensity	141
11.2 Analyzing industry structure with the Five Forces model.....	143
11.2.1 Basic concept.....	143
11.2.2 Areas of application.....	145
11.2.3 Procedure.....	145
11.3 Analyzing structures within industries with the Stra- tegic Groups model	153
11.3.1 Basic concept.....	153
11.3.2 Areas of application.....	154
11.3.3 Procedure.....	155
12 Setting up and assessing the portfolio of businesses.....	161
12.1 Basis of portfolio methods	161
12.2 Market growth - market share portfolio	163
12.2.1 Portfolio matrix	163
12.2.2 Norm strategies	167
12.2.3 Recommendations for the portfolio as a whole	168
12.3 Industry attractiveness - competitive strength port- folio	169
12.3.1 Portfolio matrix	169
12.3.2 Norm strategies and recommendations for the portfolio as a whole	177
12.4 Portfolio analysis and planning process	178
12.4.1 Overview of the process.....	178
12.4.2 Preliminary methodological decisions	179
12.4.3 Description of the current portfolio.....	180
12.4.4 Predicting changes in real market growth or industry attractiveness.....	180
12.4.5 Assessment of the current portfolio	181

12.4.6	Planning the target portfolio.....	181
12.4.7	Portfolio analysis and planning in a retail group	182
13	Corporate strategy development process	189
13.1	Overview	189
13.2	Defining the strategic businesses.....	191
13.3	Describing the current corporate strategy and fore- casting developments relevant to its assessment	192
13.4	Assessing the current corporate strategy	199
13.5	Developing and assessing options for future corpo- rate strategy	200
13.5.1	Developing options.....	200
13.5.2	Formulating the general intention	203
13.5.3	Determining the future businesses and their targets	207
13.5.4	Determining the way to construct, develop or divest businesses.....	211
13.5.5	Assessing the options and formulating the provisional corporate strategy	215
	Part V: Developing the business strategies.....	217
14	Generic business strategies.....	221
14.1	Basic reflections on the generic business strategies	221
14.2	Overview of the generic business strategies	221
14.3	Broad scope price strategy.....	225
14.4	Broad scope differentiation strategy	227
14.5	Niche focus strategies	228
14.5.1	A niche as a specific form of industry seg- ment	228
14.5.2	Identification and assessment of niches with the help of industry segment analysis	230
14.5.3	Requirements for niches.....	232
14.6	Success conditions and risks of the generic busi- ness strategies	235
14.6.1	Success conditions of the generic business strategies.....	235
14.6.2	Risks of the generic business strategies	238
14.7	Transitional strategies and strategy alternation	240
14.7.1	Basic reflections on transitional strategies and strategy alternation	240
14.7.2	Transitional strategies	241

14.7.3	Strategy alternation	244
15	Specifying business strategies at the level of the offer.....	247
15.1	Basic reflections on specifying business strategies at the level of the offer	247
15.2	Specifying the offer for a price strategy	247
15.2.1	Three areas of specification	247
15.2.2	Specifying the products and services	248
15.2.3	Specifying the mix of products and services.....	248
15.2.4	Specifying the pricing	250
15.3	Specifying the offer for a differentiation strategy	251
15.3.1	Importance of a clear view of the served in- dustry segments and of the main competi- tors	251
15.3.2	Strategic positioning of the offer	252
15.3.3	Ideas for the strategic positioning of the of- fer	254
15.4	Identification of success factors and analysis of strengths and weaknesses as basis for specifying the offer	261
16	Specifying business strategies at the level of resources	265
16.1	Basic reflections on specifying business strategies at the level of resources	265
16.2	Understanding resources	266
16.3	Valuable resources.....	267
16.4	Determining which resources to build or maintain	270
16.4.1	Overview	270
16.4.2	Identifying the resources creating customer value.....	271
16.4.3	Determining which of the resources creat- ing customer value are rare	277
16.4.4	Assessing sustainability of the resources creating customer value and found to be rare	278
17	Business strategy development process	279
17.1	Overview	279
17.2	Describing and assessing the current business strategy.....	281
17.3	Determining and assessing options for the future generic business strategy and the target industry segments.....	282
17.4	Determining the future competitive advantages	283

17.4.1	Network of success potentials as an approach to developing the future competitive advantages.....	283
17.4.2	Basic possibilities for competitive advantages	290
17.4.3	Criteria for assessing the future competitive advantages.....	291
17.5	Developing the business strategy of a watch manufacturer	293
Part VI: Implementing, assessing and approving the strategies.....		299
18	Defining the implementation.....	301
18.1	Basic reflections on implementing strategies.....	301
18.2	Types of strategic program.....	306
18.3	Process of defining the implementation.....	309
18.3.1	Overview	309
18.3.2	Steps of defining the implementation	310
19	Final assessment of strategies and implementation.....	315
19.1	Need for a final assessment	315
19.2	Assessment criteria	315
19.2.1	Overview	315
19.2.2	Assessment of the overall value of strategies.....	315
19.2.3	Assessment with the remaining sets of criteria.....	321
19.3	Process of final assessment of strategies and implementation.....	326
19.3.1	Overview	326
19.3.2	Steps of final assessment of strategies and implementation	326
20	Formulating and approving the strategic documents.....	329
20.1	Basic reflections on strategic documents	329
20.2	Process of formulating and approving the strategic documents.....	329
20.2.1	Overview	329
20.2.2	Steps of formulating and approving the strategic documents	329
Final remarks.....		335

Glossary	337
Index	347
Bibliography.....	353

Process-based Strategic Planning

Grünig, R.; Kühn, R.

2011, XXIV, 358 p., Hardcover

ISBN: 978-3-642-16714-0