

Strategic Management

Strategisches Prozessmanagement

Agenda

Strategy

Strategic management

Elements of strategic management

Prescriptive and emergent strategy

Outlook

What is "strategy"?

strukturierte Vorgehensweise

Plan/Vorgehensweise wie man ein Ziel erreichen möchte

a strategy is the plan you make to achieve your objectives/goals

Wie man sich über einen bestimmten Zeitraum verhalten soll, um ein Ziel zu erreichen

Definiere einen Weg zum Ziel

Maßnahmen zur Erreichung langfristiger Ziele

Ein Plan, wie definierte Ziele erreicht werden können/sollen

Ziel erreichen (langfristig)

Ein Plan zur Durchführung von Prozessen

Strategie ist ein langfristiger Plan, der dem Unternehmen hilft seine Ziele zu erreichen

Unser Plan den wir am Anfang haben. Basierend darauf die Prozesse so gestalten um den Mehrwert zu generieren.

Leitfaden, Rahmenbedingungen, Plan

Zielführende Verhaltensweisen

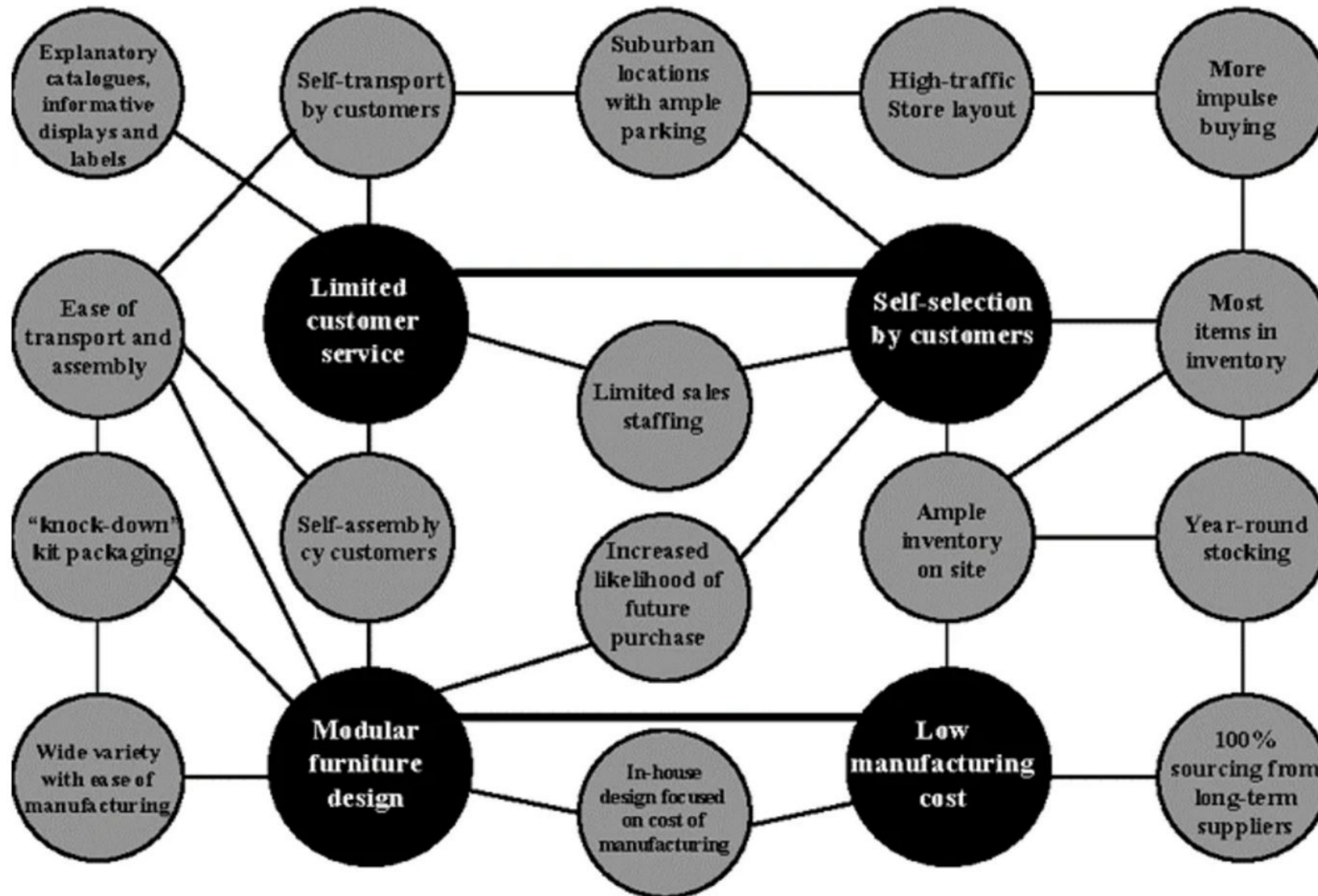
Strategy (Porter)

Strategy is creating *fit* among a company's activities. The success of a strategy depends on doing many things well—not just a few—and integrating among them.

If there is not fit among activities, there is no distinctive strategy and little *sustainability*. Management reverts to the simpler task of overseeing independent functions, and *operational effectiveness* determines an organization's relative performance.

Michael E. Porter: "What is Strategy?" In: HBR's 10 Must Reads on Strategy, Harvard Business Review Press, 2011, p. 28

Example Activity Map (Porter)



Michael E. Porter: “What is Strategy?” In: HBR’s 10 Must Reads on Strategy, Harvard Business Review Press, 2011, p. 23

Strategy (Kay)

The **strategy** of the firm is the match between its internal capabilities and its external relationships. It describes, how it responds to its suppliers, its customers, its competitors and the social and economic environment within which it operates.

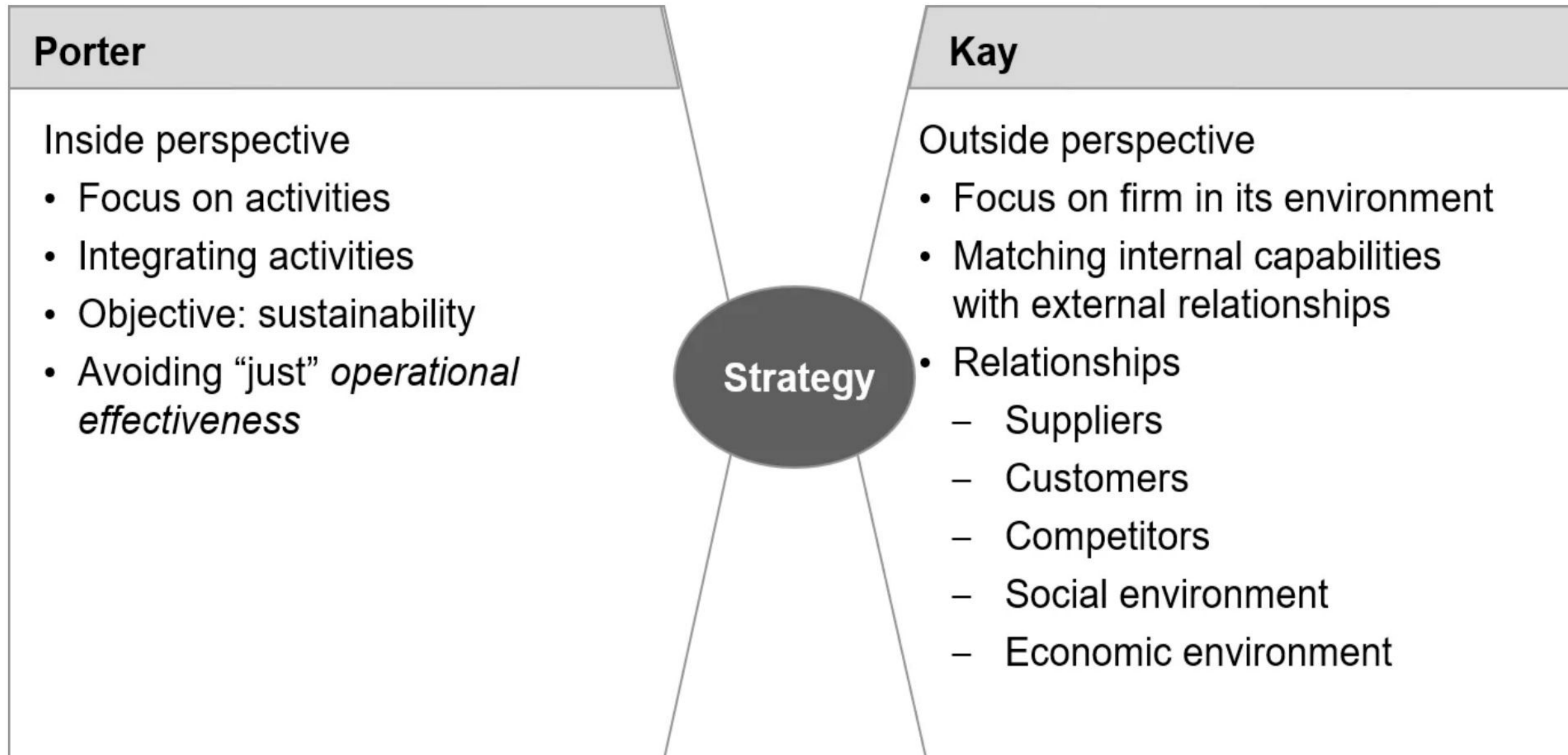
John Kay: "Foundations of Corporate Success: How Business Strategies Add Value." Oxford University Press, 1995, p. 4

Which differences did you spot between the definitions by Porter and Kay?

Bei Porter liegt der Fokus auf Aktivitäten innerhalb des Unternehmens

Bei Kay liegt der Fokus auf Stakeholder, alles was der Unternehmen beeinflussen kann

"Strategy" as defined by Porter and Kay

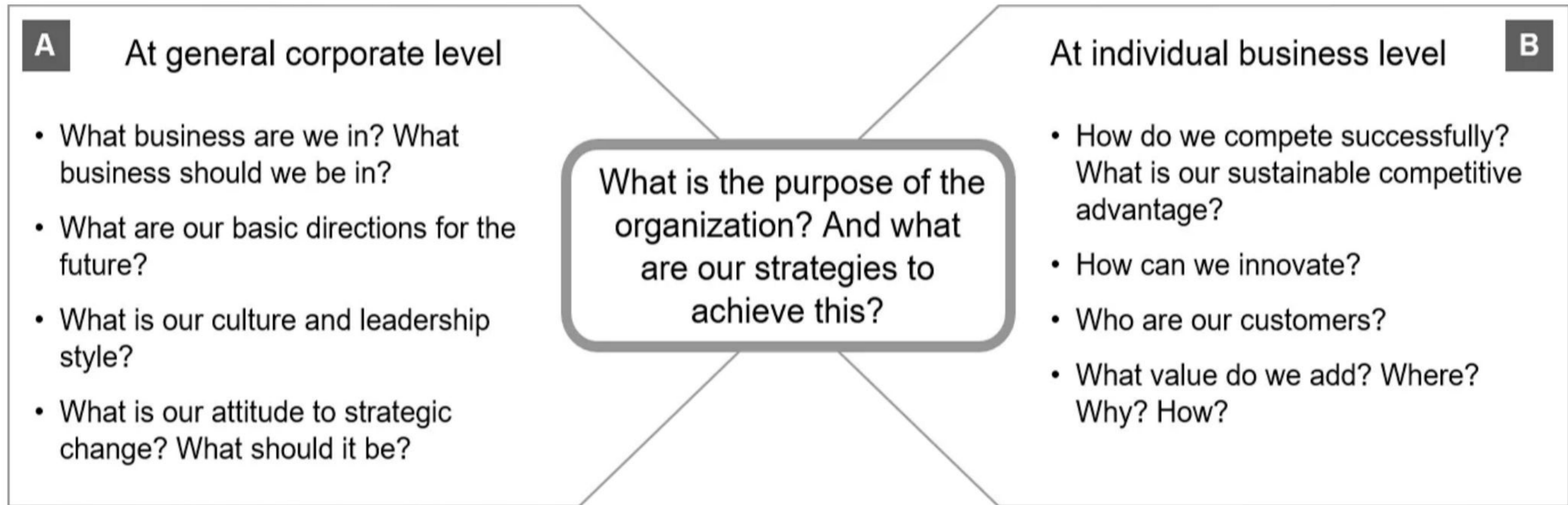


Strategic Management (Andrews)

Strategic management is the pattern of major objectives, purposes or goals and essential policies or plans for achieving those goals, stated such a way as to define what business the company is in or is to be in and the kind of company it is or is to become.

Kenneth Andrews: "The Concept of Corporate Strategy." In: The Concept of Corporate Strategy, Dow Jones-Irwin, 1971, p. 28

Essence of Strategic Management



Source: Lynch, R.: Strategic Management. 9th ed., Sage, 2021, p. 6

What do we need for managing strategically?

mission
eine vision definieren
klare rollen ausrichtung
kalkulierungen ziele
veränderungswille
vision
roadmap
evaluation
überblick der prozesse

Elements of Strategic Management

Mission statement	<ul style="list-style-type: none"> • Defines business of the organization • Related to stakeholders' values and expectations
Objective (or goal)	<ul style="list-style-type: none"> • Precise definition of <u>what</u> needs to be achieved • Objectives are SMART
Strategy (or measure)	<ul style="list-style-type: none"> • Patterns or measures for implementing the strategy • Motivation for chosen strategic measures
Plan (or programme)	<ul style="list-style-type: none"> • Specific actions for achieving the strategy • Step-by-step instructions for execution
Control	<ul style="list-style-type: none"> • Monitoring the execution of proposed plans • May result in changes of the strategy
Reward (or incentive)	<ul style="list-style-type: none"> • Result of a successful strategy • Value-add for the organisation or individuals

Source: Lynch, R.: Strategic Management. 9th ed., Sage, 2021, p. 16

Three Core Elements of Strategic Management



Stages of Strategic Management



Source: Lynch, R.: Strategic Management. 9th ed., Sage, 2021, p. 20

Is this model realistic?

Strategien die schon geplant sind können sich auch nochmal ändern

Langfristig kann immer mal wieder was ändern, deshalb ist das Modell nicht unbedingt realistisch. Oft muss man von dem zweiten Schritt auch wieder zum ersten Schritt zurück

Ja

to simple for real life

Wenn die Strategy alle Mitarbeiter betrifft, sollte man sie auch mit involvieren und ggf. so eine Art "Changemangement" durchführen.
z.B. "wir wollen Cloud anbieten und nutzen" - dann sollen meine MA auch das kennen und können

In der theorie, ja
In der Praxis nicht (eher iterativer Prozess)

Zu linear, in der Realität vermutlich mehr Reevaluation und Anpassung während der Implementation

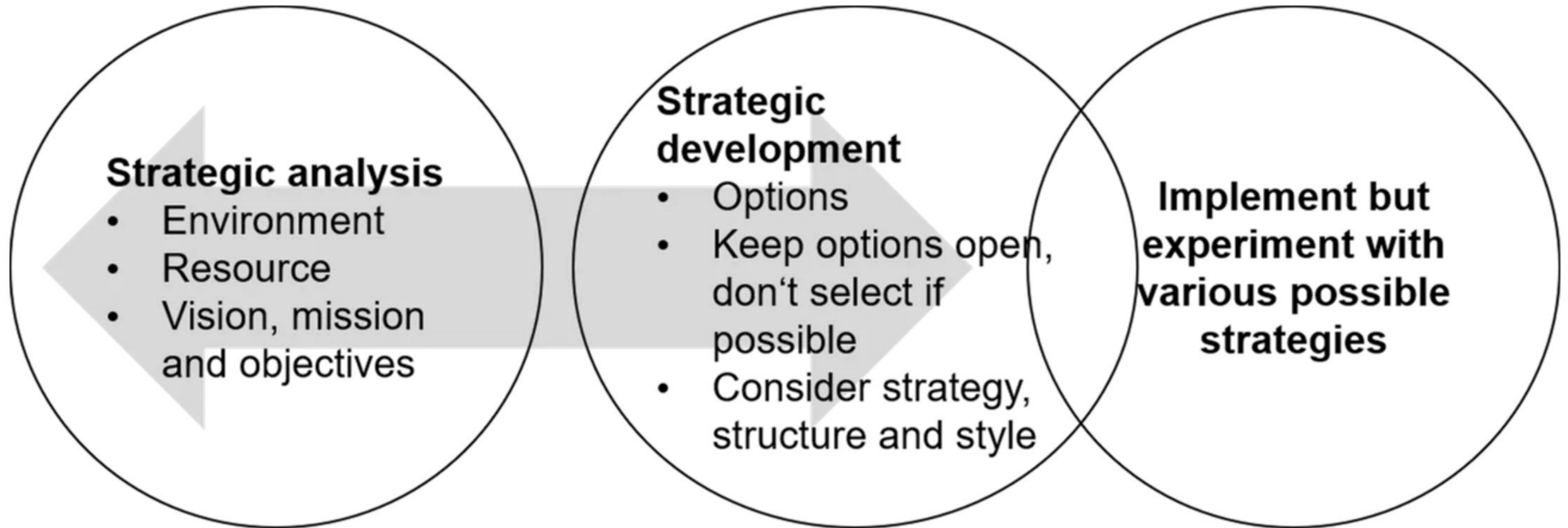
Prescriptive vs. Emergent Strategy

A **prescriptive strategy** is one whose *objective* have been defined in advance and whose *main elements* are developed before the strategy commences.

An **emergent strategy** is one whose *final objective* is unclear and whose *elements* are developed during the course of its life, as the strategy proceeds.

*Richard Lynch: "Strategic Management."
9th edition, Sage, 2021, p. 19*

Stages of Emergent Strategic Management



Source: Lynch, R.: Strategic Management. 9th ed., Sage, 2021, p. 20

Three Dimensions for Strategic Management

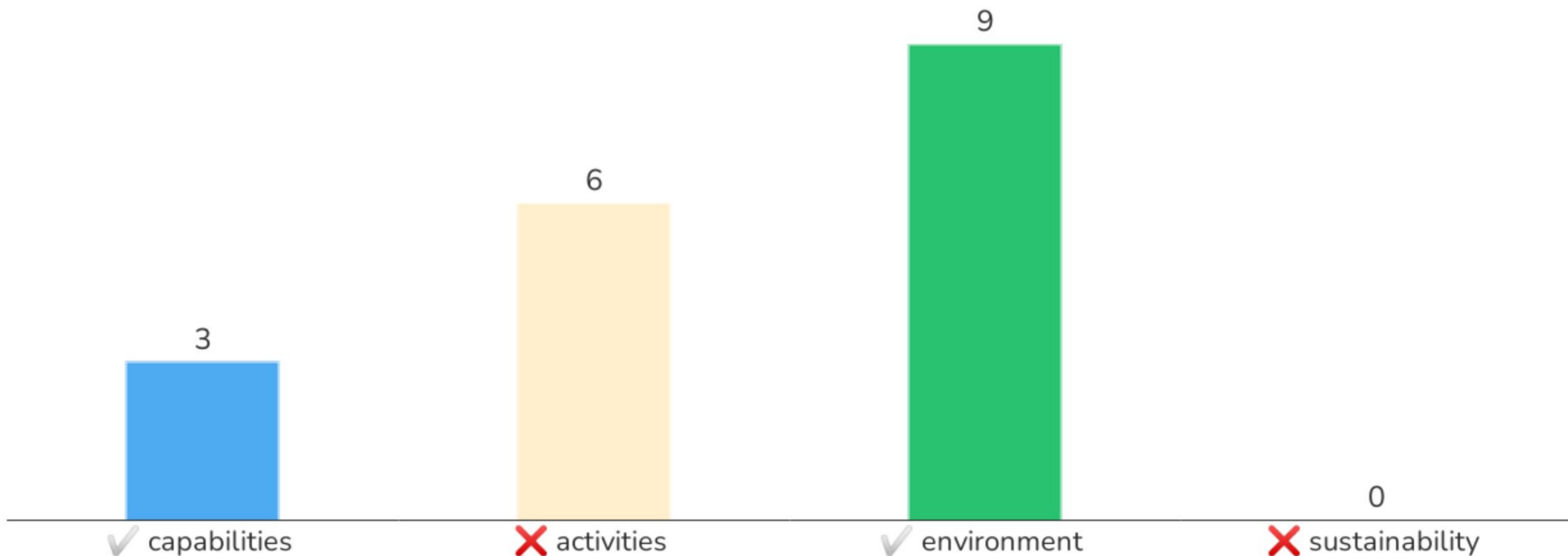


Key strategic principles

- Three dimensions: *context*, *content* and *process*
- Usually, context and contents are reasonably clear, but, processes are challenging as they *influence strategy development and implementation*
- *Process* is the way actions link together or interact as strategy unfolds in a *changing environment*
- Process tends to be the most difficult part in strategy development

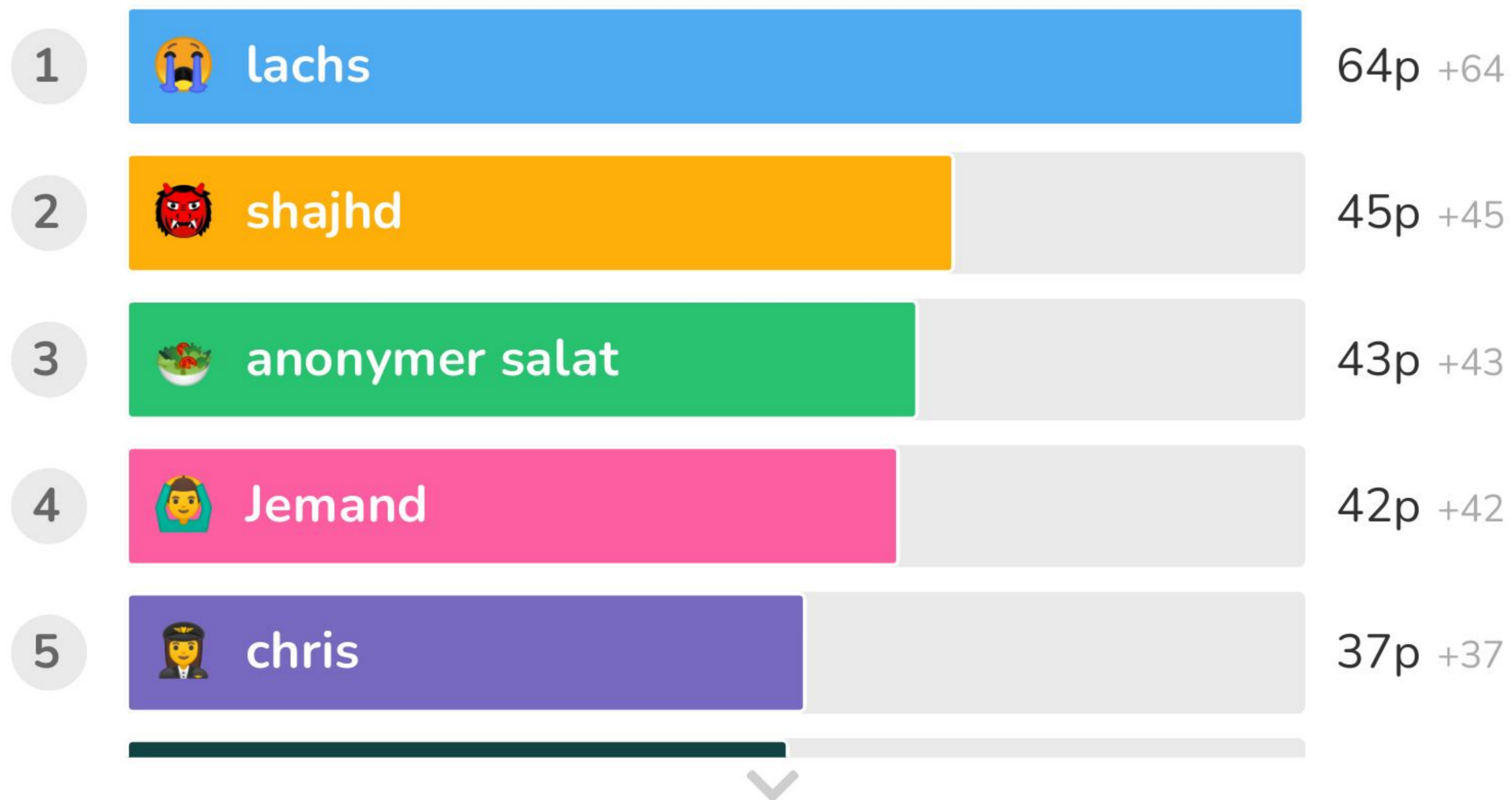
Lynch, R.: Strategic Management. 9th ed., Sage, 2021, p. 18

Which aspect is explicitly mentioned in the strategy definition by Kay?



Leaderboard

15 players



Assign the proper definition.

Objective

1

A Specific definition of what needs to be achieved

Strategy

2

C Pattern or measure for implementation

Programme

3

B Actions for achieving the strategy

Inventive

4

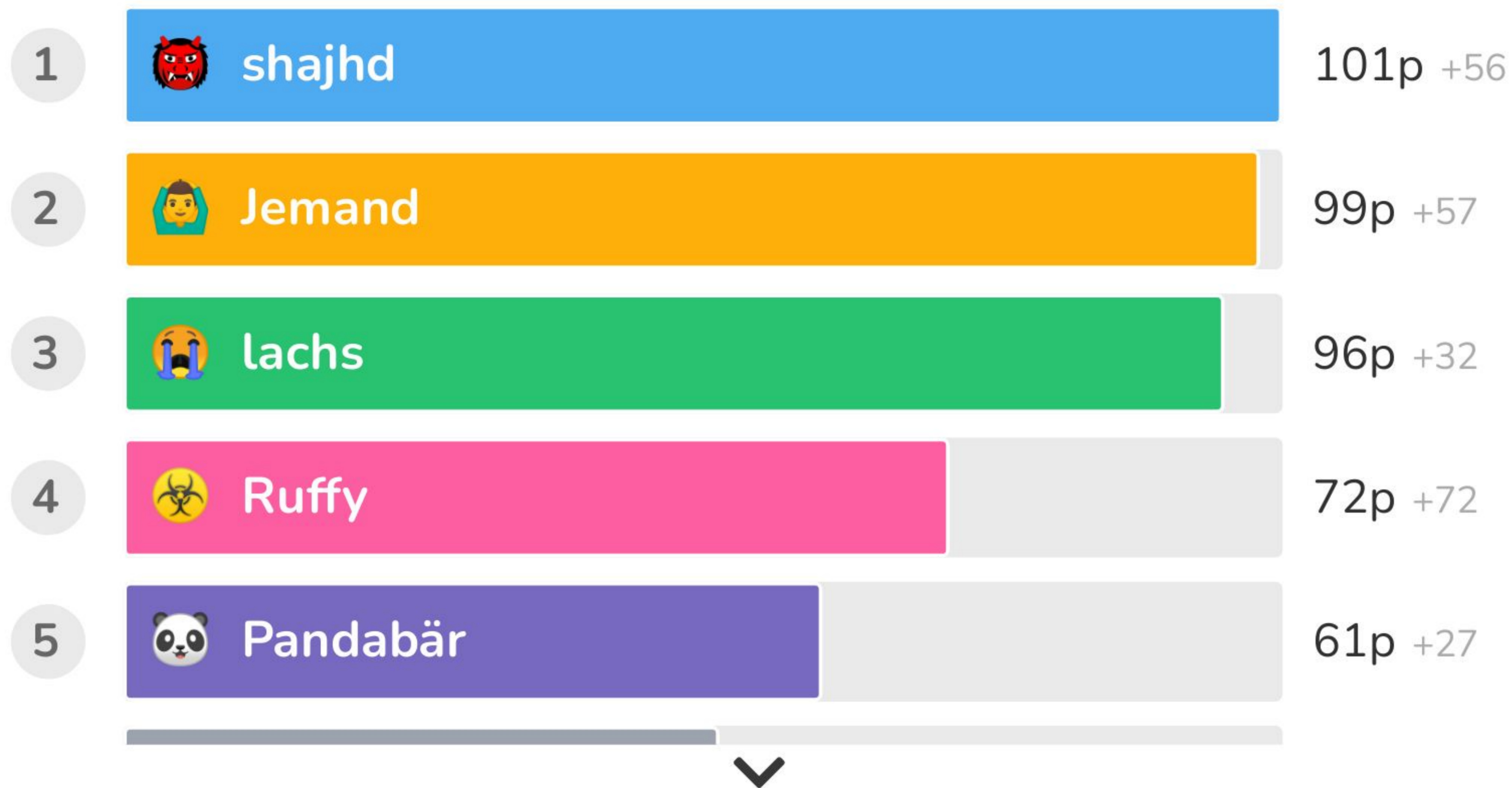
D Value-add for organisation/individual

13 👤

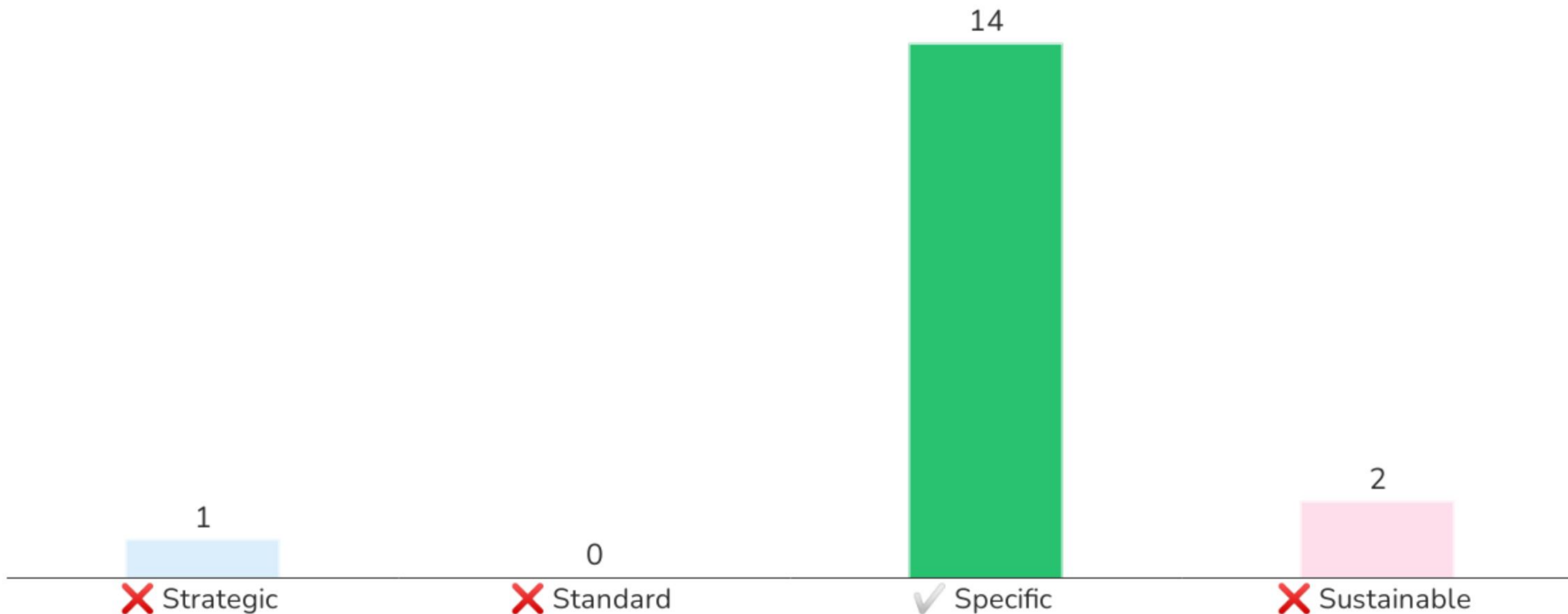
4 👤

Leaderboard

17 players









What does the letter *S* in *SMART* stand for?



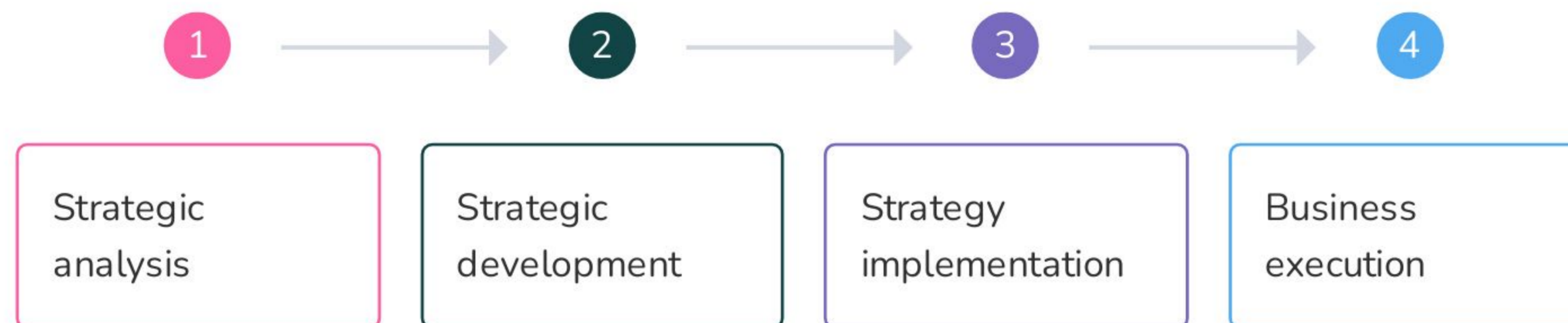
Leaderboard

17 players


x 3

shajhd is rocking the longest streak!

1	 shajhd	190p +89
2	 Jemand	183p +84
3	 Ruffy	164p +92
4	 lachs	162p +66
5	 shajhd	130p +0



In which order are these phases executed in prescriptive strategy?








✓ 9 👤 | ✗ 8 👤

Leaderboard

17 players


x 4

shajhd is rocking the longest streak!

1	 shajhd	276p +86
2	 lachs	249p +87
3	 chris	223p +87
4	 anonymer salat	212p +82
5	 Herr1	211p +80

Which kind of strategy exists besides "prescriptive"?



Leaderboard

17 players



x 5

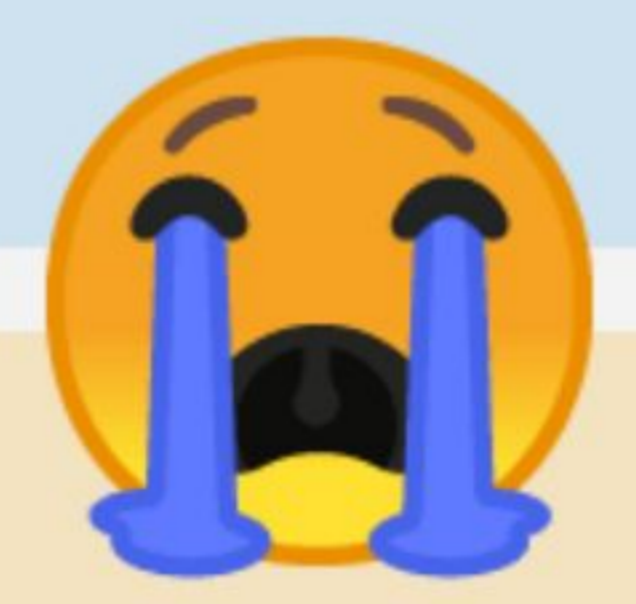
😭 lachs holds the longest streak record!



lachs

1	😭 lachs	318p +69
2	👤 chris	317p +94
3	🥗 anonymersalat	299p +87
4	🏖️ proniib	298p +88
5	👉	294p +88

318 points



Questions and Answers

Top questions

Pinned

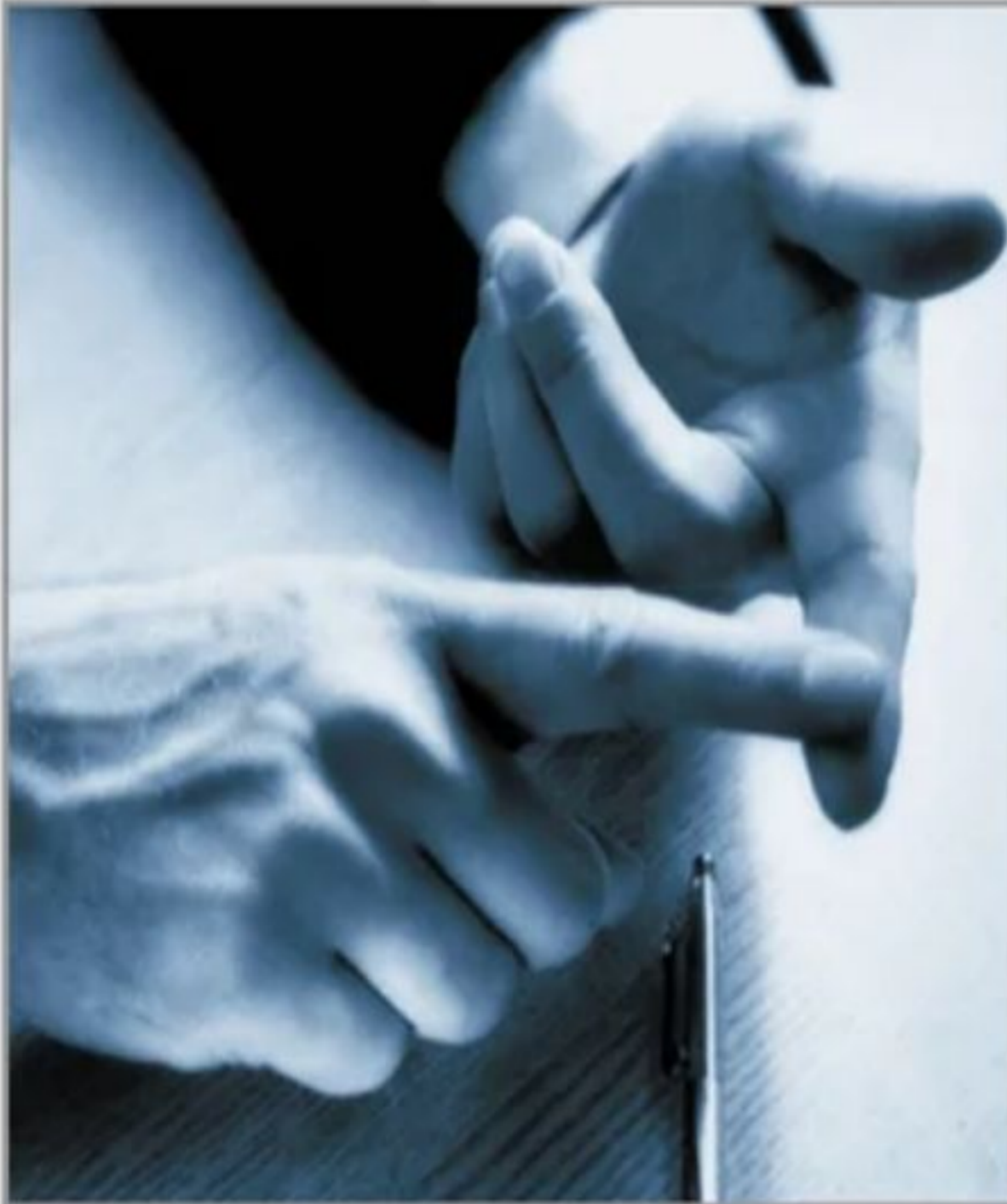
Newest

Oldest

Answered

There are no unanswered questions.

Outlook



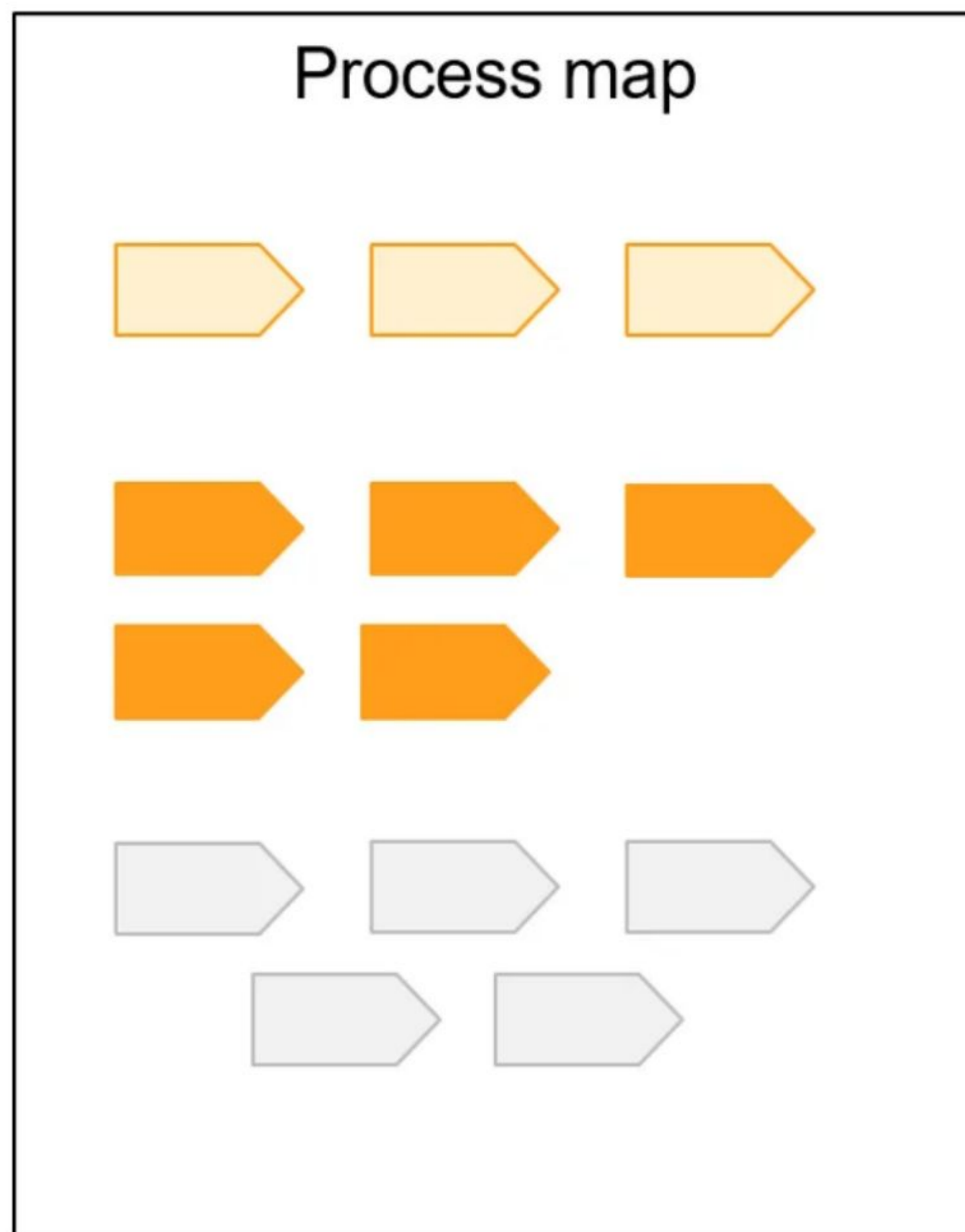
Terminology

- Business process
- Business Process Management
- Strategic (Business) Process Management

Application

- Digital strategy

Structure of a Process Map



Guiding processes

- Govern the business (long term)
- Plan and control (short term)

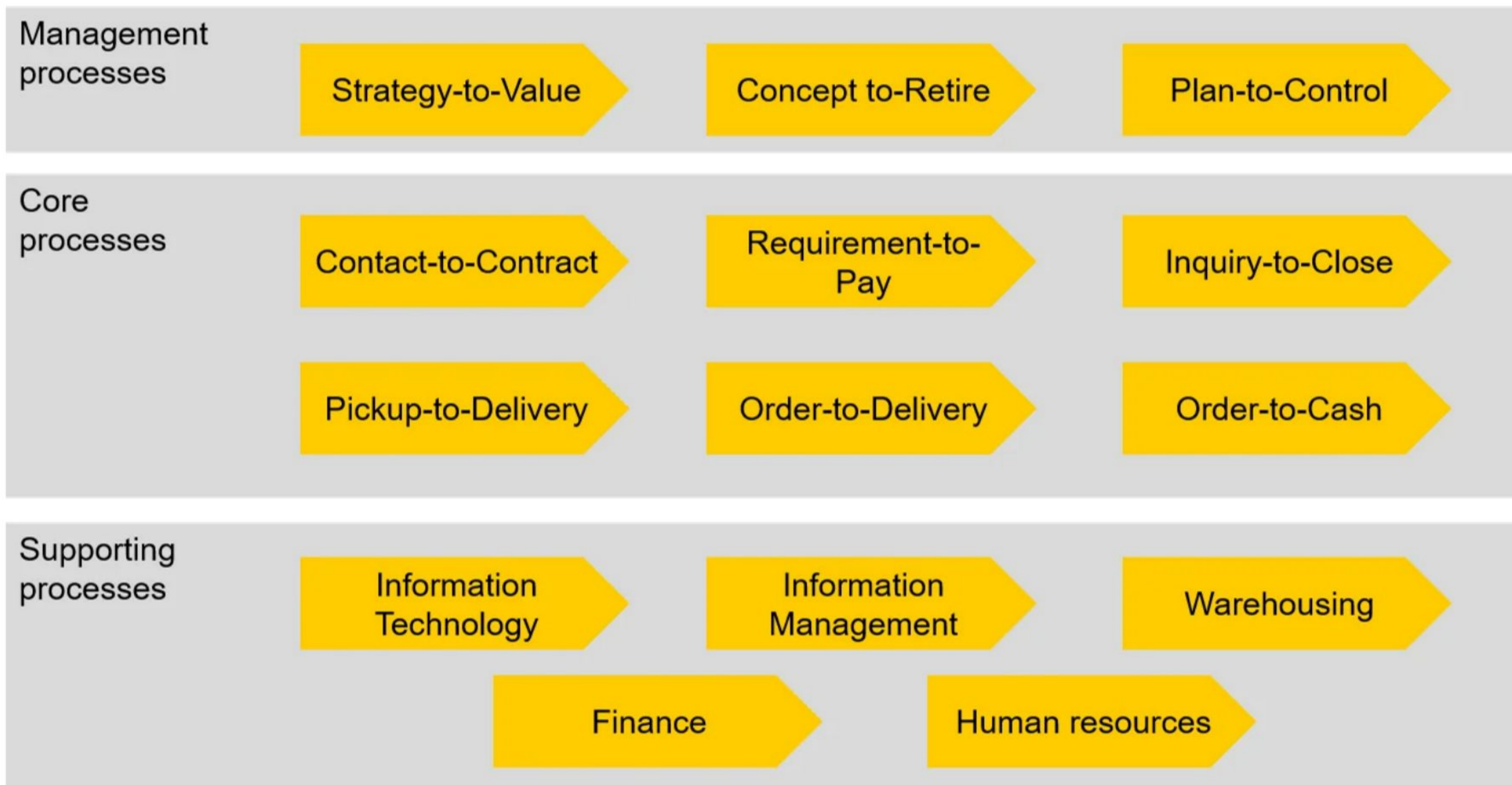
Core processes

- Develop products and services
- Satisfy customers and consumers

Enabling processes

- Provide primary resources
- Support with conventional resources

Example Process Map: Logistics

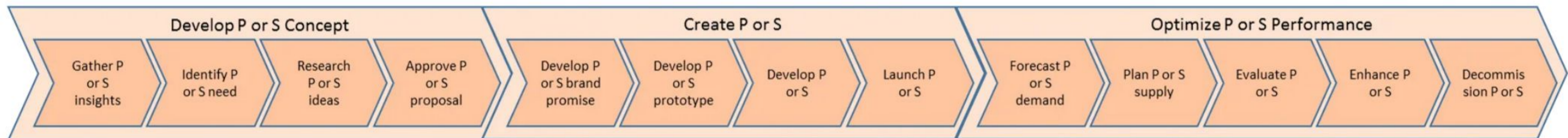
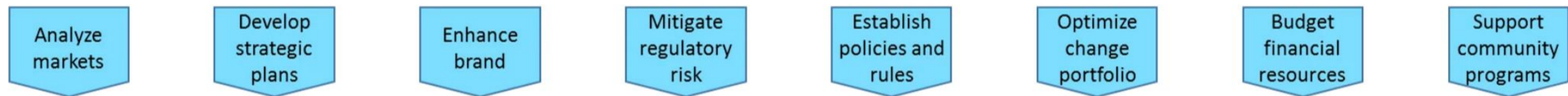


Example Process Map: University

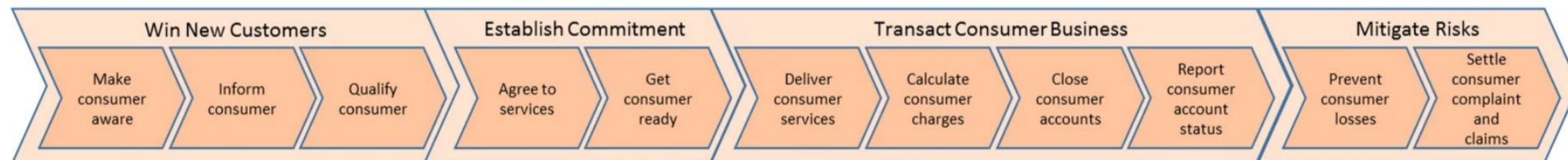


Example Process Map: Banking

Guiding Processes



Core Processes



Enabling Processes

Exercise 2



Veggie Bowl Restaurant process map

- Reflect on what a Veggie Bowl Restaurant is doing
- Collect business processes
- Create a draft process map
 - Classified by guiding, core and enabling
 - ~ 20 processes
- Time 45 minutes
- Teams of two



Core Processes of Veggie Bowl restaurant

cooking

Lieferantenmanagement

Abkassieren

reservierungsmanagement

Qualitätskontrolle

Einkauf von Zutaten
 Essens-Zubereitung
 Kundenbestellung
 Verpackung & Lieferung
 Kundenbedienung/-service
 Menüentwicklung
 Rezeptentwicklung
 Hygienemaßnahmen

kundenservice

Kochen der Gerichte nach Rezept

Einkauf

Menüentwicklung

Reservierungssystem

kellnern

Vorbereitung der Zutaten



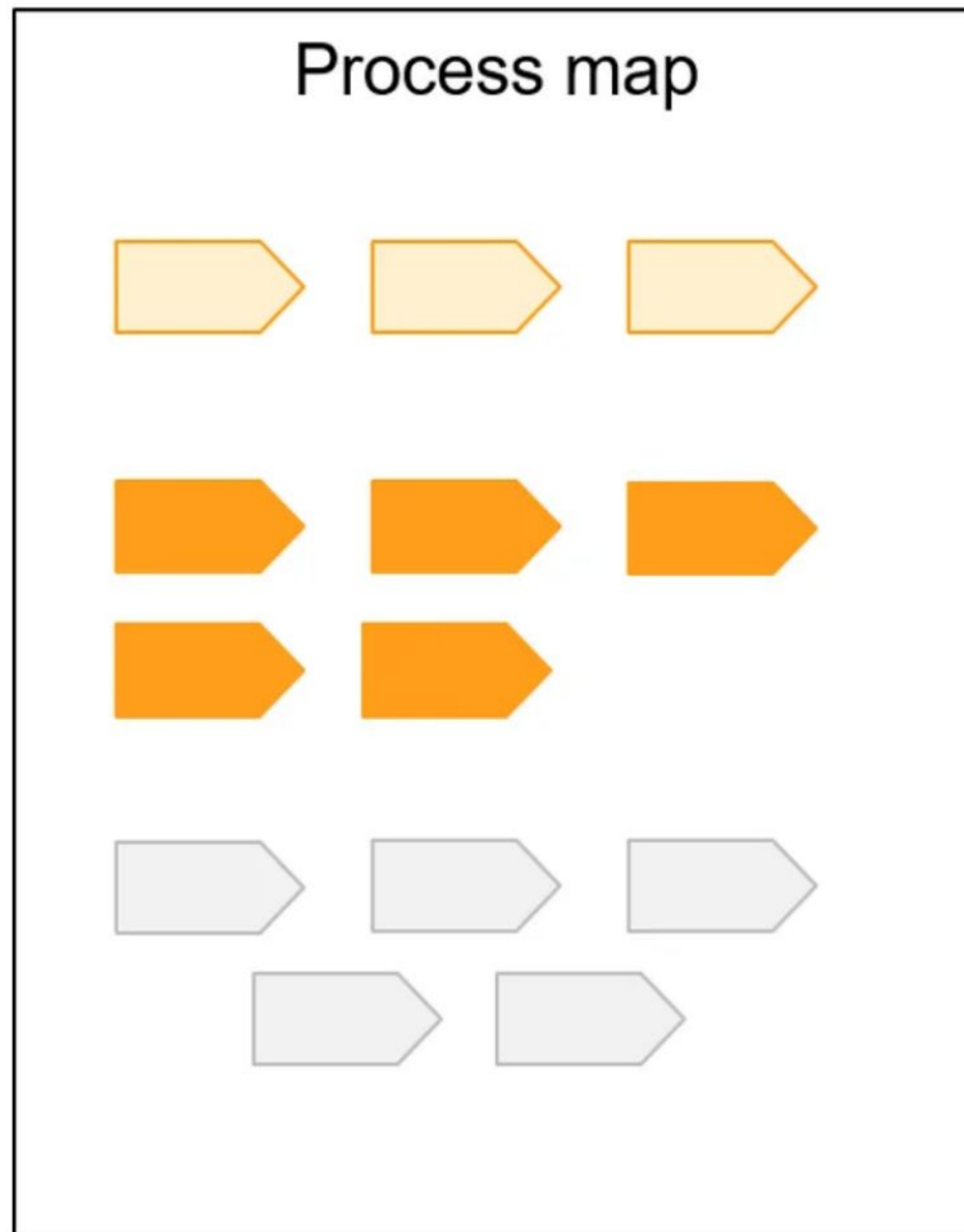
Menuplanung

Bestellung durchführen

Personalplanung

order to cash

Structure of a Process Map



Guiding processes

- Govern the business (long term)
- Plan and control (short term)

Core processes

- Develop products and services
- Satisfy customers and consumers

Enabling processes

- Provide primary resources
- Support with conventional resources

IT Mobility

- Focus on processes depending on mobile resources
- Specifying and incorporating mobile technologies
- Examples
 - Fulfilment service provider (Storing goods and delivering them)
 - Emergent parcel delivery network (establishing parcel delivery like Lieferando)
 - Emergency and rescue service provider
- Exercises: Basic introduction into technologies
 - Positioning, communication, user interface
 - Self study required

Which kind of mobile device are you aware of?

Which technology can be used for locating a user?

Which mobile communication technology are you aware of?

Exercise 2



Veggie Food Delivery process map

- Reflect on what the company is doing for delivering food
- Collect business processes
- Create a draft process map
 - Classified by guiding, core and enabling
 - ~ 20 processes
- Time 45 minutes
- Teams of two

