

# BaRoS

Bayreuth Reports on Strategy

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No. 14

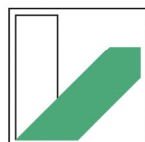
## Strategisches Management

Vermittlung eines grundlegenden Verständnisses von Strategischem Management sowie unterschiedlichen Analyseansätzen von Strategien.

Ricarda B. Bouncken



LEHRSTUHL  
für Strategisches Management und Organisation



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# BaRoS - Bayreuth Reports on Strategy

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## Bayreuth Reports on Strategy

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Academic Advisory Board:

Prof. Dr. Ricarda B. Bouncken  
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Dr. Andreas J. Reuschl

### Address:

Universität Bayreuth  
Chair of Strategic Management and Organization  
Prof. Dr. Ricarda B. Bouncken  
Prieserstraße 2  
95440 Bayreuth  
Tel: +49-921-55-4841  
Tel: +49-921-55-4842  
E-Mail: [Lehrstuhl.BWL6@uni-bayreuth.de](mailto:Lehrstuhl.BWL6@uni-bayreuth.de)



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### **Abstract**

The lecture “strategic management” provides a broad insight on different corporate strategies (business strategies, segment strategies, diversification strategies, growths strategies etc.). After attending the class, participants are enabled to choose the right strategy in accordance with the environmental dynamics and corporate goals. Additionally, they also learn about appropriate instruments for institutionalizing and implementing strategies. This publication gives a first broad and short overview over the class.

*Keywords: Strategic Management, Strategy Development, Strategy Evaluation*

### **Kurzfassung**

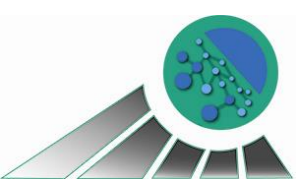
In der Veranstaltung „Strategisches Management“ wird ein umfassendes Verständnis über unterschiedliche Strategien in Unternehmen (Unternehmensstrategien, Geschäftsfeldstrategien, Diversifikationsstrategien, Wachstumsstrategien usw.) vermittelt. Teilnehmer werden dadurch in die Lage versetzt, je nach Anforderungen und Zielen im Unternehmen diese Strategien richtig auswählen und umsetzen zu können sowie dabei geeignete Instrumente zur Strategiewahl und -umsetzung nutzen zu können. Diese Veröffentlichung gibt einen ersten groben und kurzen Überblick über die vollständige Veranstaltung.

*Schlagwörter: Strategisches Management, Strategieentwicklung, Strategiebeurteilung*

# Strategisches Management

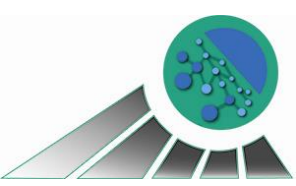
WS 2019/20

**Prof. Dr. Ricarda B. Bouncken**



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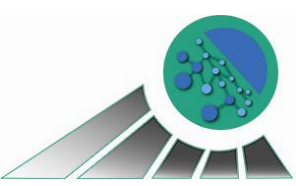
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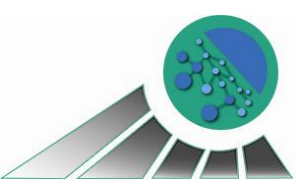
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# **Kapitel 1**

## **Einführung in das Strategische Management**



# Ausgewählte Strategiedefinition

**Chandler, 1962**

... the determination of the basic **long-term goals and objectives** of an enterprise, and the adoption of courses of action and the **allocation of resources** necessary for carrying out these goals.

**Andrews, 1971**

... the **pattern of objectives**, purposes or goals, and the **major policies** and plans for achieving these goals, stated in such a way as to **define what business the company is in or should be in and the kind of company it is or should be**.

**Itami, 1991**

... what determines the **framework of a firm's business** activities and provides guidelines for coordinating activities so that the firm can cope with and influence the changing environment. Strategy articulates the firm's preferred environment and the type of organization it is striving to become.

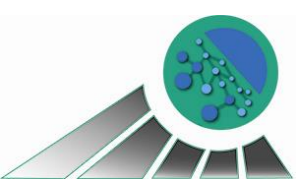
**Barney, 1997**

Strategy is a **pattern of resource allocation** that enables firms to maintain or **improve their performance**.

**Bouncken, 2008**

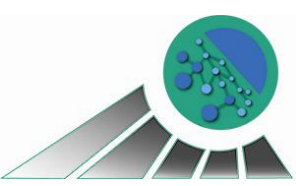
Der Begriff Strategie lässt sich grob als ein spezifisches Muster aus **Entscheidungen** und **Handlungen** der Manager skizzieren, das Kernkompetenzen herausbildet und nutzt, Wettbewerbsvorteile ermöglicht und höhere Leistungen als die Konkurrenz erbringt. Strategien sind daher langfristig angelegt.





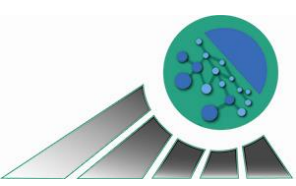
# Kapitel 2

## Strategiearten und -inhalte



# Einordnung und Objekte der Diversifikationsstrategie

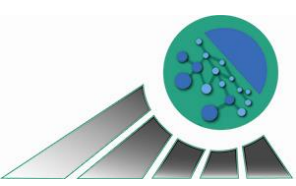
Märkte/ Produktlinien	M1	M2	M3	M4	Mn
P1	Marktpe- netration	Marktentwicklung			
P2	Produktentwicklung	Diversifikation			
P3					
P4					
Pn					



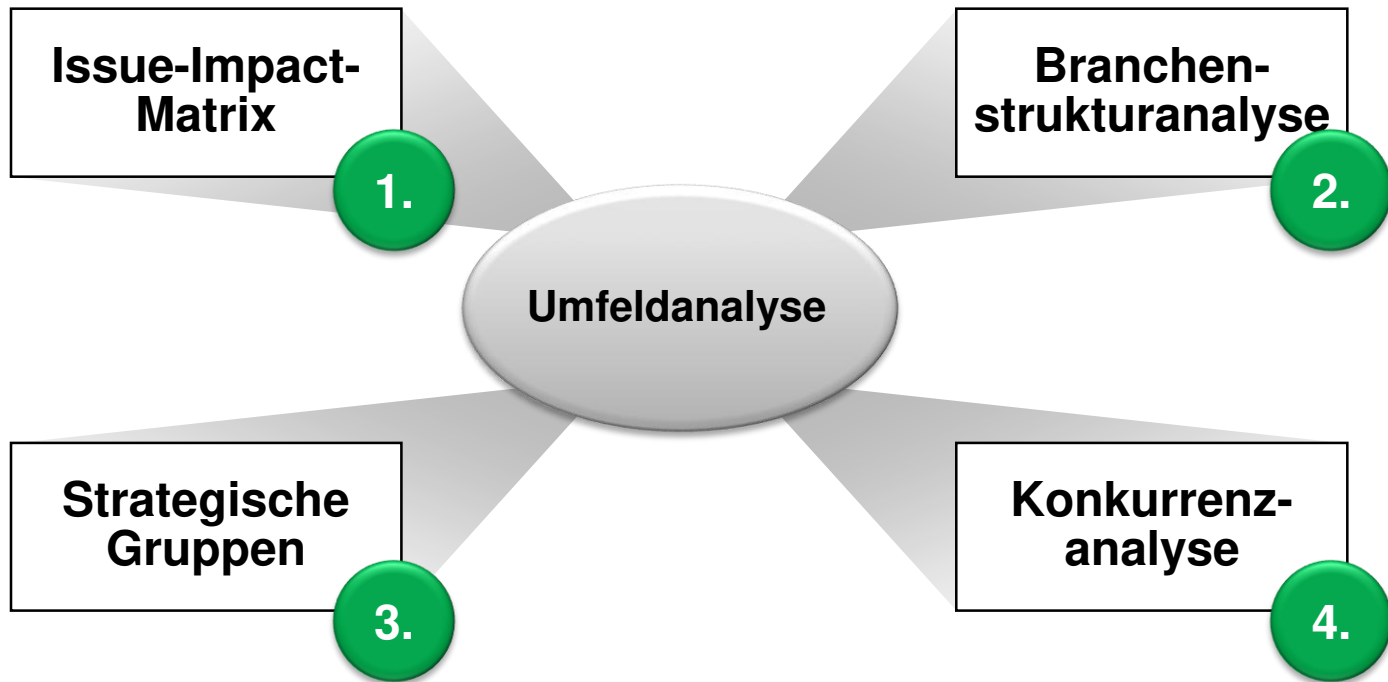
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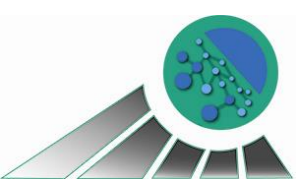
# **Kapitel 3**

## **Strategische Instrumente**



# Instrumente der Umfeldanalyse

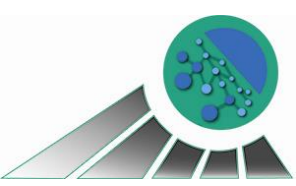




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# **Kapitel 4**

## **Digitale Revolution**



# Wettbewerbsstrategie – Was nun?

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## **Aufbrechen von Industriegrenzen**

Industrieorientiertes Strategieverständnis verliert an Bedeutung in der digitalen Wirtschaft

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## **Rekombination**

Identifikation und Realisierung von Rekombinationspotentialen über Industriegrenzen hinweg

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## **Ecosystem**

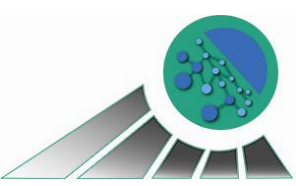
Ecosystempositionierung anstatt Marktpositionierung

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## **Kooperation/ Coopetition**

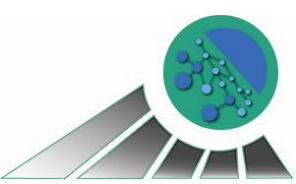
Öffnen für und Zusammenarbeit mit Unternehmen aus anderen Branchen und öffnen für und Zusammenarbeit mit Konkurrenten (Coopetition) – ABER: Wie weit?

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# Kapitel 5

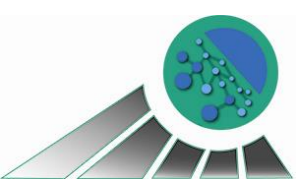
## Geschäftsmodelle



# One idea: 10 dimensions of a business model

Stage	Dimension	Core tasks	Source
Value proposition	Products and/or services	Defining the firm's offer	Cooper & Kleinschmidt, 1987
	Customers and customer relationships	Selecting target customers and managing customer relations	Reinartz, 2004
	Markets	Choose the area of competition	Cooper & Kleinschmidt, 1987
	Channels	Looking for ways to reach the selected customers	Osterwalder & Pigneur, 2010
Value creation	Competences	Identify and exploit core capabilities	Powell, 1995; Ahmad & Schroeder 2003
	Technical resources	Define relevant technologies and their application	Parasuraman et al., 2004
	External resources	Cooperate and build alliances with customers, suppliers, or competitors	Bouncken, 2010
	Processes	Organizing the value-chain (scale and scope)	Osterwalder & Pigneur, 2010
Value capture	Revenue models	Choose the style of transactions (abo, leasing, single transactions)	Self developed
	Cost-price ratios	Select a pricing strategy and define margins	Amit & Zott, 2007

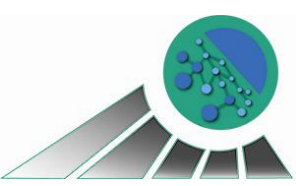




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# **Kapitel 6**

## **Netzwerkeffekte & Ecosystems**



# What is a platform?

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**First Things First:** Practitioners and researchers in different domains (e.g. innovation management, strategic management) often refer to different concepts when talking about ‚platforms‘

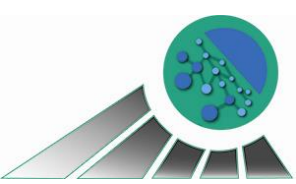
In this course, we follow the following understanding:

## Platforms

„Platforms are technological interfaces—often embodied in products, services, or technologies—that can serve to mediate transactions between two or more sides, such as networks of buyers and sellers (for example, eBay) or complementors and users (for example, Linux in enterprise server software)“ (McIntyre & Srinivasan, 2017)

This understanding does *not include*

- e-commerce shops (provided by a manufacturing or retail firm),
- software or hardware products that do not require external complementors to co-create value

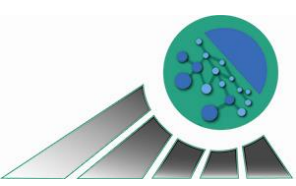


**Vielen Dank für Ihr Interesse und viel Erfolg!**



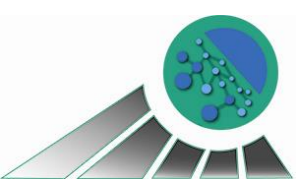
**Prof. Dr. Ricarda B. Bouncken**

**Tel:** +49 921 / 55 - 48 41  
**Fax:** +49 921 / 55 - 48 42  
**Email:** [bouncken@uni-bayreuth.de](mailto:bouncken@uni-bayreuth.de)  
**Web:** [www.bwlvi.uni-bayreuth.de](http://www.bwlvi.uni-bayreuth.de)  
**Adresse:** University of Bayreuth  
Prieserstr. 2, D - 95444 Bayreuth



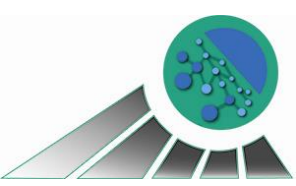
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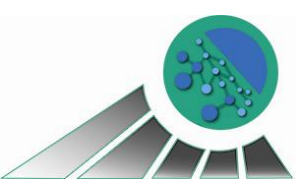
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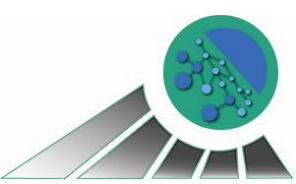
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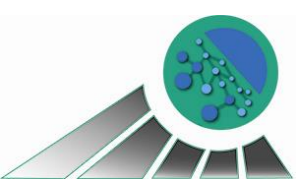
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