OVERVIEW CHART: The Strategy Design Toolbox

OVERVIEW PLATFORM: orientate & connect.





Perspective 3
Reflecting

Perspective 4:



Perspective 6:



Creating Understanding Orientation Developments

erspective 3: Perspective 4
Reflecting Designing
Positions Advantages

hing Perspective
Engaging
Rages People

Perspective 6 Realizing Value

Navigating Success

DETAIL PLATFORM: analyze & create



What is our vision and mission?



Which dynamics shape the environment?



What is key to be a competitive player?



How do we satisfy customers?



How can we develop an innovative team?



How can we develop the organization?



How can we capture financial value?



What are our values?



What drives the rules of the game?



Which opportunities & threats are relevant?



How do we address market segments?



How can we establish powerful partnerships?



What is the roadmap for implementation?



How can we control our objectives?



What is our promise to stakeholders?



develop?



Which strengths and weaknesses are relevant?



create our offer?



How can we use the power of networks?



How much money do we need?



How can we manage risks?



objectives?



vvnat are possible scenarios?



How can we improve our position?



Which key resources do we need?



promoters/opponents?



win investors?



get out of thinking boxes?

TABLE OF CONTENT

PERSPECTIVE 1

	INTRODUCTION	07
1	Dynamics in the business world and the approach of the book	13
2	Strategy Design Innovation –	
	introducing the entire model	19
2.1	Strategy Design	21
2.2	Strategy Design Toolbox	22
2.3	Strategy Design Modelling	23
2.4	Strategy Design Innovation	24
3	The Strategy Design Toolbox: asking entrepreneurial questions and creating answers	25
3.1	Creating Orientation	29
3.1.1	What is our vision and our mission?	32
3.1.2	What are our values?	39
3.1.3	What is our promise to stakeholders?	42
3.1.4	What are our objectives?	50

9ERSPECTIVE 2 3.2 3.2.1 3.2.2 3.2.3 3.2.4	Understanding Developments Which dynamics shape the environment? What drives the rules of the game? How do markets develop? What are possible scenarios?	57 60 66 73 77
PERSPECTIVE 3 3.3 3.3.1 3.3.2 3.3.3 3.3.4	Reflecting Positions What is key to be a competitive player? Which opportunities and threats are relevant? Which strengths and weaknesses are relevant? How can we improve our position?	81 84 89 93 97
PERSPECTIVE 4 3.4 3.4.1 3.4.2 3.4.3 3.4.4	Designing Advantages How do we satisfy customers? How do we address market segments? Which activities create our offer? Which key resources do we need?	103 106 120 126 131

PERSPECTIVE 5 3.5 3.5.1 3.5.2 3.5.3 3.5.4	Engaging People How can we develop an innovative team? How can we establish powerful partnerships? How can we use the power of networks? How can we manage promoters and opponents?	135 138 142 146 152
PERSPECTIVE 6 3.6 3.6.1 3.6.2 3.6.3 3.6.4	Realizing Value How can we develop the organization? What is the roadmap for implementation? How much money do we need? How can we win investors?	155 158 163 172 177
PERSPECTIVE 7 3.7 3.7.1 3.7.2 3.7.3 3.7.4	Navigating Success How can we capture financial value? How can we control our objectives? How can we manage risks? How can we learn and get out of thinking boxes?	181 184 193 199 203

4	Strategy Design Modelling – creating	
	powerful ideas for competitive advantage	209
4.1		211
4.2	Proof of concept and field test	219
4.3	Further supporting principles	221
5	Strategy Design – developing a consistent picture	227
5.1		229
5.2	A holistic approach – Business Model Canvas (BMC)	233
5.3	A sustainable approach – Strategy Design Booklet (SDB)	237
6	Summary and outlook	241
	References	245
	Index of keywords	252
	About the authors	255