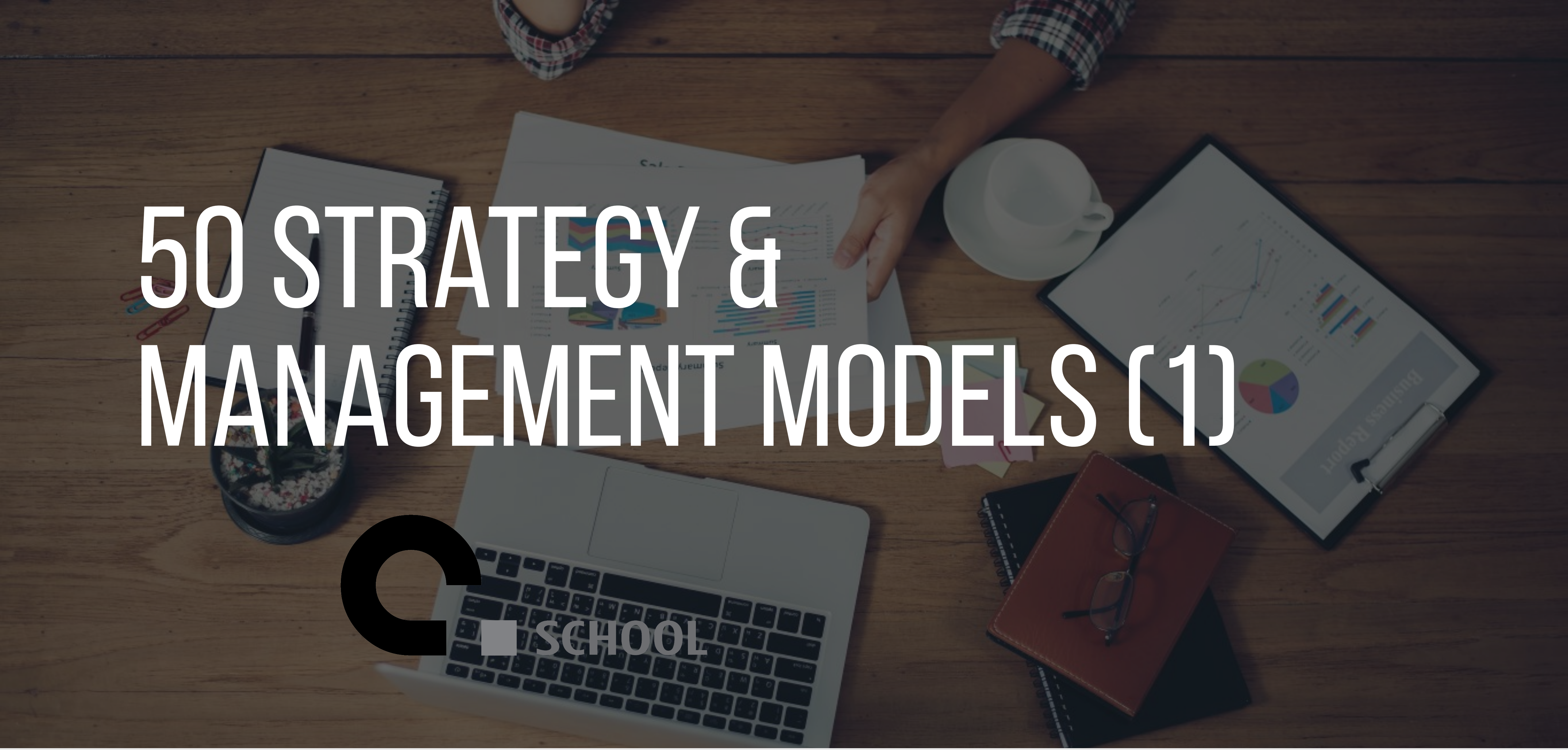


50 STRATEGY & MANAGEMENT MODELS (1)

SCHOOL

GOOD MANAGEMENT IS THE ART OF MAKING PROBLEMS SO INTERESTING AND THEIR SOLUTIONS SO CONSTRUCTIVE THAT EVERYONE WANTS TO GET TO WORK AND DEAL WITH THEM.

Paul Hawken
(Environmentalist)

LEADERSHIP APPEARS TO BE THE ART OF GETTING OTHERS TO WANT TO DO SOMETHING YOU ARE CONVINCED SHOULD BE DONE

Vance Packard
(American journalist and author)

SCHOOL

CONTENTS

50 Strategy & Management Models

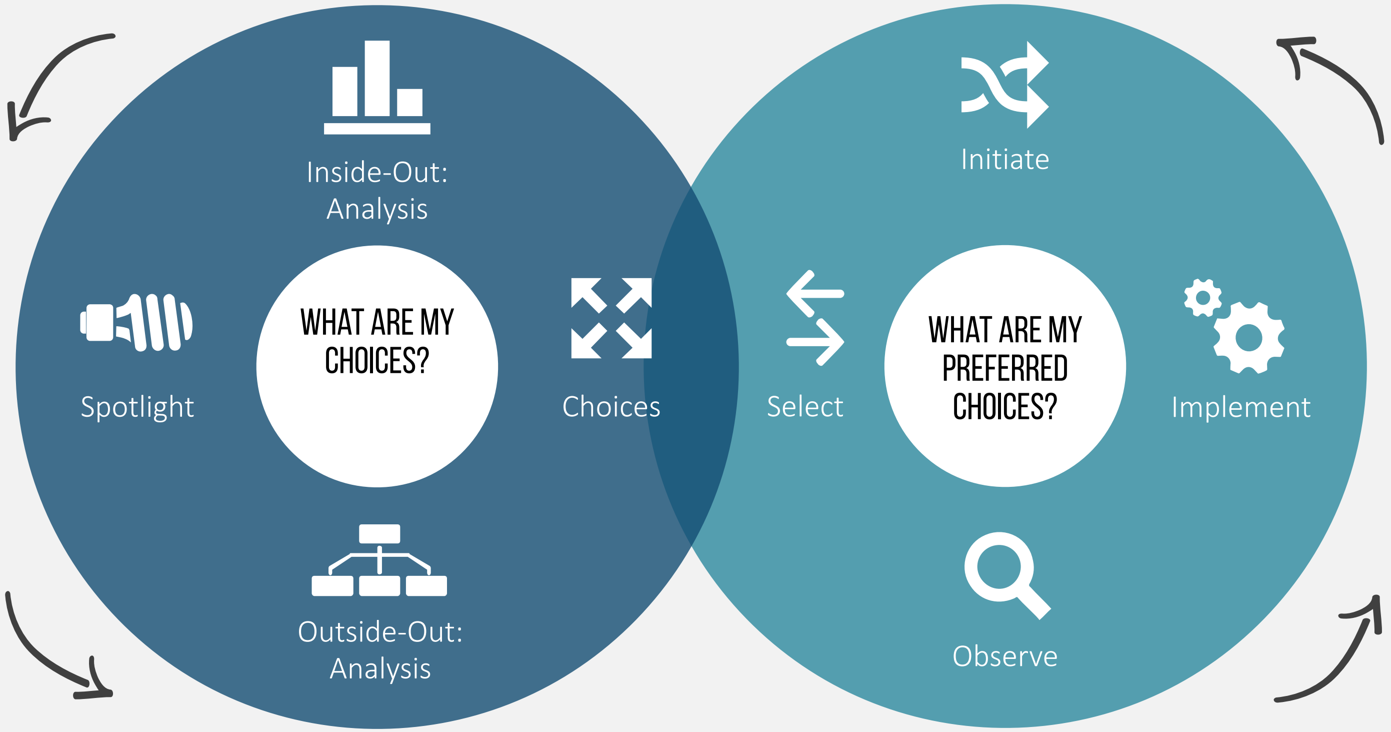
1. STRATEGIC DIALOGUE

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

1. STRATEGIC DIALOGUE

50 STRATEGY & MANAGEMENT MODELS



THIS THEORY WAS PROPOSED BY MATHIEU DE VAAN, STEVEN TEN HAVE AND WOUTER TEN HAVE.

A STRATEGY IS FORMULATED AND IMPLEMENTED OVER EIGHT STEPS, WITH ROOM FOR DEVELOPMENT.

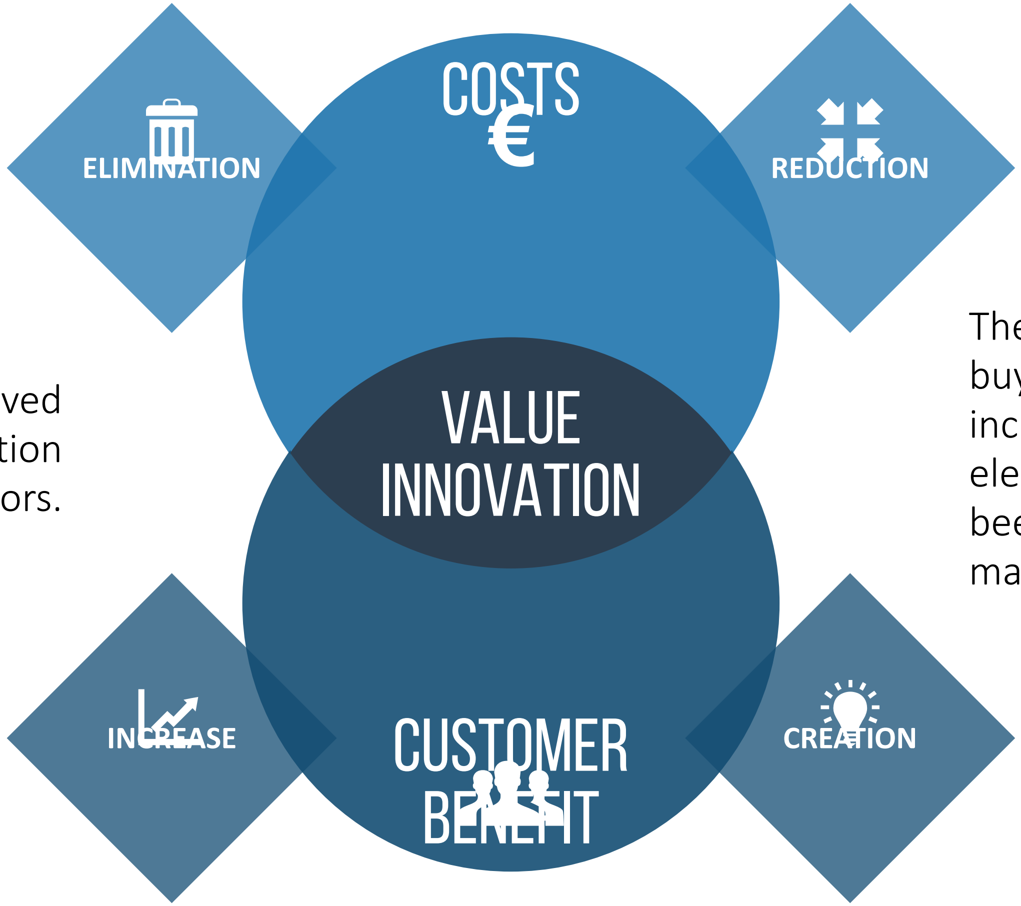
SCHOOL

2. BLUE OCEAN METHOD

50 STRATEGY & MANAGEMENT MODELS

2. BLUE OCEAN METHOD

50 STRATEGY & MANAGEMENT MODELS



Cost savings are achieved by reduction or elimination of competitive factors.

The value for the buyer is enhanced by increasing or creating elements, which have not been offered on the market.

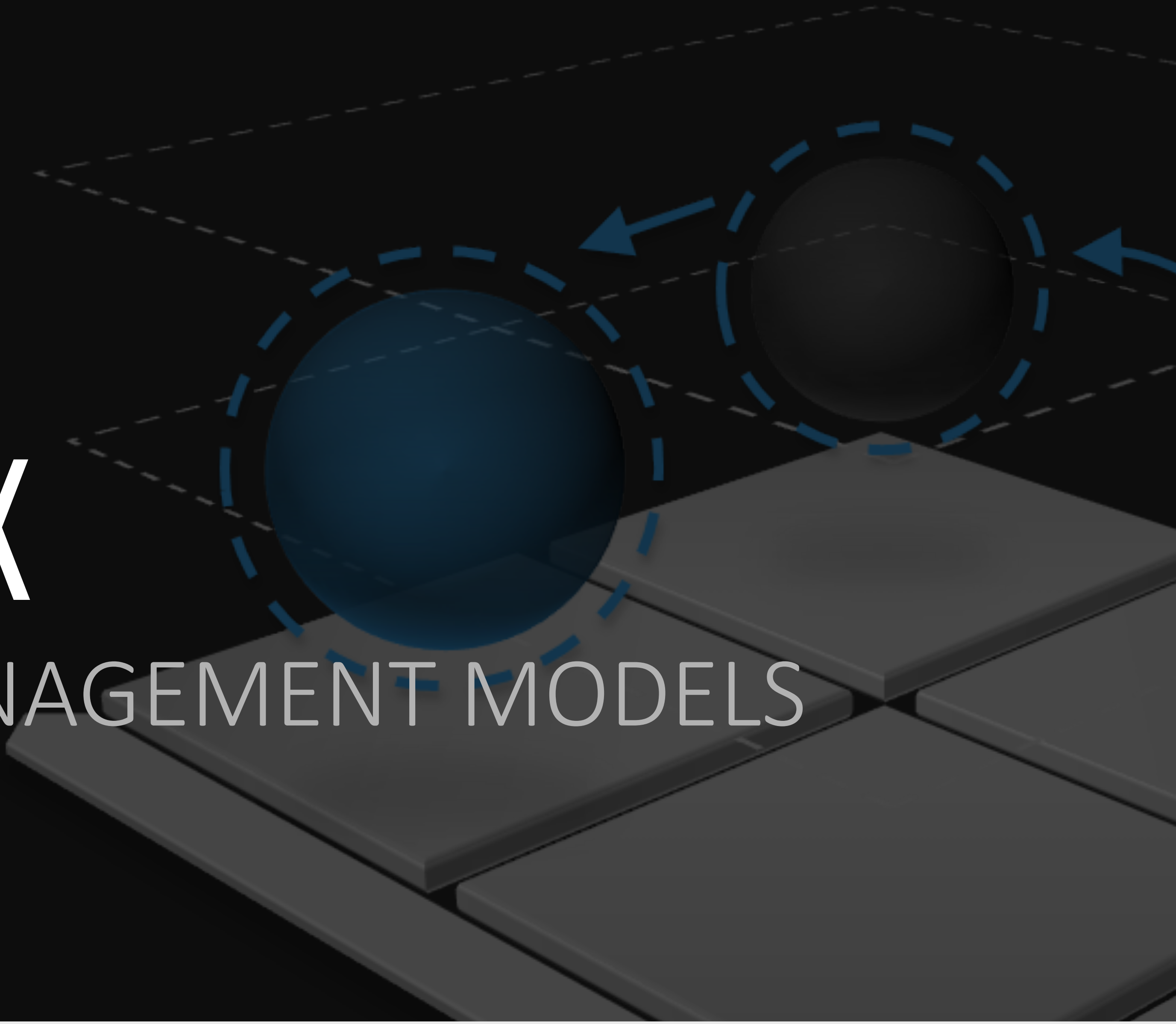
THIS METHOD WAS DEVELOPED BY TWO INSEAD BUSINESS SCHOOL ACADEMICS.

GROWTH IS ENSURED BY DEVELOPING NEW PRODUCTS THROUGH INNOVATION IN UNTAPPED MARKETS.

SCHOOL

3. BCG MATRIX

50 STRATEGY & MANAGEMENT MODELS



SCHOOL

3. BCG MATRIX

50 STRATEGY & MANAGEMENT MODELS

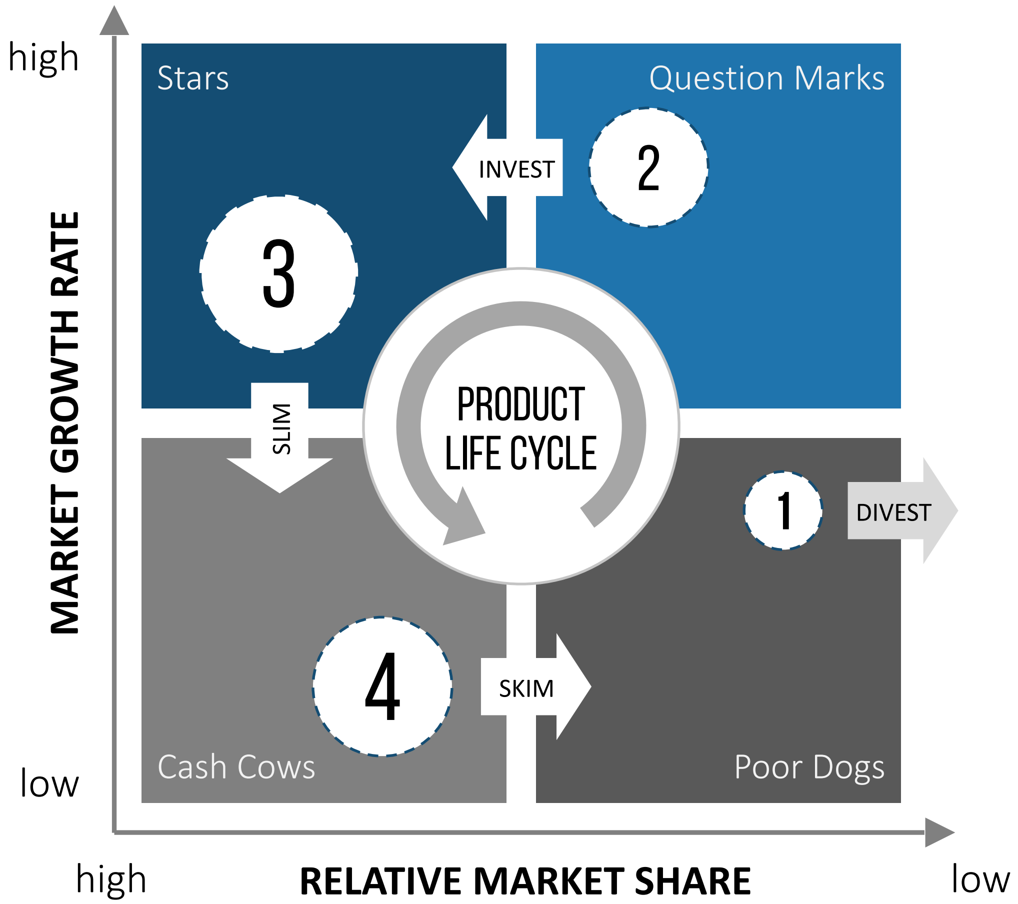
STARS:

Potentially profitable products with relatively high market share in a rapidly growing market.

CASH COWS:

Extremely profitable products with strong market growth and a high and stable market share.

Size of bubble represents revenue



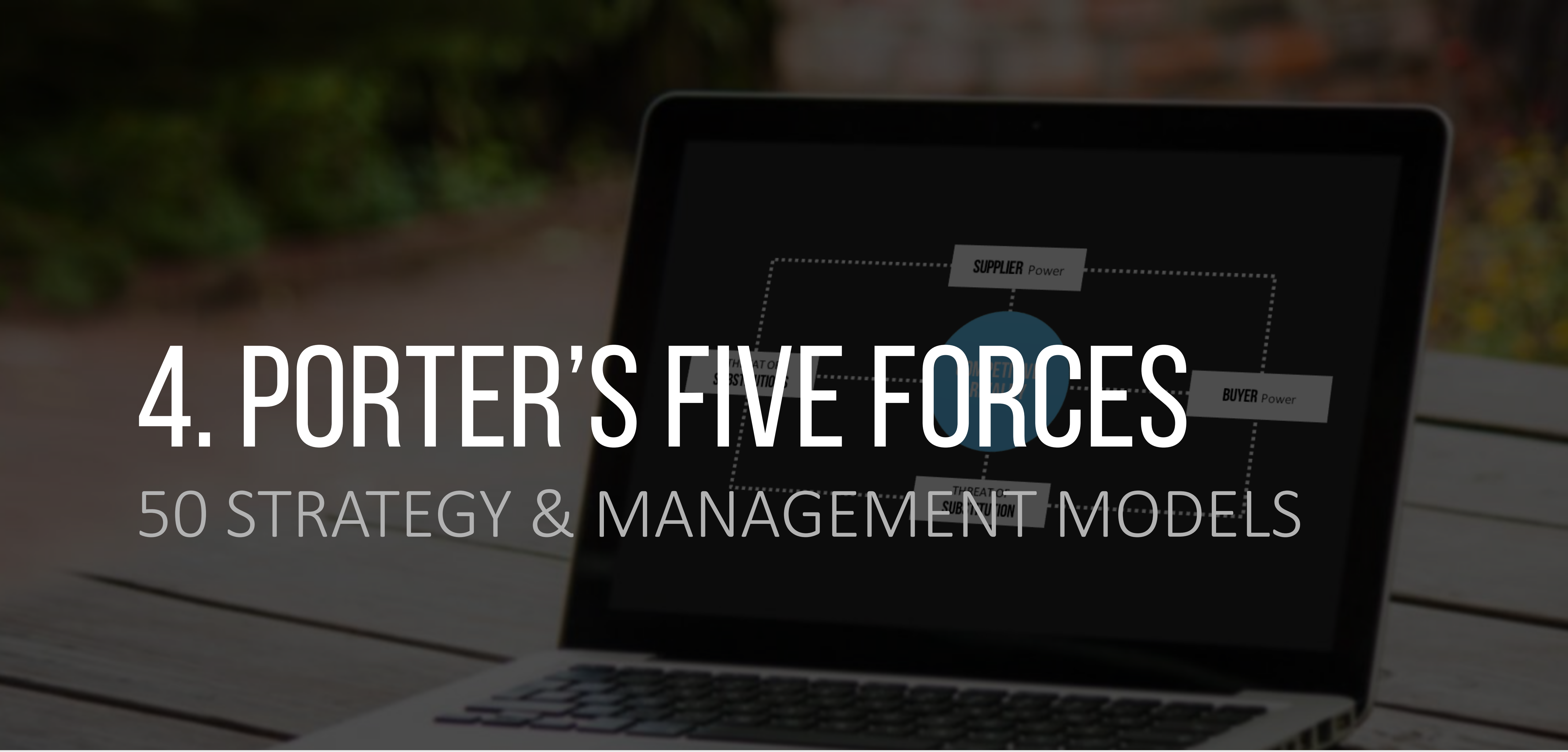
QUESTION MARK:

Products with high market growth but low market share and uncertain growth rate.

DOGS :

Products that should be taken off market if not profitable.

SCHOOL



4. PORTER'S FIVE FORCES

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

4. PORTER'S FIVE FORCES

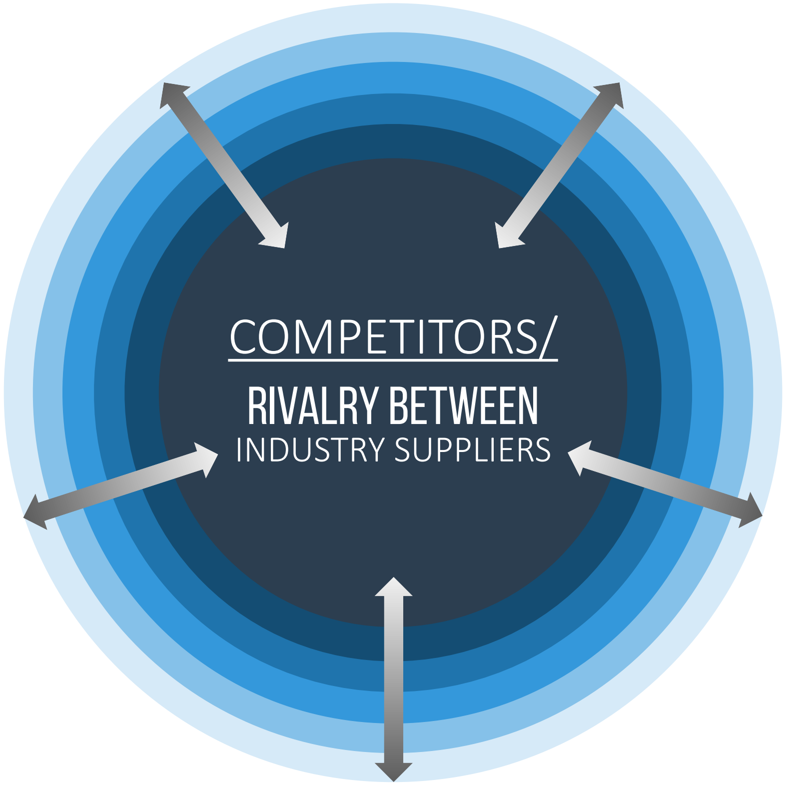
50 STRATEGY & MANAGEMENT MODELS

POTENTIALLY NEW COMPETITORS

threat through new competitors

POTENTIAL FURTHER STAKEHOLDER

Potential bargaining power and the ability to intervene in the industry events



SUPPLIERS

bargaining strength of suppliers

CUSTOMER

bargaining power of customers

SUBSTITUTE PRODUCTS

threat through substitute products or services

THIS MODEL, DEVELOPED BY MICHAEL PORTER, IS USED TO ANALYZE COMPETITIVE FORCES AND OTHER THREATS IN THE MARKET.

A COMPANY'S STRATEGIC POSITION IS DETERMINED BY MARKET CONDITIONS, SUCH AS COMPETITIVE INTENSITY.

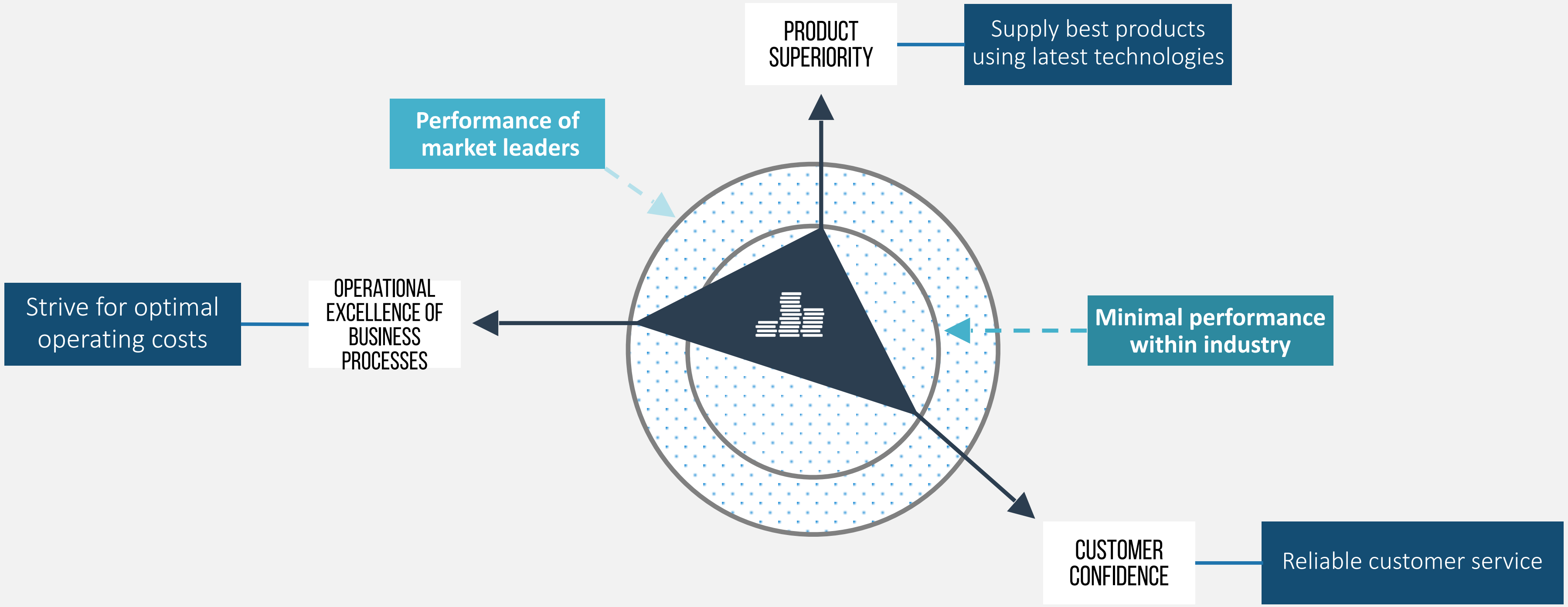
5. VALUE DISCIPLINES

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

5. VALUE DISCIPLINES

50 STRATEGY & MANAGEMENT MODELS



THE VALUE DISCIPLINES MODEL WAS CREATED BY MICHAEL TREACY AND FRED WIERSEMA.

THIS MODEL IDENTIFIES THREE VALUE DISCIPLINES AND HELPS DETERMINE CUSTOMER NEEDS AND ACTUAL PRODUCT VALUE.

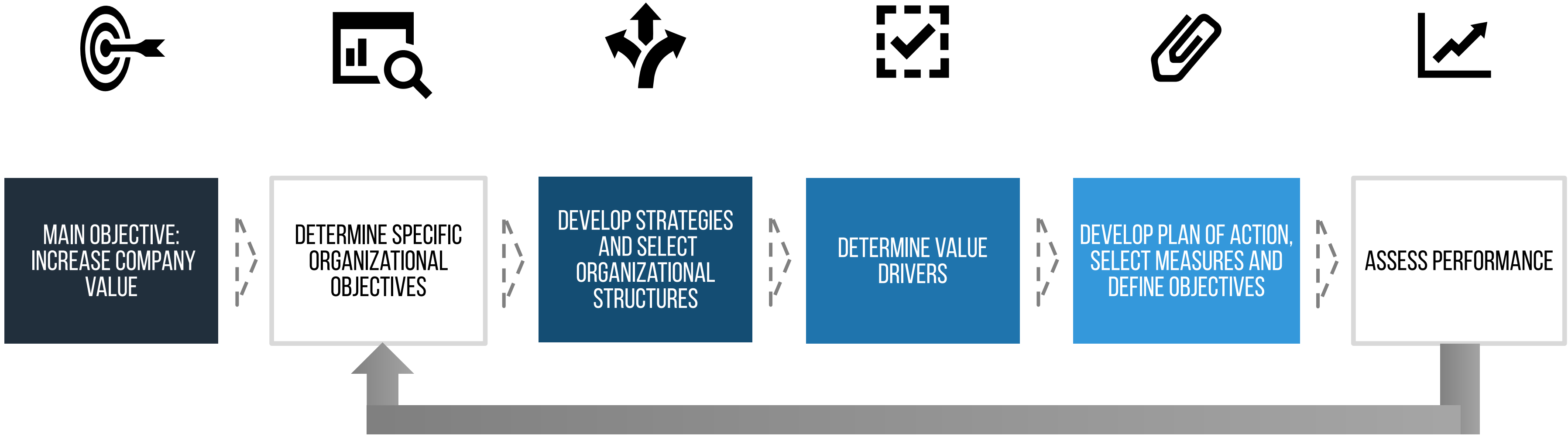
SCHOOL

6. VALUE-BASED MANAGEMENT (VBM)

50 STRATEGY & MANAGEMENT MODELS

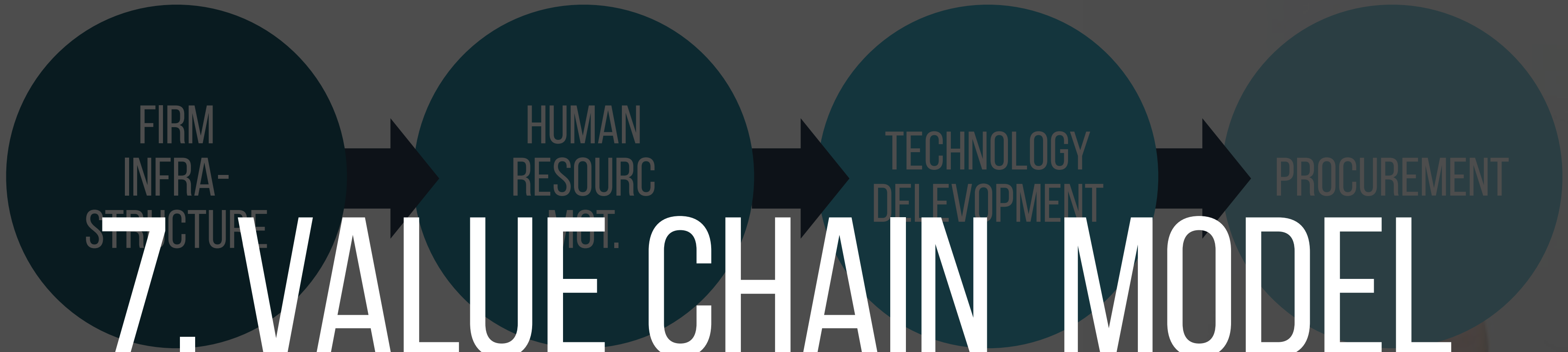
6. VALUE-BASED MANAGEMENT (VBM)

50 STRATEGY & MANAGEMENT MODELS



VALUE-BASED MANAGEMENT IS USED TO IMPROVE MANAGEMENT PROCESSES.

IT SERVES TO MAXIMIZE THE VALUE OF A COMPANY BASED ON ITS OWN DISCOUNTED FUTURE CASH FLOWS.



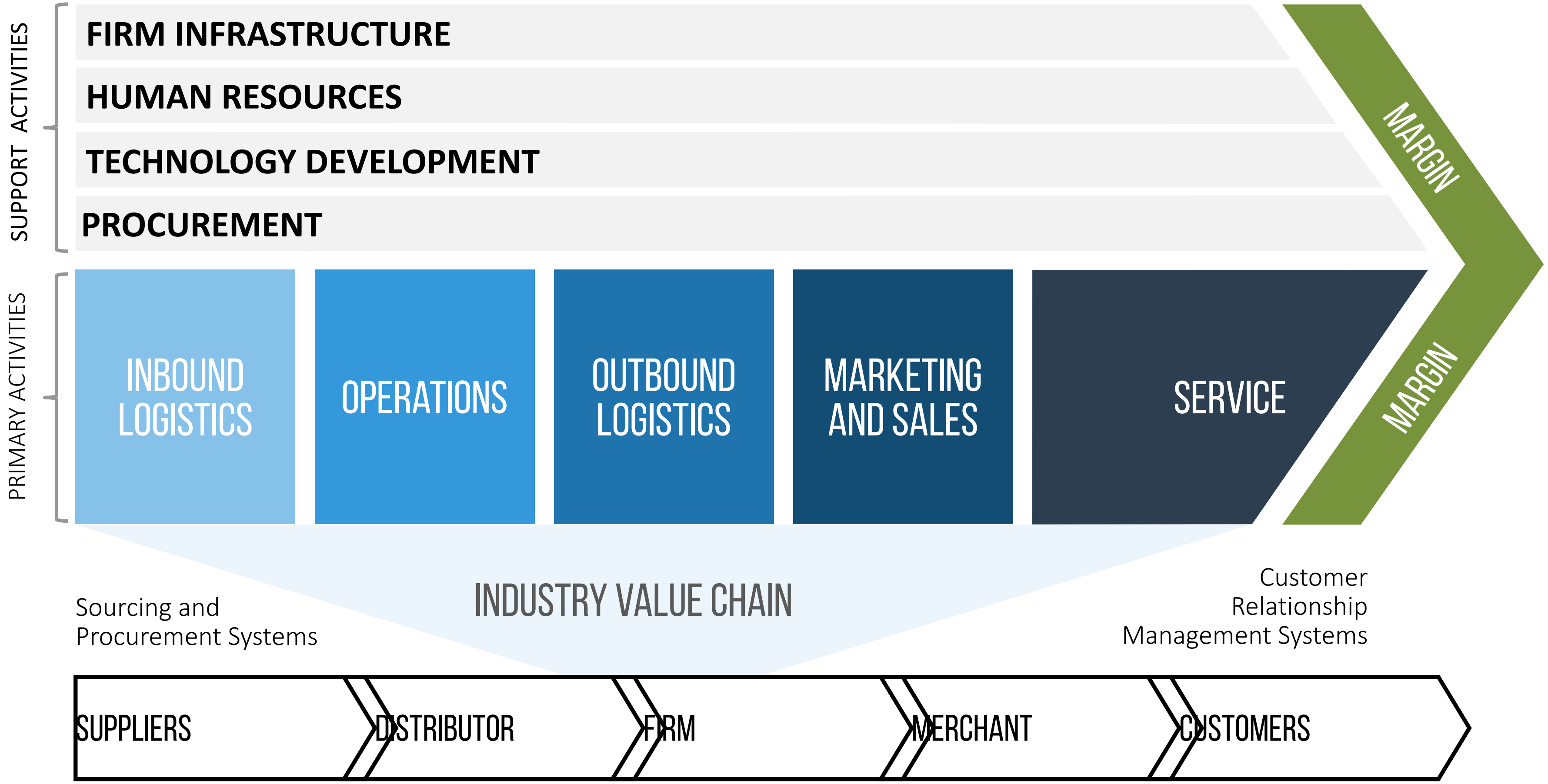
7. VALUE CHAIN MODEL

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

7. VALUE CHAIN MODEL

50 STRATEGY & MANAGEMENT MODELS



PORTER'S VALUE CHAIN MODEL SUBDIVIDES A COMPANY'S VALUE-ADDED ACTIVITIES INTO PRIMARY AND SECONDARY ACTIVITIES.

TOGETHER, THESE ACTIVITIES ESTABLISH A COMPANY'S VALUE CHAIN.

SCHOOL

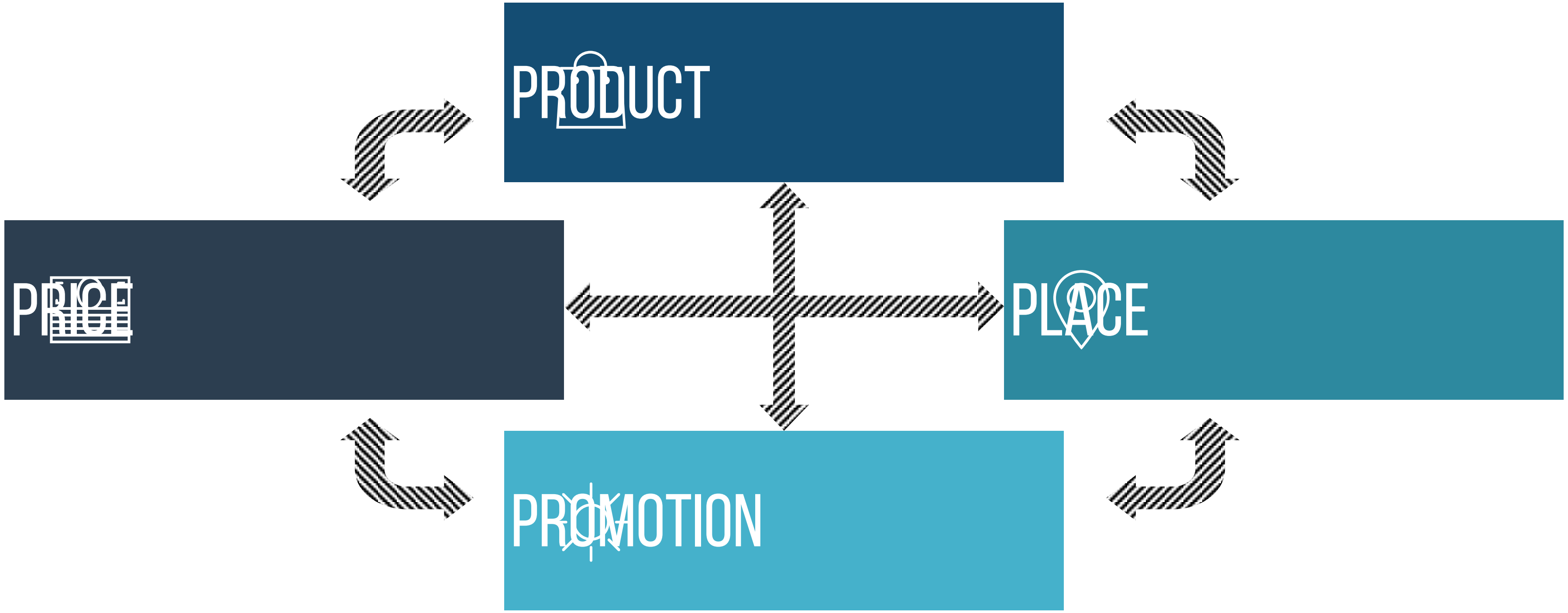
8. 4 P'S OF MARKETING (MARKETING-MIX)

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

8. 4 P’S OF MARKETING (MARKETING-MIX)

50 STRATEGY & MANAGEMENT MODELS



PHILLIP KOTLER FIRST INTRODUCED THE 4P’S OF MARKETING: PRICE, PRODUCT, PLACE, AND PROMOTION.

ALL MARKETING ACTIVITIES AND DECISIONS CAN BE CATEGORIZED INTO THESE FOUR FIELDS. THIS ALLOWS THE MARKET POSITION OF A PRODUCT TO BE DEFINED.

SCHOOL

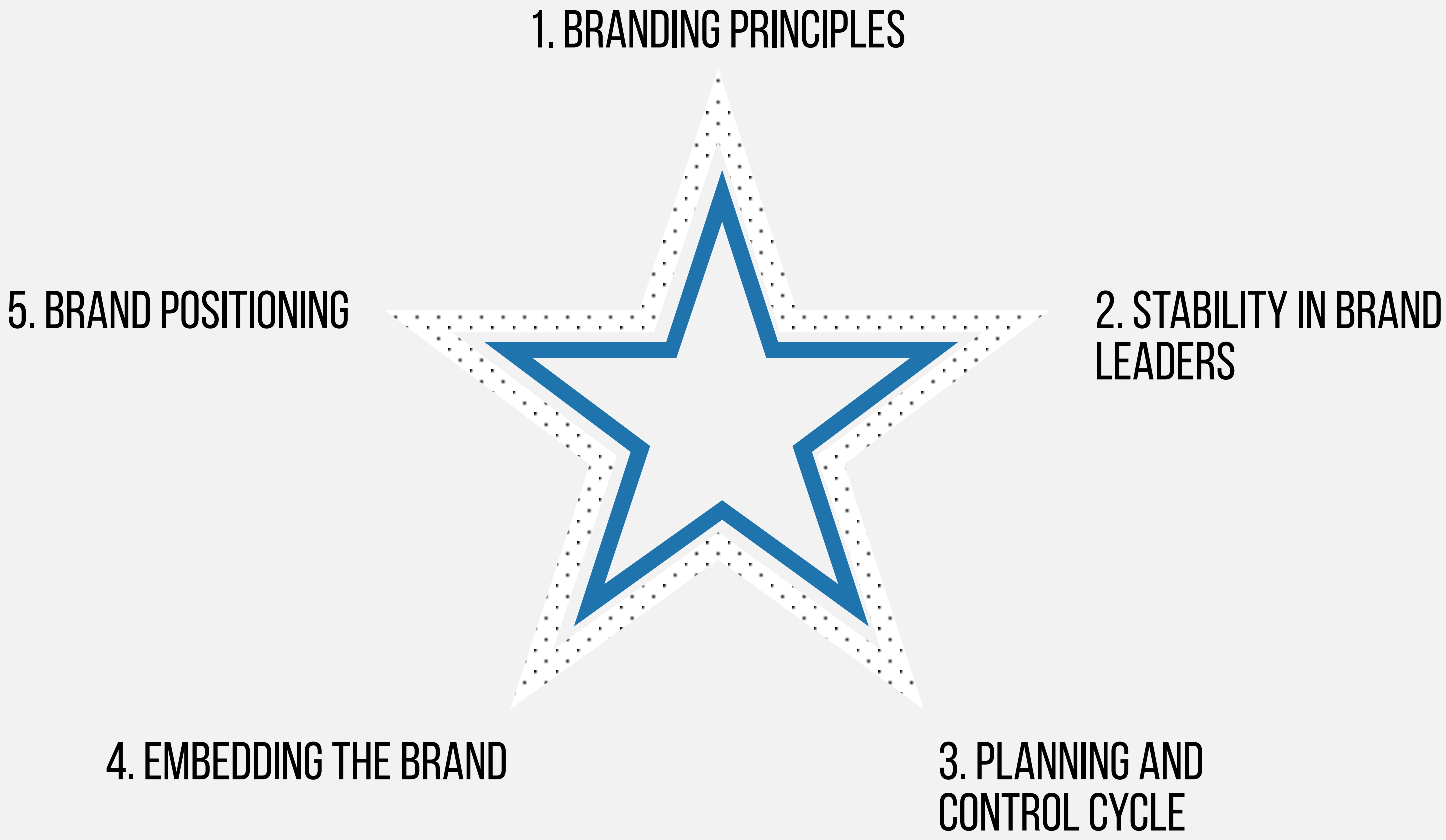
9. BRANDING PENTAGRAM

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

9. BRANDING PENTAGRAM

50 STRATEGY & MANAGEMENT MODELS



THE BRANDING PENTAGRAM CONVERTS A CORPORATE STRATEGY INTO A BRANDING POLICY.

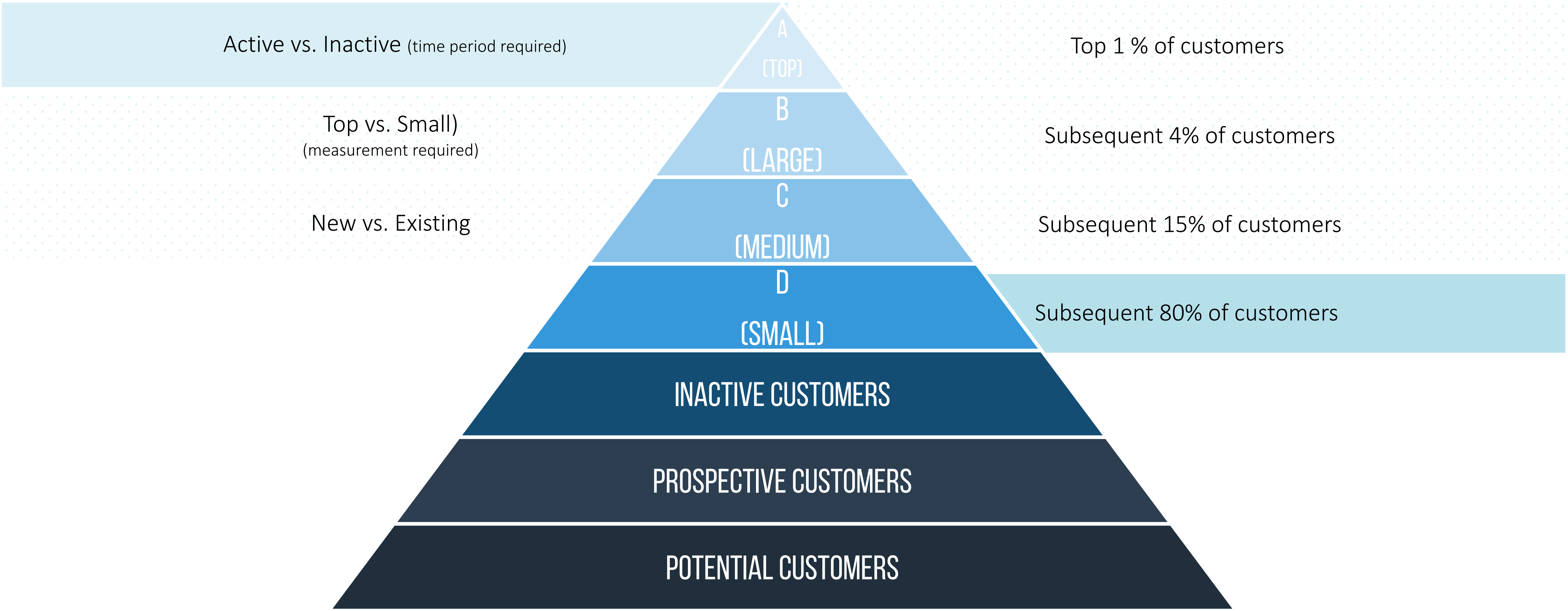
ADDRESSING THE FIVE POINTS OF THE PENTAGRAM NOT ONLY SPECIFIES A COMPANY'S BRANDING POLICY, BUT ALSO FACILITATES ITS INTEGRATION INTO DAILY BUSINESS.

10. CLIENT PYRAMID

50 STRATEGY & MANAGEMENT MODELS

10. CLIENT PYRAMID

50 STRATEGY & MANAGEMENT MODELS



SCHOOL

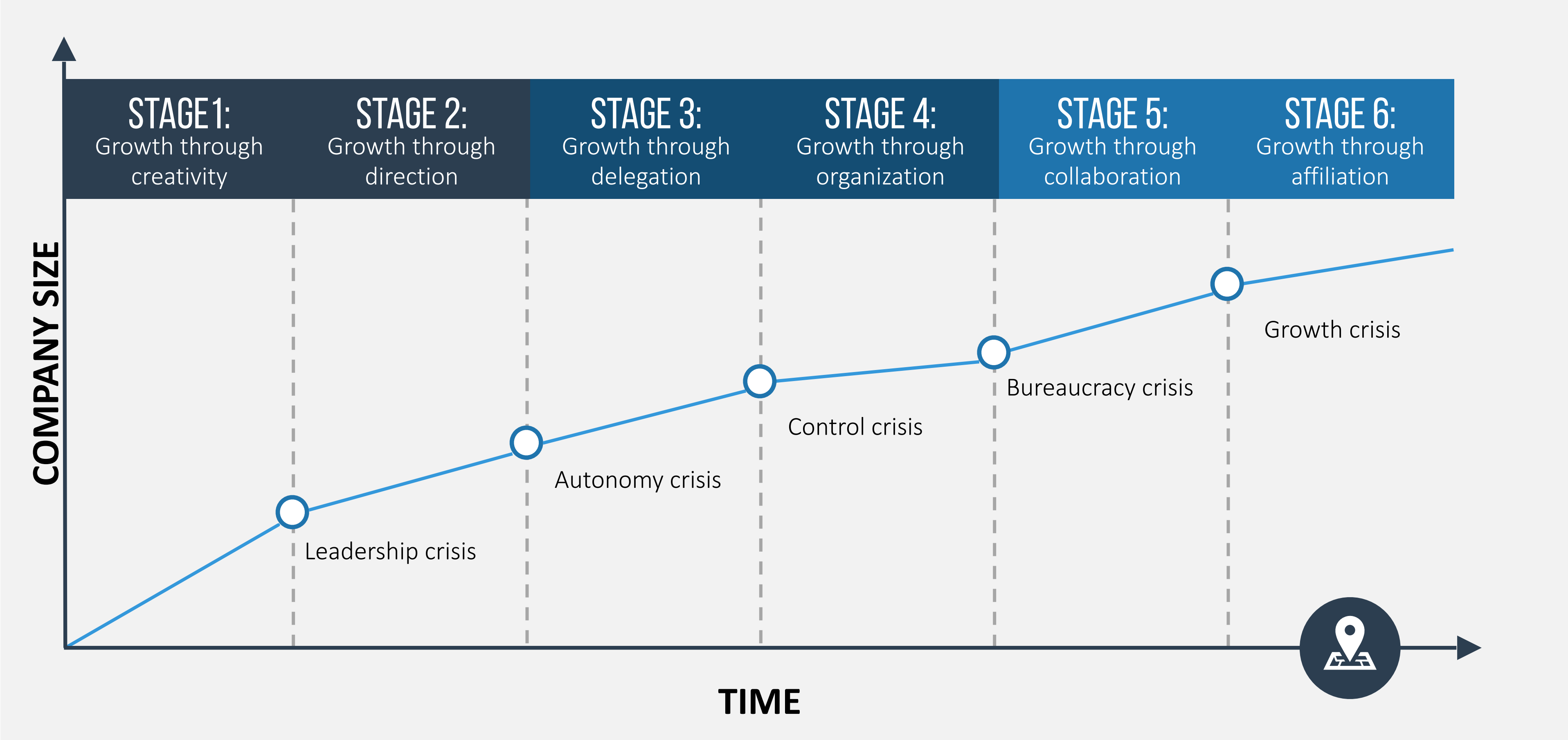
11. GROWTH MODEL

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

11. GROWTH MODEL

50 STRATEGY & MANAGEMENT MODELS



LARRY E. GREINER'S MODEL ALLOWS A GROWING COMPANY TO IDENTIFY POTENTIAL SOURCES OF ERROR.

THE GROWTH PHASES ARE CHARACTERIZED BY CONTINUOUS REORGANIZATION AND THE CHALLENGES THAT GO WITH IT.

12. BUSINESS PROCESS REDESIGN (BPR)

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

12. BUSINESS PROCESS REDESIGN (BPR)

50 STRATEGY & MANAGEMENT MODELS

DECIDE ON SCOPE AND OBJECTIVES	REDESIGN PROCESS STRUCTURE	ESTABLISH MANAGEMENT	REALIZE AND INTEGRATE

NECESSARY INDICATORS:

- Conflicts
- Meetings
- Unstructured communication
- Strategic dialogue

KEY ELEMENTS:

- Focus on output requirements
- Critical success factors
- Effectiveness

KEY ELEMENTS:

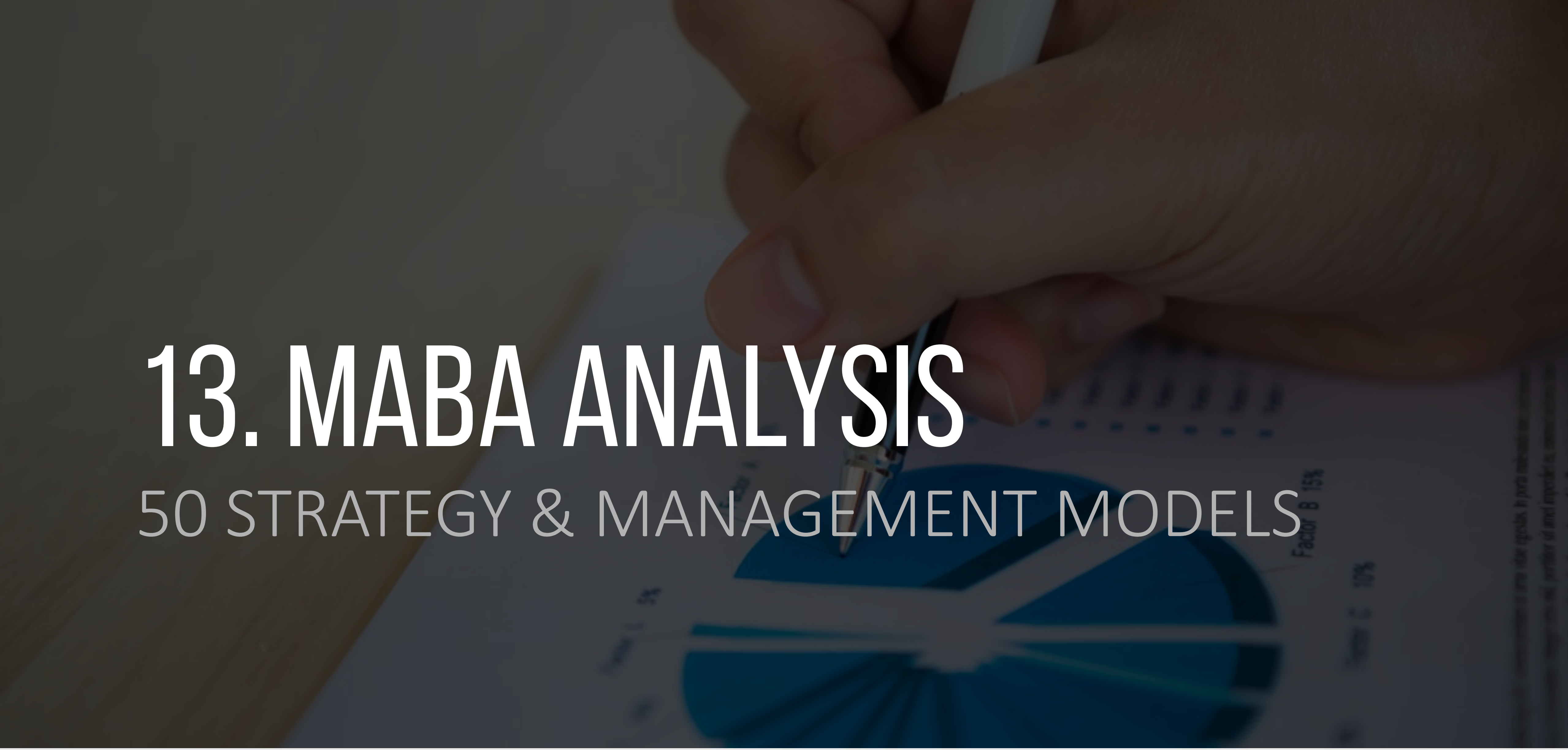
- Outline management tools
- Assess performance
- Support learning process and compensation

KEY ELEMENTS:

- Establish management
- Supervise change management

MICHAEL HAMMER AND JAMES CHAMPY'S BUSINESS PROCESS REDESIGN (BPR) MODEL IS USED TO RE-EVALUATE AND REENGINEER A COMPANY'S PROCESSES.

THE GOAL IS TO IMPROVE A COMPANY'S ACTUAL PERFORMANCE IN COST, QUALITY, SERVICE, AND SPEED.



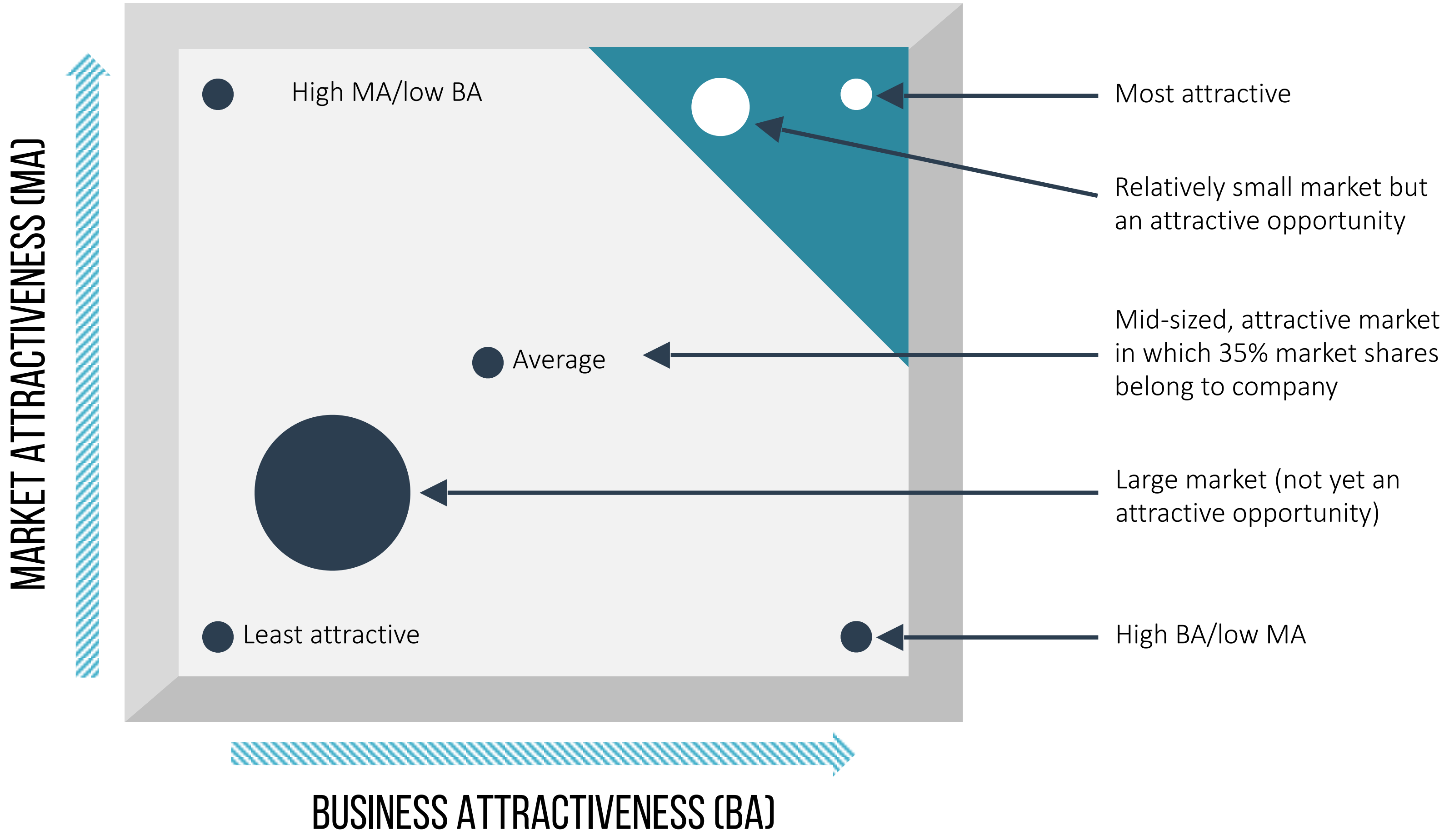
13. MABA ANALYSIS

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

13. MABA ANALYSIS

50 STRATEGY & MANAGEMENT MODELS



THE MABA ANALYSIS COMPARES TWO FACTORS: MARKET ATTRACTIVENESS AND BUSINESS ATTRACTIVENESS.

IT HELPS EVALUATE STRATEGIES AND SELECT THE MOST APPROPRIATE OPTION FOR THE COMPANY.

14. PURCHASING MODEL

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

14. PURCHASING MODEL

50 STRATEGY & MANAGEMENT MODELS

1. LEVERAGE ITEMS:

Items very important to the company that are in abundant supply (e.g. electric motors, heating oil, electronic data).

2. STRATEGIC ITEMS:

High-value materials with large financial impact but in low supply (e.g. raw materials).

3. NON-CRITICAL ITEMS:

Items that have a functional role, are in abundant supply but have a low financial impact (e.g. commodities such as steel, coal or office supplies).

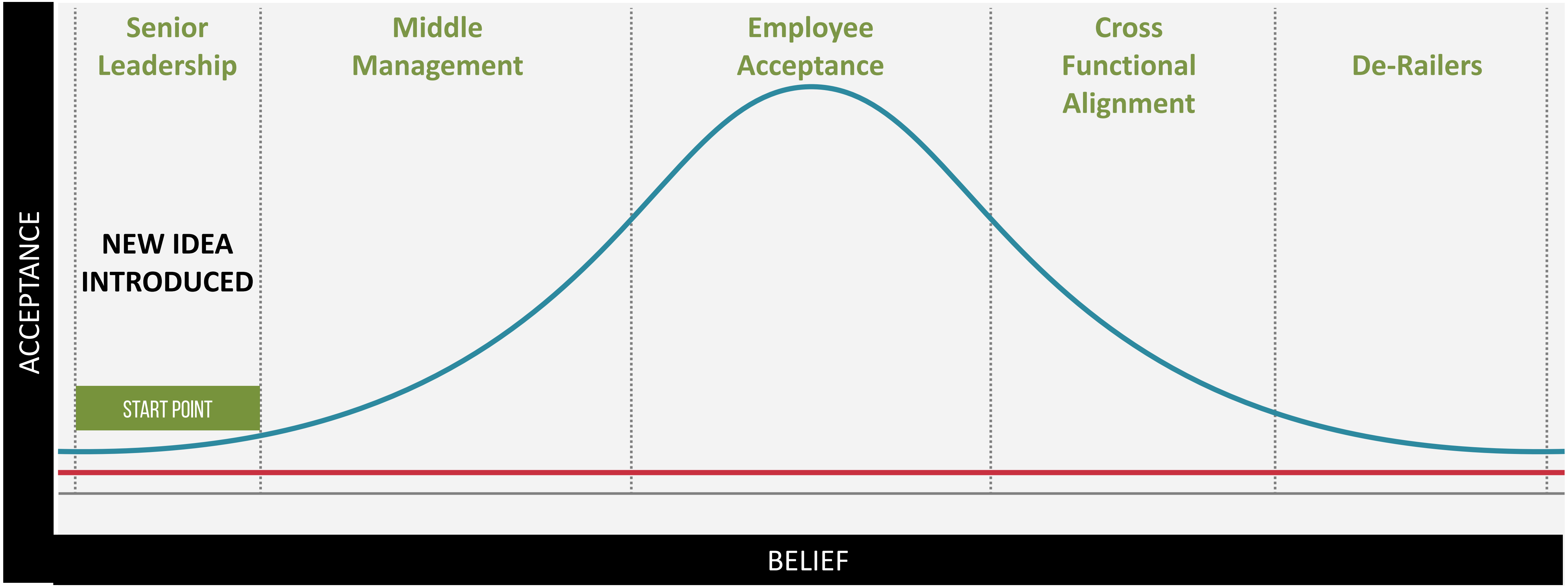
4. BOTTLENECK ITEMS:

Items that have little financial impact but due to deficiencies in production, are in low supply (e.g. electric parts or outside services).

SCHOOL

15. SIX SIGMA

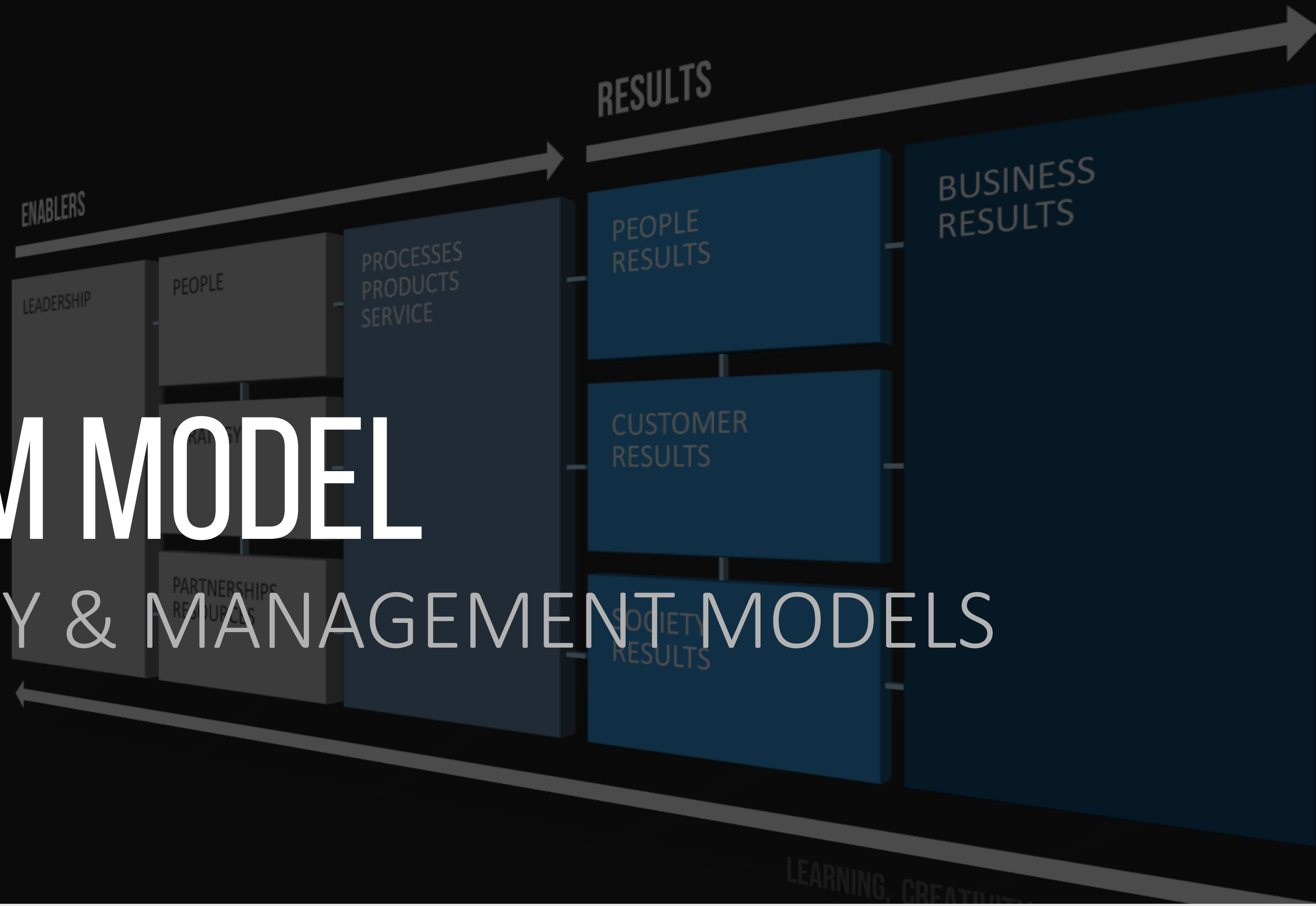
50 STRATEGY & MANAGEMENT MODELS


Senior Leadership
Middle Management
Employee Acceptance
Cross Functional Alignment
De-Railers
NEW IDEA INTRODUCED
START POINT
ACCEPTANCE
BELIEF

SCHOOL

16. EFQM MODEL

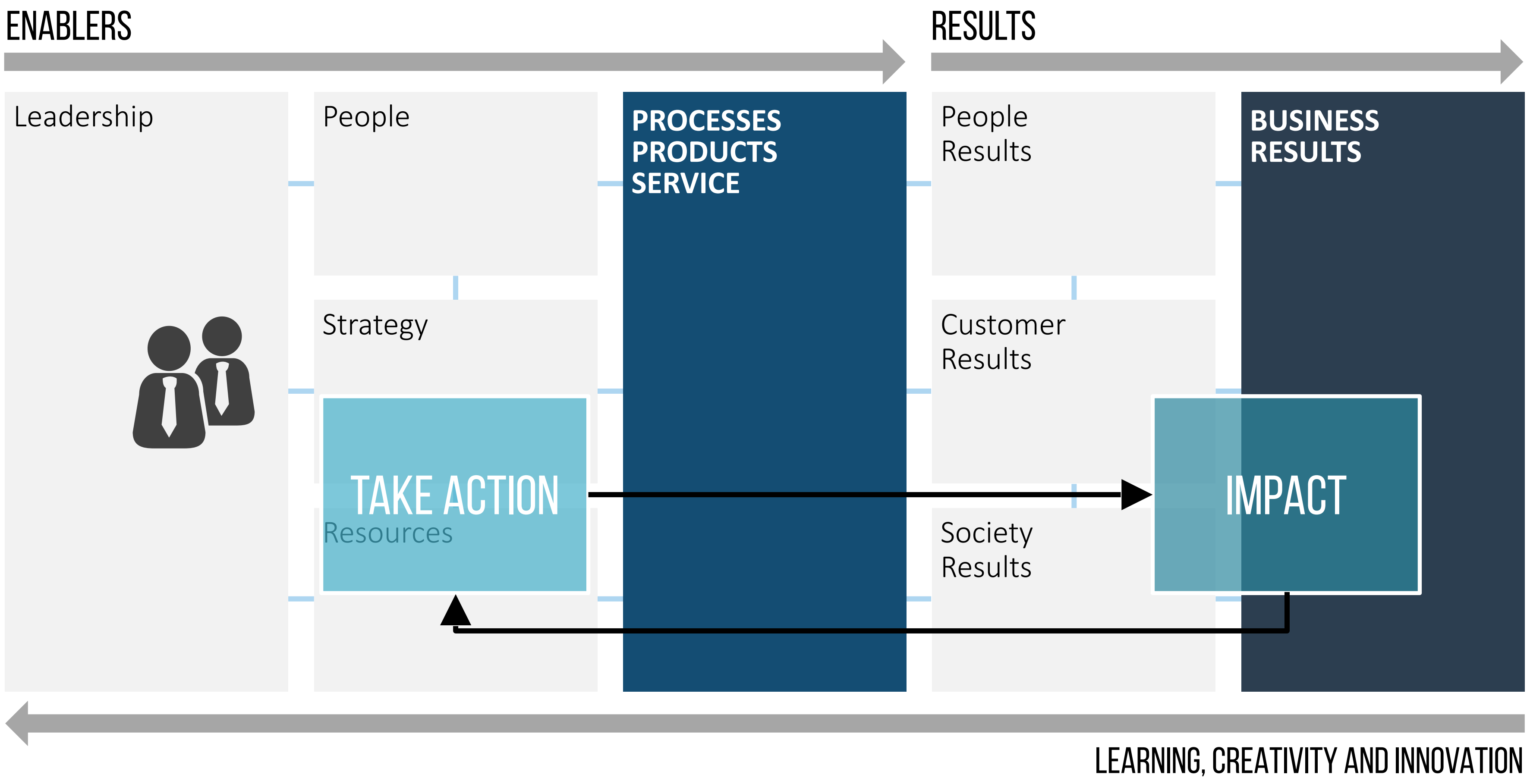
50 STRATEGY & MANAGEMENT MODELS



SCHOOL

16. EFQM MODEL

50 STRATEGY & MANAGEMENT MODELS



THIS MODEL, DEVELOPED BY THE EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT, IS USED TO IMPROVE THE OVERALL SATISFACTION OF CUSTOMERS, SUPPLIERS, EMPLOYEES, ETC.

IF THE MODEL IS IMPLEMENTED CORRECTLY, A COMPANY'S BUSINESS DECISIONS AND PROCESSES CAN BE ALIGNED WITH ITS OBJECTIVES.

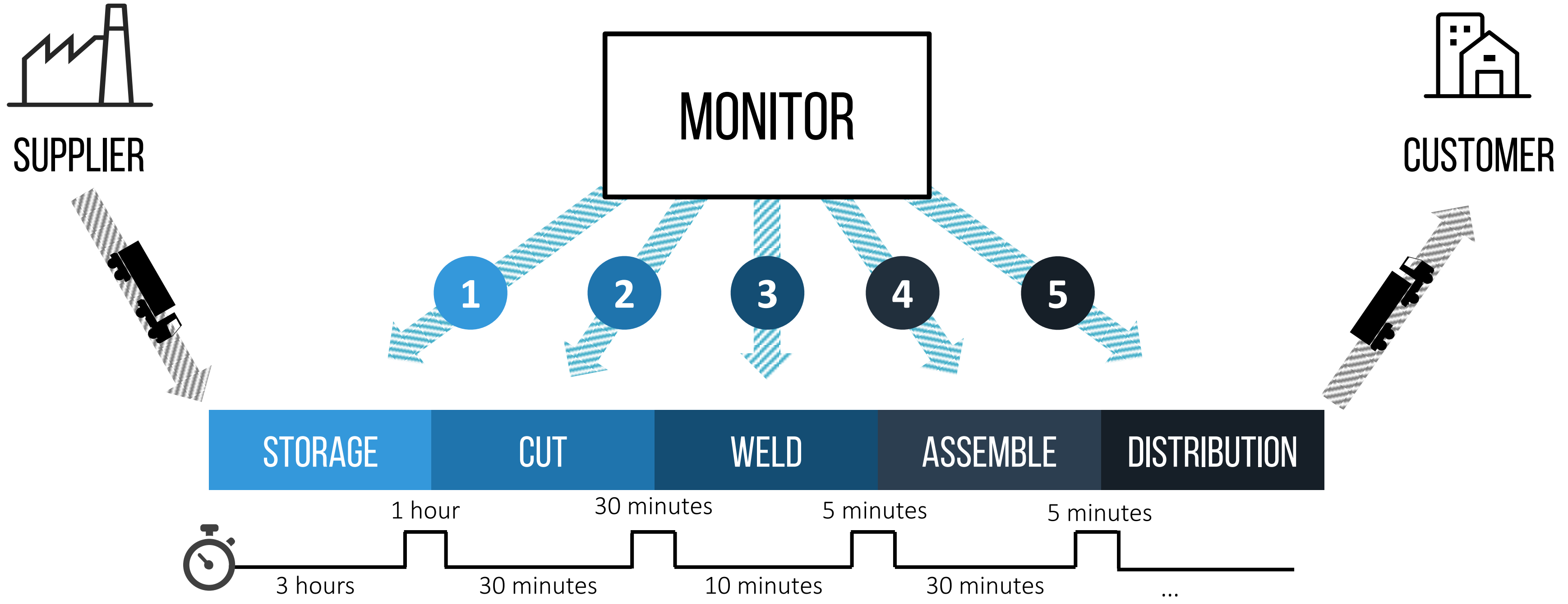
17. VALUE STREAM MAPPING

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

17. VALUE STREAM MAPPING

50 STRATEGY & MANAGEMENT MODELS



VALUE STREAM MAPPING IS A LEAN MANAGEMENT TECHNIQUE USED TO ELIMINATE WASTE AND IDENTIFY POSSIBLE IMPROVEMENTS.

IT MAPS OUT WHICH ACTIVITIES ADD VALUE FOR A CUSTOMER AND WHICH DON'T.

SCHOOL

18. EIGHT PHASES OF CHANGE

50 STRATEGY & MANAGEMENT MODELS

18. EIGHT PHASES OF CHANGE

50 STRATEGY & MANAGEMENT MODELS

1 CREATE SENSE OF URGENCY

- Analyze market
- Analyze competition
- Identify possible crises and opportunities

2 CREATE A COALITION

- Form a group of influential and responsible individuals
- Enforce teamwork

3 ESTABLISH A CLEAR VISION

- Develop a vision
- Develop strategies to realize vision

4 SHARE VISION

- Communicate and share vision and strategy
- Determine leaders from coalition

5 ASSIST IN OVERCOMING OBSTACLES

- Circumvent obstacles
- Improve and modify structures
- Increase risk-taking

6 SECURE SHORT-TERM GAINS

- Plan performance improvements
- Establish and announce profits
- Reward responsible parties

7 SUPPORT AND MAINTAIN PROGRESS

- Increase growth
- Revive old processes with new, success-oriented structures
- Support successful processes

8 ESTABLISH

- Focus on customers and productivity to improve performance
- Improve management effectiveness

19. SIX THINKING HATS

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

19. SIX THINKING HATS

50 STRATEGY & MANAGEMENT MODELS

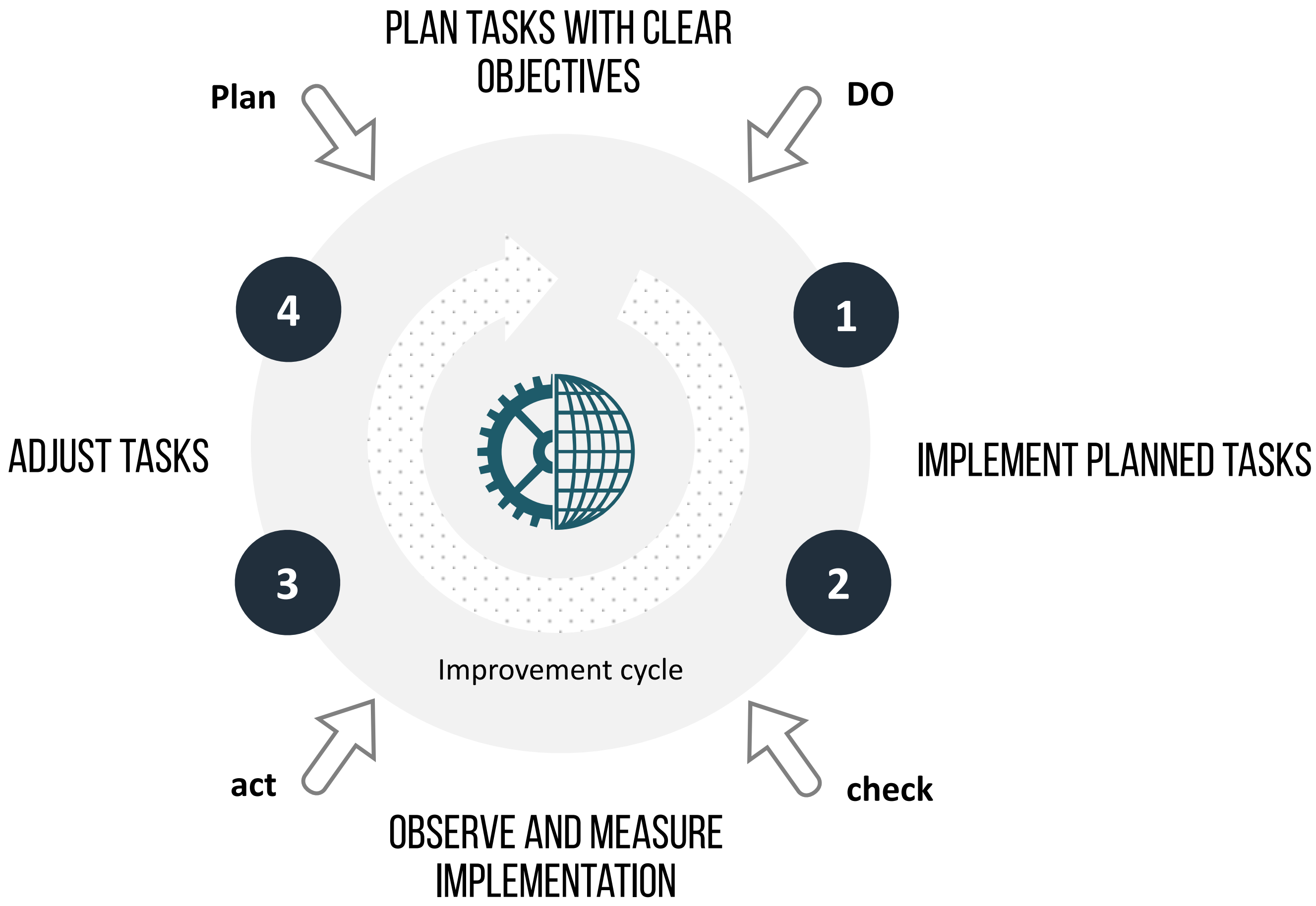
HAT/HUT	FOCUS	TYPICAL QUESTIONS
	▪ Facts and information ▪ Missing information ▪ Various forms of information	▪ What information is necessary? ▪ What information is available
	▪ Feelings ▪ Intuition	▪ What are our feelings? ▪ What does our intuition tell us?
	▪ Drawbacks ▪ Reasons why it may not work ▪ Pitfalls	▪ What are the possible risks? ▪ What are the difficulties?
	▪ Advantages ▪ Optimism ▪ Reasons why it could work ▪ Find opportunities	▪ What are the advantages? ▪ What are the positive aspects? ▪ How can they be realized?
	▪ Opportunities ▪ Growth ▪ New ideas ▪ Creative thinking	▪ What other opportunities are available? ▪ Can we accept the challenge?
	▪ Communication management	▪ What are our areas of focus?

20. PLAN-DO-CHECK-ACT (PDCA): PROBLEM-SOLVING

50 STRATEGY & MANAGEMENT MODELS

20. PLAN-DO-CHECK-ACT (PDCA

50 STRATEGY & MANAGEMENT MODELS



THIS METHOD WAS POPULARIZED BY DR. WILLIAM DEMING AND BASED ON AN IDEA BY THE US PHYSICIST WALTER SHEWHART. IT IS OFTEN CALLED THE DEMING CYCLE OR THE SHEWHART CYCLE.

TO IMPROVE THE STRUCTURAL PROCESSES OF PROJECTS, DEMING DEVELOPED A CYCLE OF FOUR SEQUENCES: PLAN, DO, CHECK, AND ACT.

SCHOOL

21. CULTURAL DIMENSIONS

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

21. CULTURAL DIMENSIONS

50 STRATEGY & MANAGEMENT MODELS

CULTURAL DIFFERENCES

POWER DISTANCE	UNCERTAINTY AVOIDANCE	INDIVIDUALISM/ COLLECTIVISM	MASCULINITY/ FEMININITY	LONG-TERM/ SHORT-TERM ORIENTATION
Extent to which the less influential employees accept a power distance	Uncertain situations are largely avoided	The relationship between individuality and collectivity within a company	“Male“ cultures focus on persistence and personal goals, while “female“ cultures focus on quality of life and relationships	Long-term oriented cultures focus on future

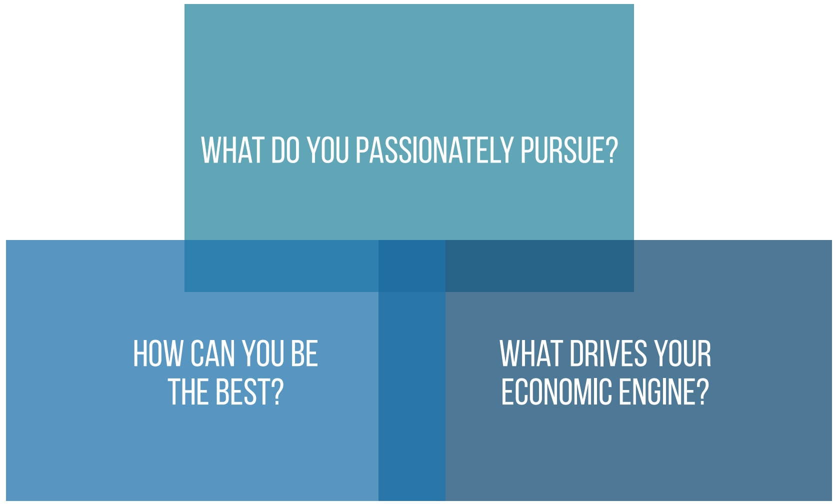
22. BIG HAIRY AUDACIOUS GOAL (BHAG)

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

22. BIG HAIRY AUDACIOUS GOAL (BHAG)

Company success depends on full commitment and passion. The answer to the question can be formulated as follows: “The company solves customer problems like no other“



This question relates to your best-selling products. It is about identifying your business's unparalleled core competencies.

This could be based on the number of customers, number of working hours or your brand's top price. These are specific variables that contribute to a company's financial success.

DEVELOPED BY JAMES COLLINS AND JERRY PORRAS, THE BHAG MODEL IS INTENDED TO HELP SHAPE A COMPANY’S LONG-TERM GOALS.

IT SERVES TO INCREASE EMPLOYEE MOTIVATION AND GIVE THE COMPANY A POSITIVE OUTLOOK.

23. BUSINESS SCOPE

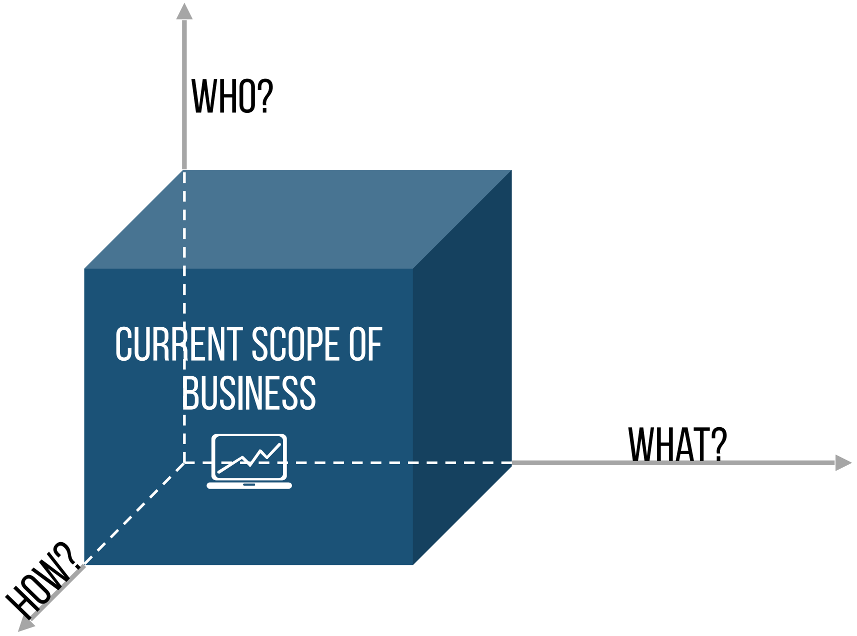
50 STRATEGY & MANAGEMENT MODELS

SCHOOL

23. BUSINESS SCOPE

50 STRATEGY & MANAGEMENT MODELS

CUSTOMERS:
Determine for which customer groups your company creates added value. This question should be asked from the customer's perspective.



TECHNOLOGIES:
Determine technologies, skills or systems that will enable your company to outperform the competitors.

CUSTOMER FUNCTION:
Determine customer requirements to identify which activities will add value to this customer group.

THIS MODEL, DEVELOPED BY DEREK ABELL, PRESENTS THREE CORE DIMENSIONS OF A COMPANY.

IT PROVIDES INSIGHTS INTO THE COMPANY, ITS IMPACT, AND MARKET POSITION.

SCHOOL

24. ROADMAPPING

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

24. ROADMAPPING

50 STRATEGY & MANAGEMENT MODELS

MARKET RESEARCH

NEW DEMAND FOR (POTENTIAL) CUSTOMERS

DEMAND AND VALUE CREATION

PRODUCT ASSESSMENT

PRODUCT POSITIONING AND COMPARISON

Brainstorm new ideas for products and their underlying technologies

Rank, order and select through reward, risk and resource analysis

Create a market launch scenario

CHNOLOGY SCAN

RESEARCH

DEMAND AND VALUE CREATION

THIS MODEL IS USED TO DEFINE CORPORATE OBJECTIVES AND HOW A THEY CAN BE ACHIEVED.

IT IS A PROCESS BY WHICH EXPERTS PREDICT FUTURE DEVELOPMENTS AND IDENTIFY THE CONSEQUENCES FOR A COMPANY.

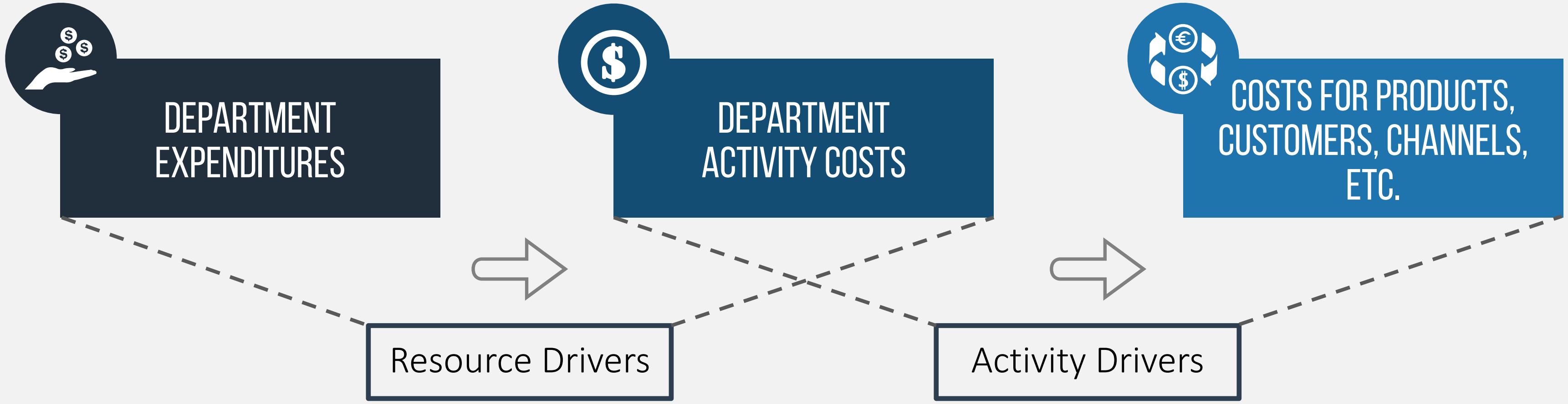
25. ACTIVITY-BASED COSTING (ABC)

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

25. ACTIVITY-BASED COSTING (ABC)

50 STRATEGY & MANAGEMENT MODELS



THIS COST ACCOUNTING MODEL WAS DEVELOPED BY H. FORD DICKIE AND IS USED TO CALCULATE THE COST AND PERFORMANCE OF A PRODUCT.

IN CONTRAST TO TRADITIONAL COST ESTIMATES, THE ABC ANALYSIS CATEGORIZES AND EVALUATES ITEMS IN CLASSES ACCORDING TO SALES VOLUME.

26. CUSTOMER JOURNEY MAPPING (CJM)

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

26. CUSTOMER JOURNEY MAPPING (CJM)

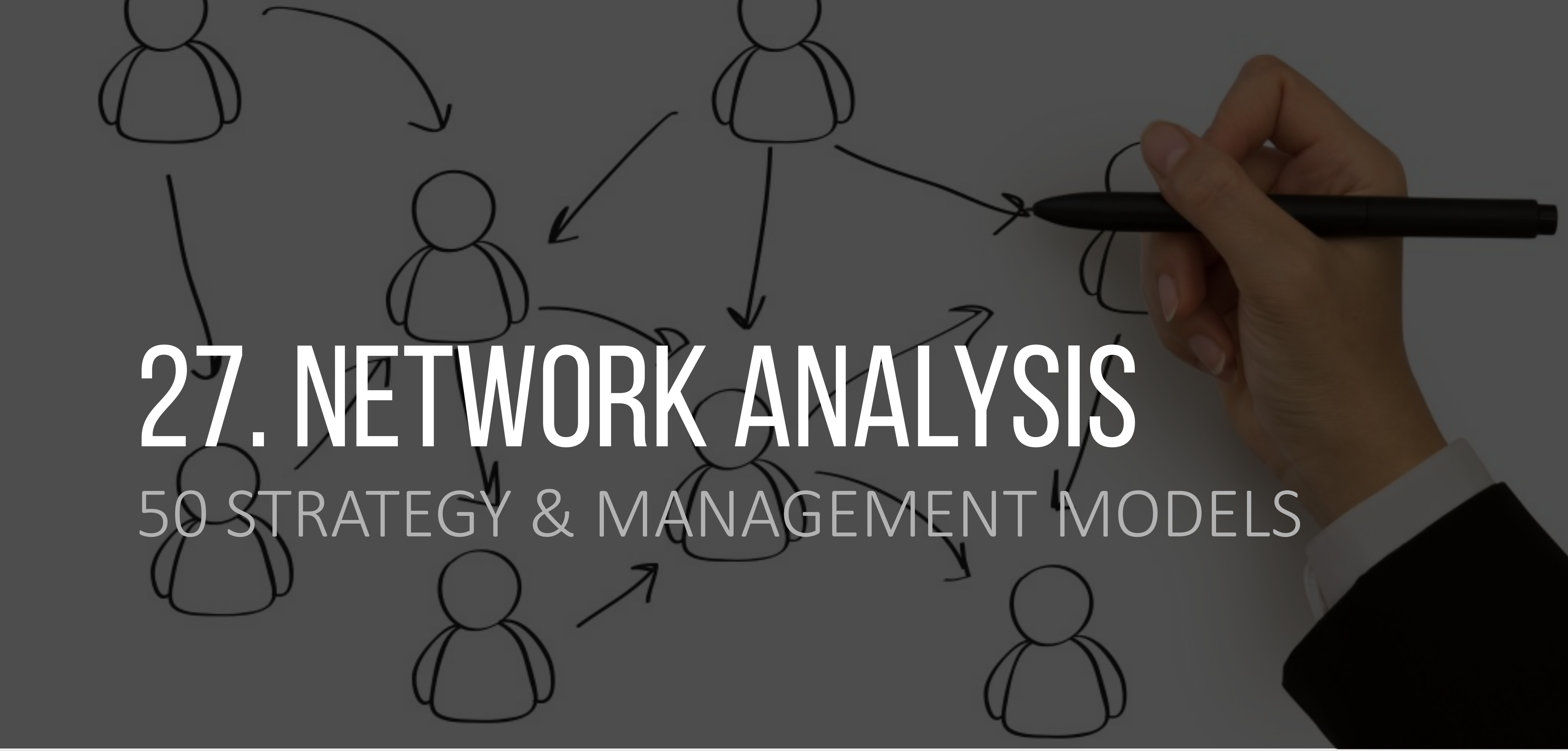
50 STRATEGY & MANAGEMENT MODELS

CRUCIAL STEPS		1. RECOGNIZE A NEED	2. TAKE NOTICE OF A PRODUCT	3. ORIENTATE	4. DECIDE	5. BUY	6. USE	7. BUY AGAIN WHEN SATISFIED
Decisive actions of organization								
Decisive treatment of customer								
Emotional experience	👍							
	👎							
Recognized obstacles								
Suggestions and improvements								
Potential for optimization								

THIS MODEL AIMS TO ACHIEVE MORE CUSTOMER SATISFACTION AND INCREASE SALES BY USING OBSERVATIONS AND DOCUMENTATION OF COMPANY AND CUSTOMER INTERACTION.

THE MODEL PROVIDES A COMPANY WITH THE CUSTOMER'S PERSPECTIVE
AND CAN BE USED TO OPTIMIZE BUSINESS OPERATIONS.

SCHOOL



27. NETWORK ANALYSIS

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

27. NETWORK ANALYSIS

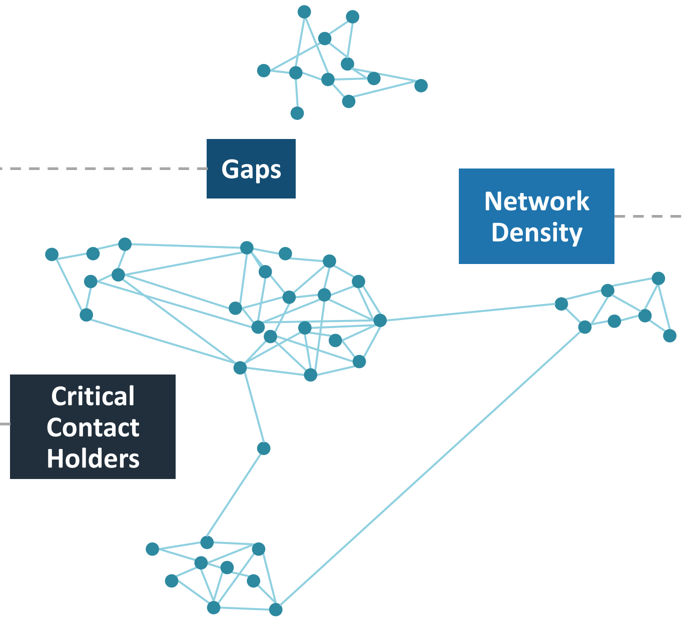
50 STRATEGY & MANAGEMENT MODELS

ASSESS NETWORK GAPS

Which areas aren't connected? A strong network has few gaps. Such networks reflect the strength, entrepreneurship and flexibility of a company.

IDENTIFY CRITICAL CONTACT HOLDERS

Who are the liaisons between the company and "critical" partners? Identify backup contacts.



ASSESS NETWORK DENSITY

High density and many nodes are a good indicator of how well the company is incorporated into the network. A network's density also indicates how quickly information is transmitted and shared.

THIS ANALYSIS INVESTIGATES A COMPANY'S SOCIAL STRUCTURES AND CONTACTS BETWEEN EMPLOYEES AND STAKEHOLDERS.

IT ASSESSES WHETHER A COMPANY HAS A COMPETITIVE ADVANTAGE THROUGH EXISTING PARTNERSHIPS WITHIN ONLINE AND OFFLINE NETWORKS.

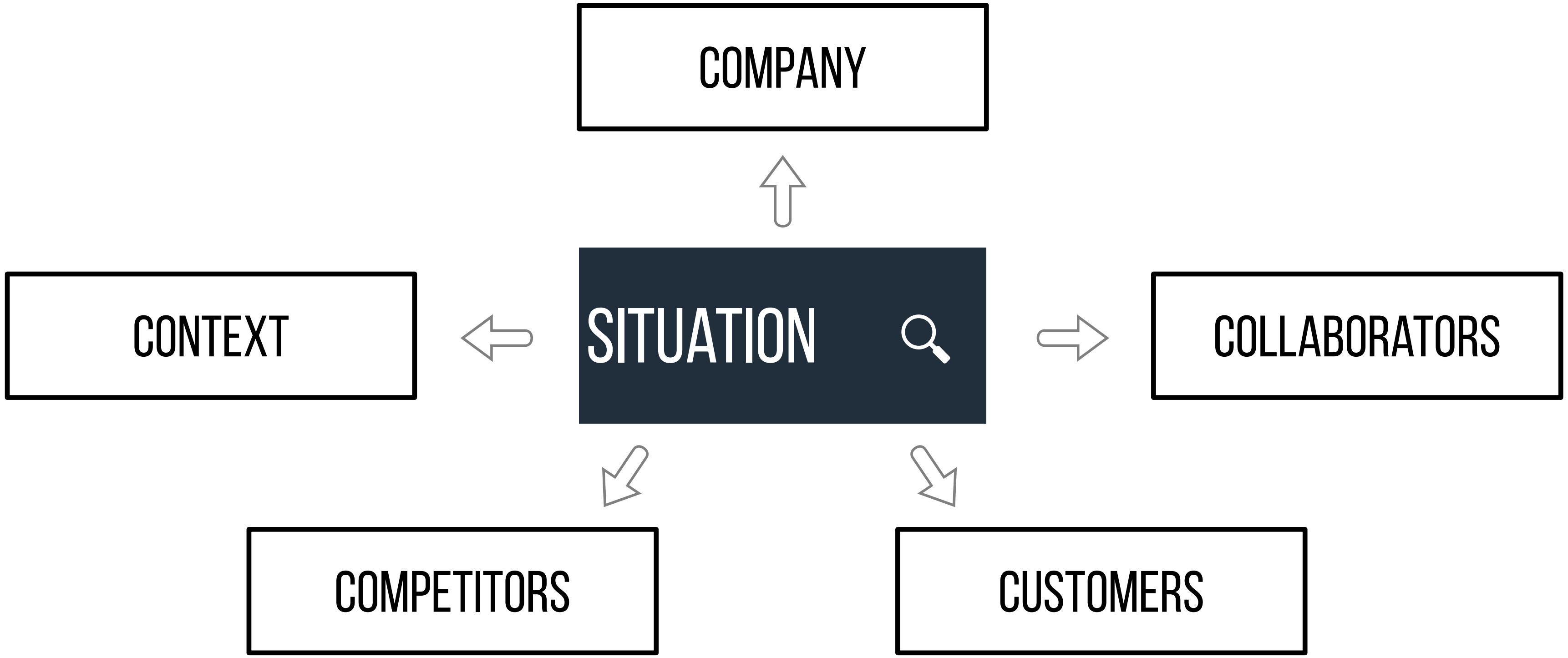
SCHOOL

28. 5C PRINCIPLES

50 STRATEGY & MANAGEMENT MODELS

28. 5C PRINCIPLES

50 STRATEGY & MANAGEMENT MODELS



THIS SITUATION ANALYSIS TECHNIQUE EXAMINES A COMPANY'S CURRENT ENVIRONMENT AND HOW IT FITS INTO THAT ENVIRONMENT.

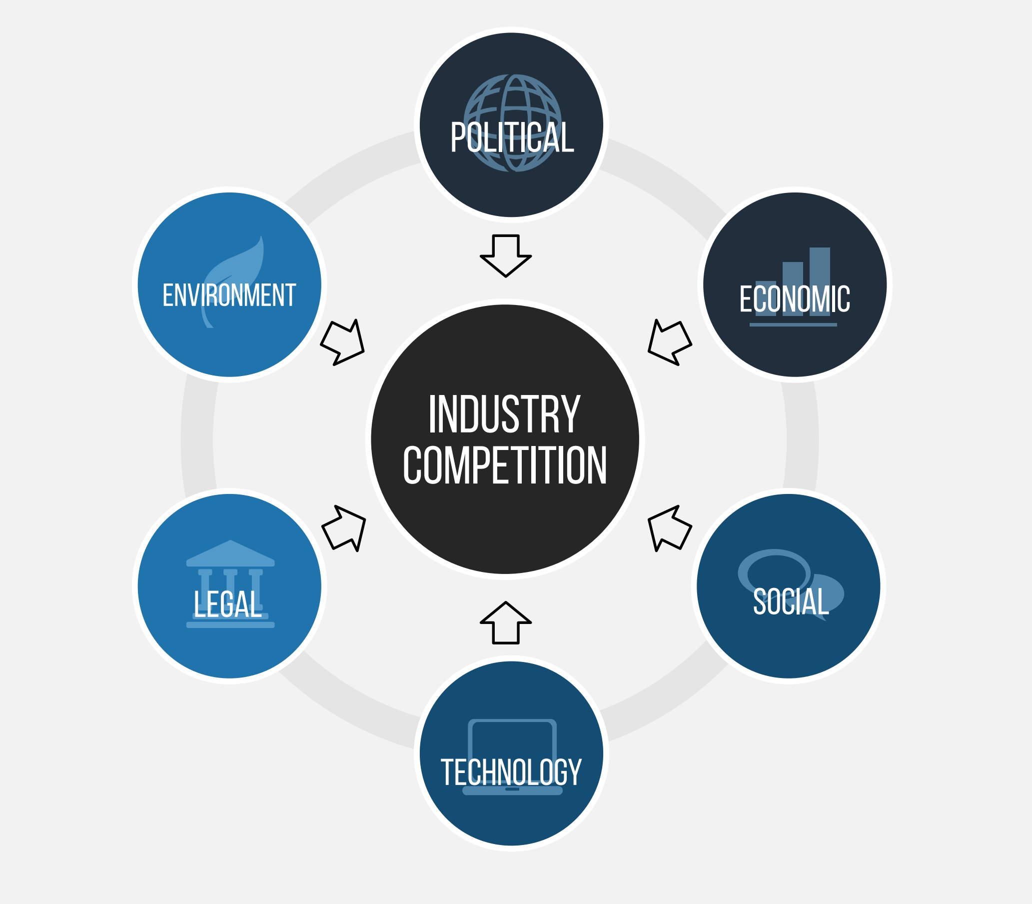
THE AIM IS TO INCREASE A COMPANY'S EXISTING POTENTIAL AND TO BETTER MEET CUSTOMER REQUIREMENTS.

29. PESTEL ANALYSIS

50 STRATEGY & MANAGEMENT MODELS

29. PESTEL ANALYSIS

50 STRATEGY & MANAGEMENT MODELS



THIS ANALYSIS IS USED TO EXAMINE THE EXTERNAL ENVIRONMENTS THAT IMPACT A COMPANY.

IT FOCUSES ON, AMONG OTHER THINGS, THE CURRENT POLITICAL AND ECONOMIC SITUATION.

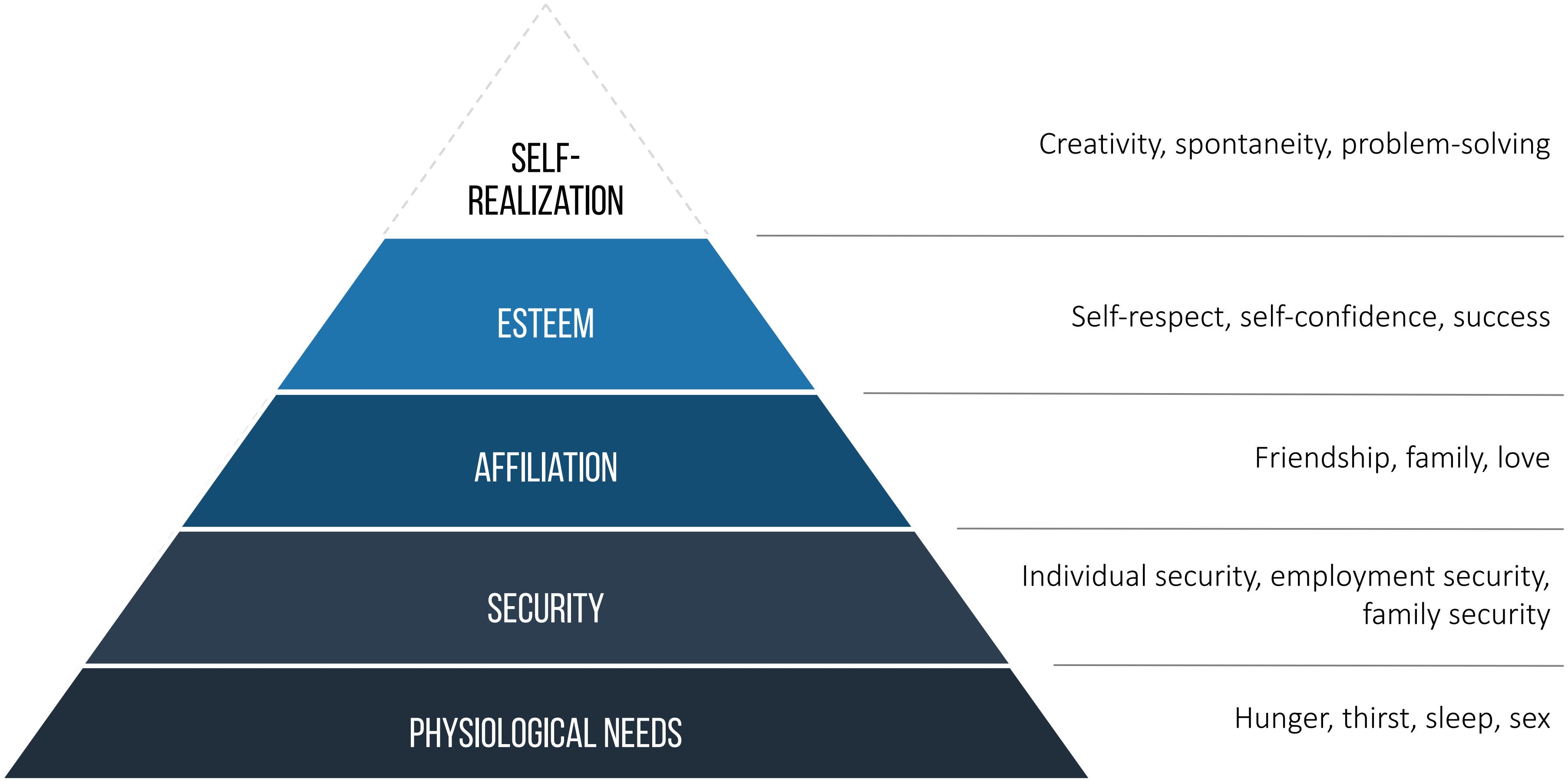
30. HIERARCHY OF NEEDS

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

30. HIERARCHY OF NEEDS

50 STRATEGY & MANAGEMENT MODELS



THE HIERARCHY OF NEEDS WAS DEVELOPED BY ABRAHAM MASLOW.

EACH LEVEL OF THE PYRAMID ASSESSES WHAT NEED IS MET AND SATISFIED BY A PRODUCT.

31. 3C STRATEGIC TRIANGLE

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

31. 3C STRATEGIC TRIANGLE

50 STRATEGY & MANAGEMENT MODELS

- Selection and scheduling
- “Make or buy“ decisions
- Improve profitability

Corporation

- Segment by objectives
- Segment by customer groups
- Resegmented market
- Changes in marketing mix

Customer

- Strength of corporate image
- Capitalize on profit and cost structure differences
- “Hito-Kane-Mono“: people, money, things

Competition

THE 3C STRATEGIC TRIANGLE WAS DEVELOPED BY KENICHI OHMAE.

THE AIM IS TO LINK THE THREE KEY ELEMENTS THAT ARE CENTRAL TO A COMPANY'S COMPETITIVENESS.

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32. STRATEGY DEVELOPMENT MODEL

50 STRATEGY & MANAGEMENT MODELS

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32. STRATEGY DEVELOPMENT MODEL

50 STRATEGY & MANAGEMENT MODELS

CATCHBALL PROCESS

In the Catchball process, participants are given the opportunity to throw ideas back and forth. This results in a targeted determination of goals, measures and key figures.

SELF-DIAGNOSIS

1. Establish a vision
2. Develop preliminary objectives
3. Develop annual objectives
4. Set up annual objectives
5. Fulfill annual objectives
6. Monthly reporting
7. Yearly reporting

CATCHBALL ACTS JUST LIKE A GAME OF CATCH – IDEAS ARE THROWN BACK AND FORTH THROUGHOUT THE COMPANY. THIS CREATES A MULTI-DIRECTIONAL FEEDBACK LOOP.

IT INVOLVES THE ENTIRE COMPANY AND FOCUSES ON INNOVATIVE BUSINESS DEVELOPMENT.

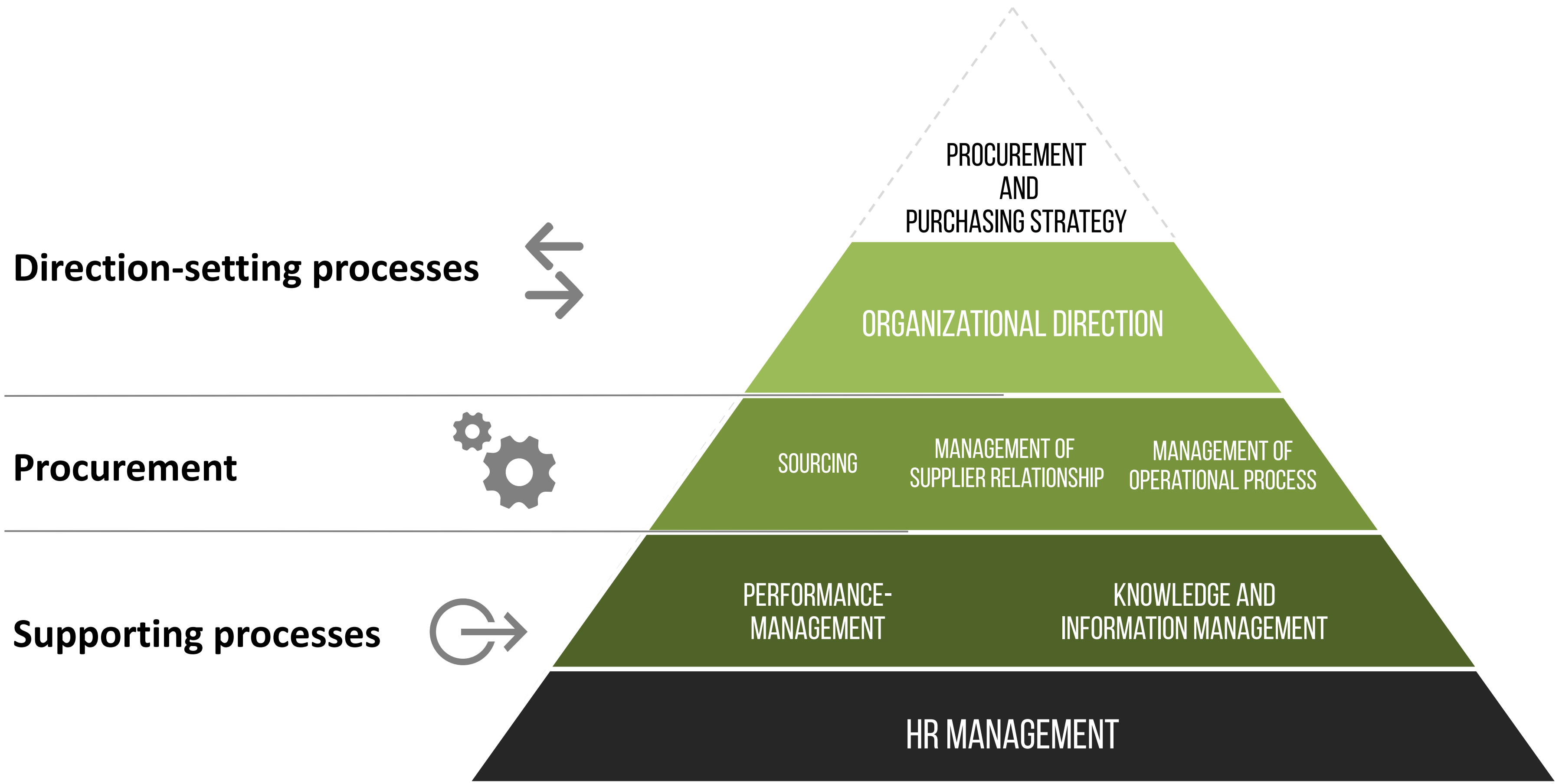
SCHOOL

33. HOUSE OF PURCHASING AND SUPPLY

50 STRATEGY & MANAGEMENT MODELS

33. HOUSE OF PURCHASING AND SUPPLY

50 STRATEGY & MANAGEMENT MODELS



THIS MODEL, DIVIDED INTO THREE LEVELS AND EIGHT DIMENSIONS, WAS DEVELOPED BY A.T. KEARNEY.

IT IS USED TO PLAN, EVALUATE, AND CONTROL MANAGEMENT PRACTICES IN PROCUREMENT.

SCHOOL

34. STRATEGIC BUSINESS PLANNING METHODOLOGY

50 STRATEGY & MANAGEMENT MODELS

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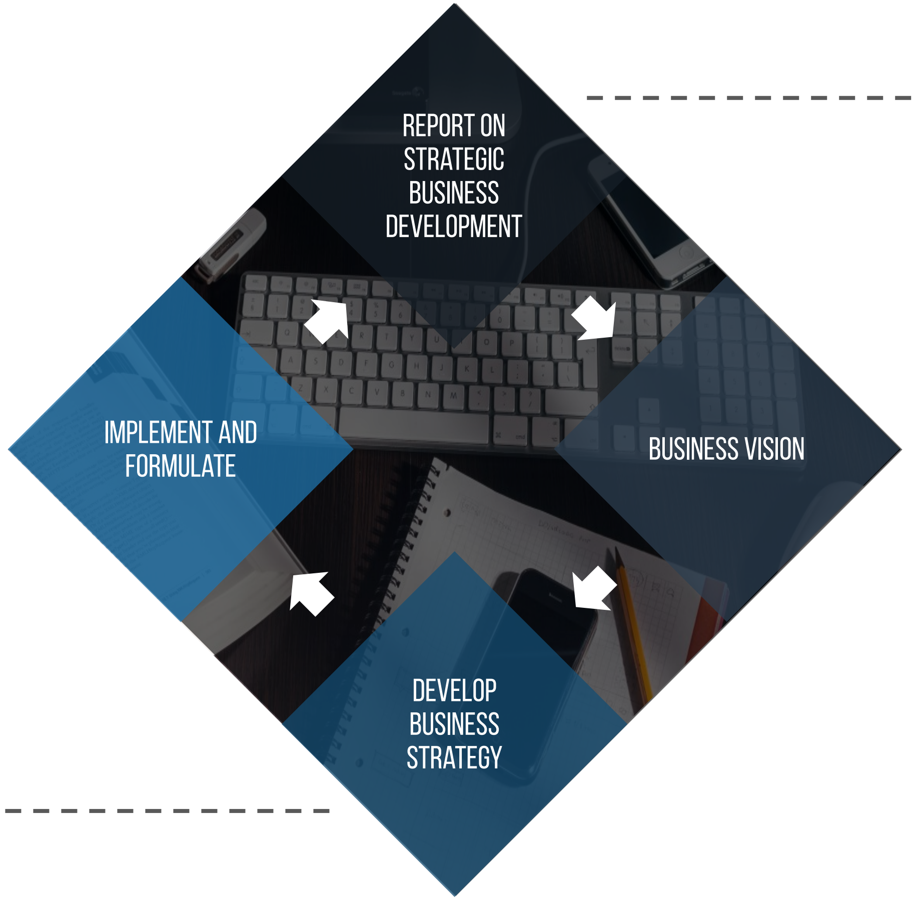
50 STRATEGY & MANAGEMENT MODELS



- Assess current state
- Identify competitive advantages
- Analyze trends and competitors

- Conceptualize desired state

- Recognize opportunities
- Investigate opportunity gaps
- Assess and pass on recommendations

- Define and develop plan
- Identify programs
- Determine implementation plan

35. BALDRIGE EXCELLENCE FRAMEWORK

50 STRATEGY & MANAGEMENT MODELS

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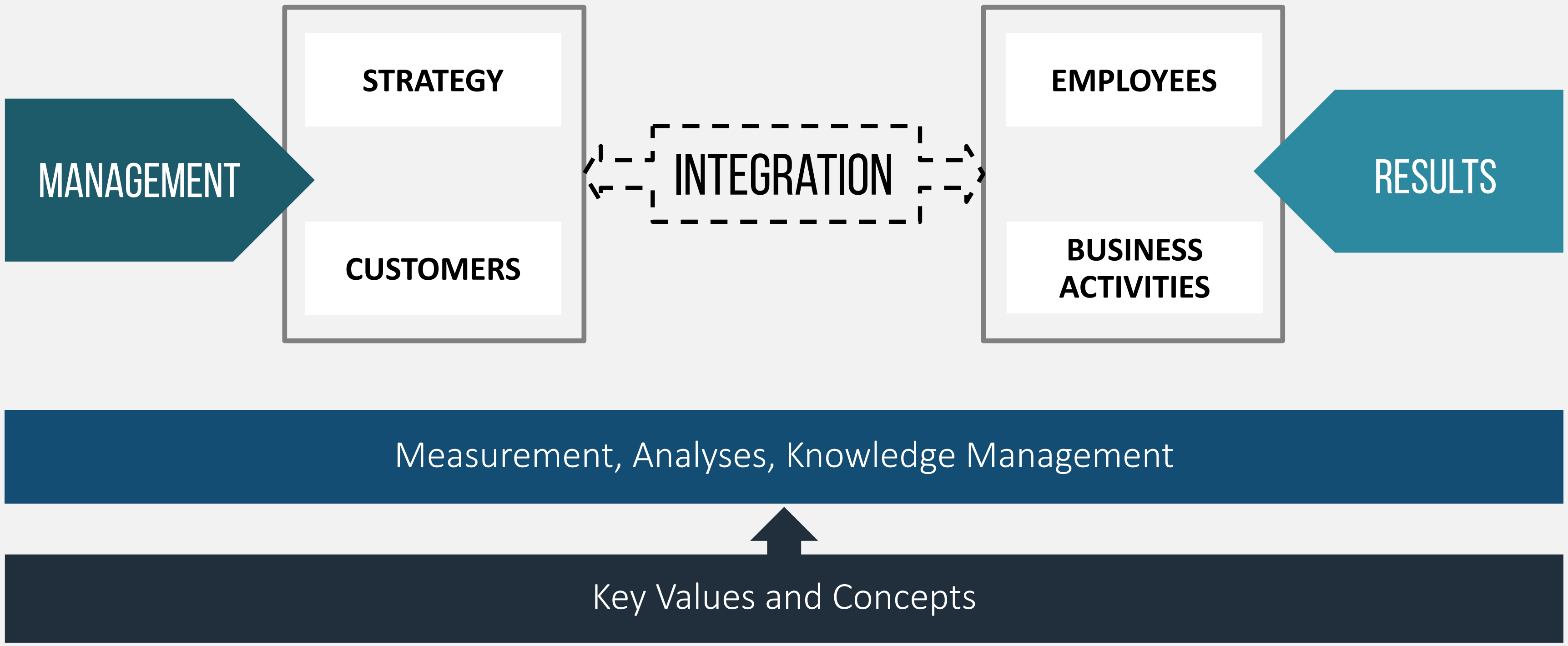
35. BALDRIGE EXCELLENCE FRAMEWORK

50 STRATEGY & MANAGEMENT MODELS



THE BALDRIGE EXCELLENCE FRAMEWORK AIMS TO CREATE SUSTAINED IMPROVEMENT IN A COMPANY'S PERFORMANCE AND MANAGEMENT.

THE FRAMEWORK IS BASED ON CORE VALUES AND CONCEPTS THAT SUPPORT ALIGNMENT OF OBJECTIVES AND PROCESSES THROUGHOUT THE COMPANY.

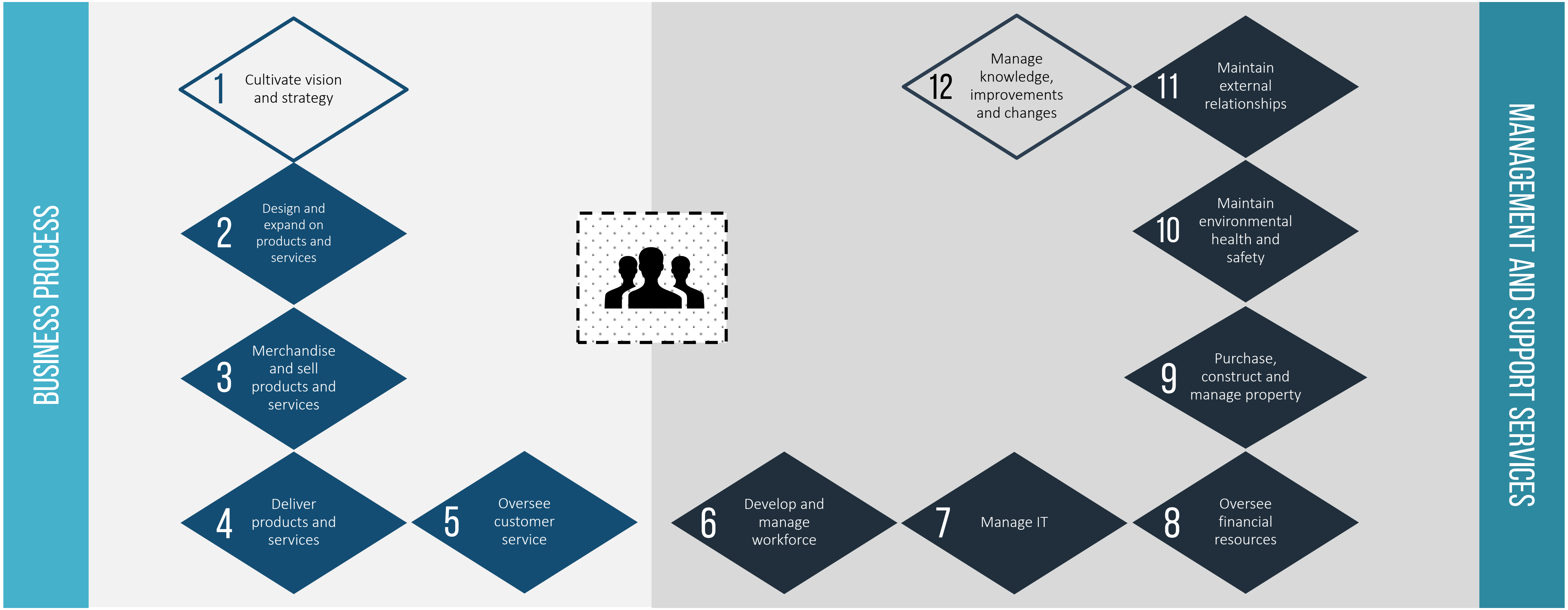
36. APQC PROCESS CLASSIFICATION FRAMEWORK

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

36. APQC PROCESS CLASSIFICATION FRAMEWORK

50 STRATEGY & MANAGEMENT MODELS



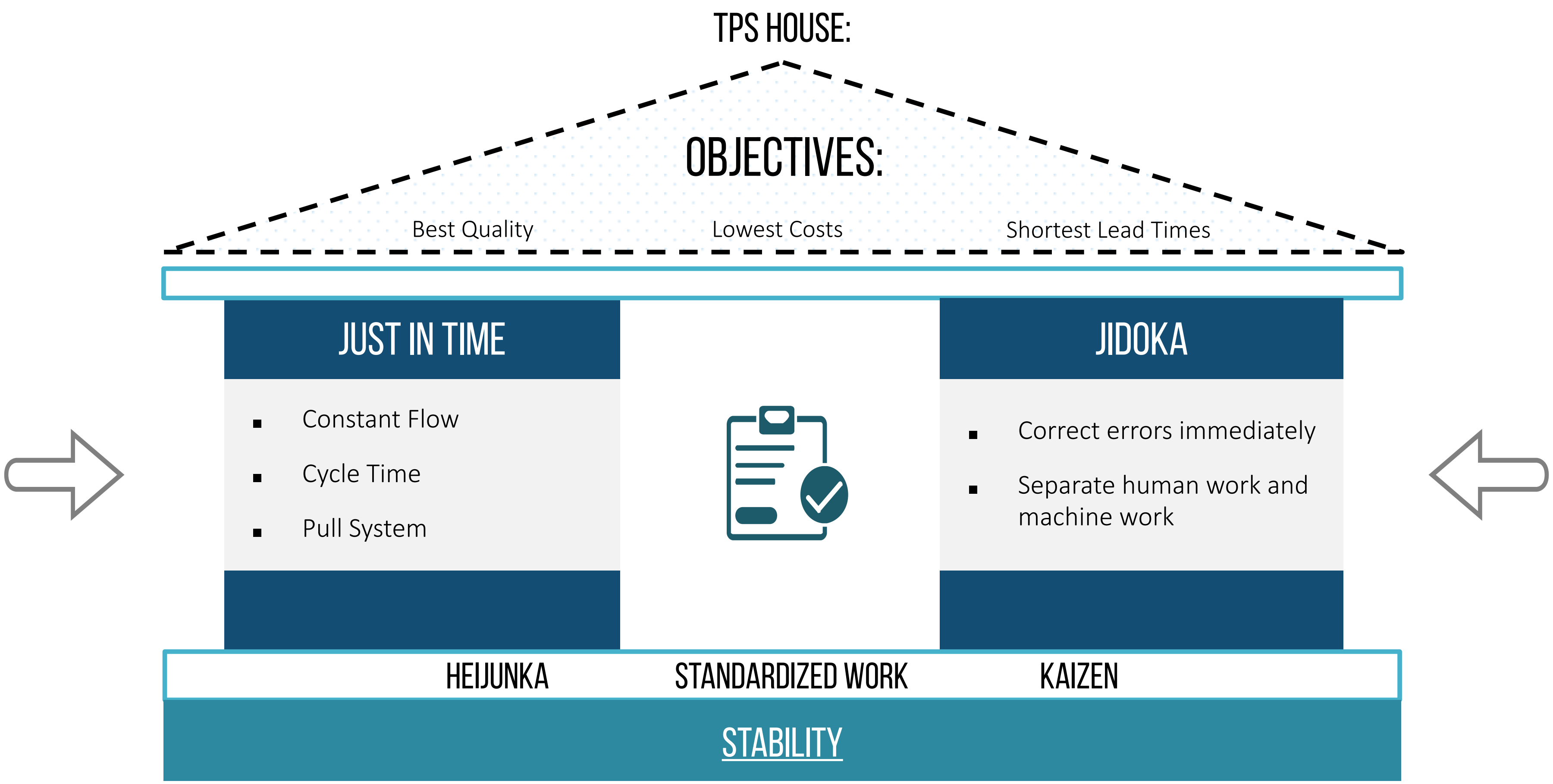
37. TOYOTA PRODUCTION SYSTEM/LEAN MANAGEMENT

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

37. TOYOTA PRODUCTION SYSTEM

50 STRATEGY & MANAGEMENT MODELS



THE TOYOTA PRODUCTION SYSTEM FOCUSES ON MAXIMIZING VALUE BY ELIMINATING WASTE.

IT IS A HOLISTIC APPROACH TO IDENTIFY AND USE THE MOST EFFECTIVE CONTROL METHODS AND PROCESSES WITHIN A COMPANY.

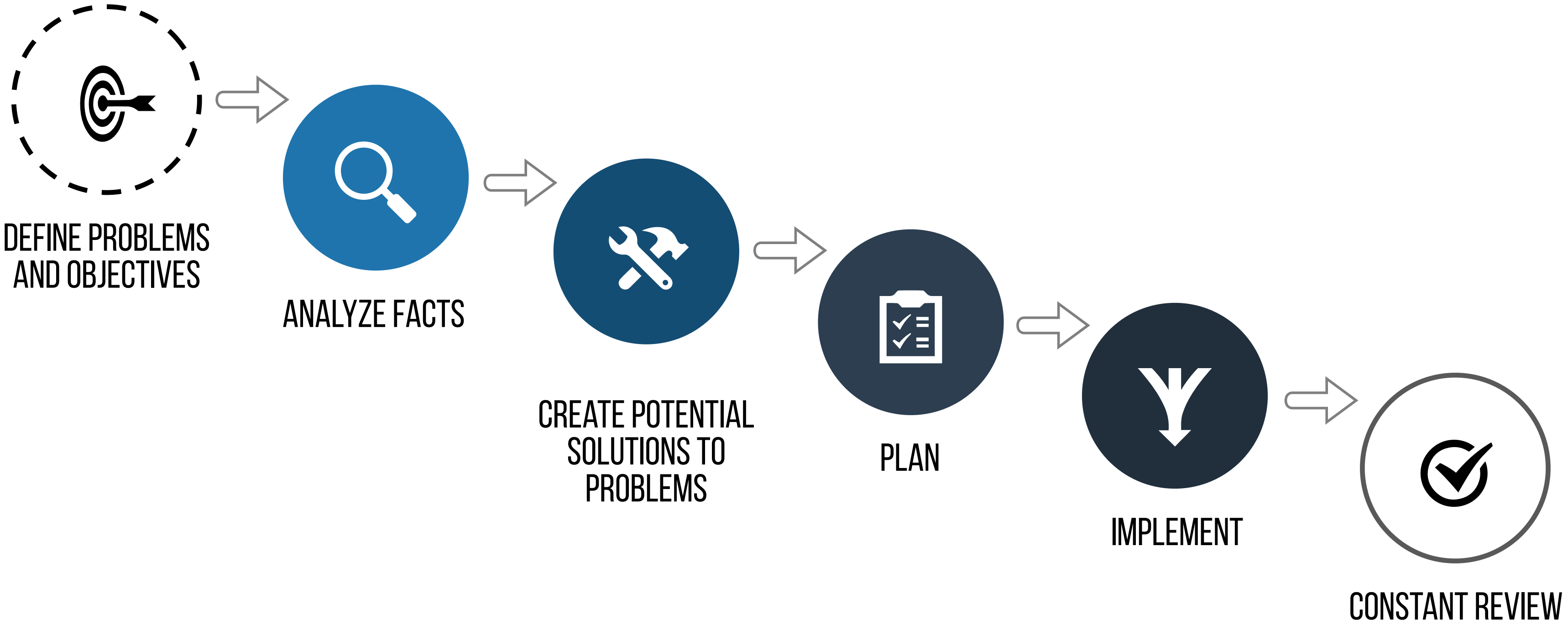
SCHOOL

38. SIX STEPS OF KAIZEN

50 STRATEGY & MANAGEMENT MODELS

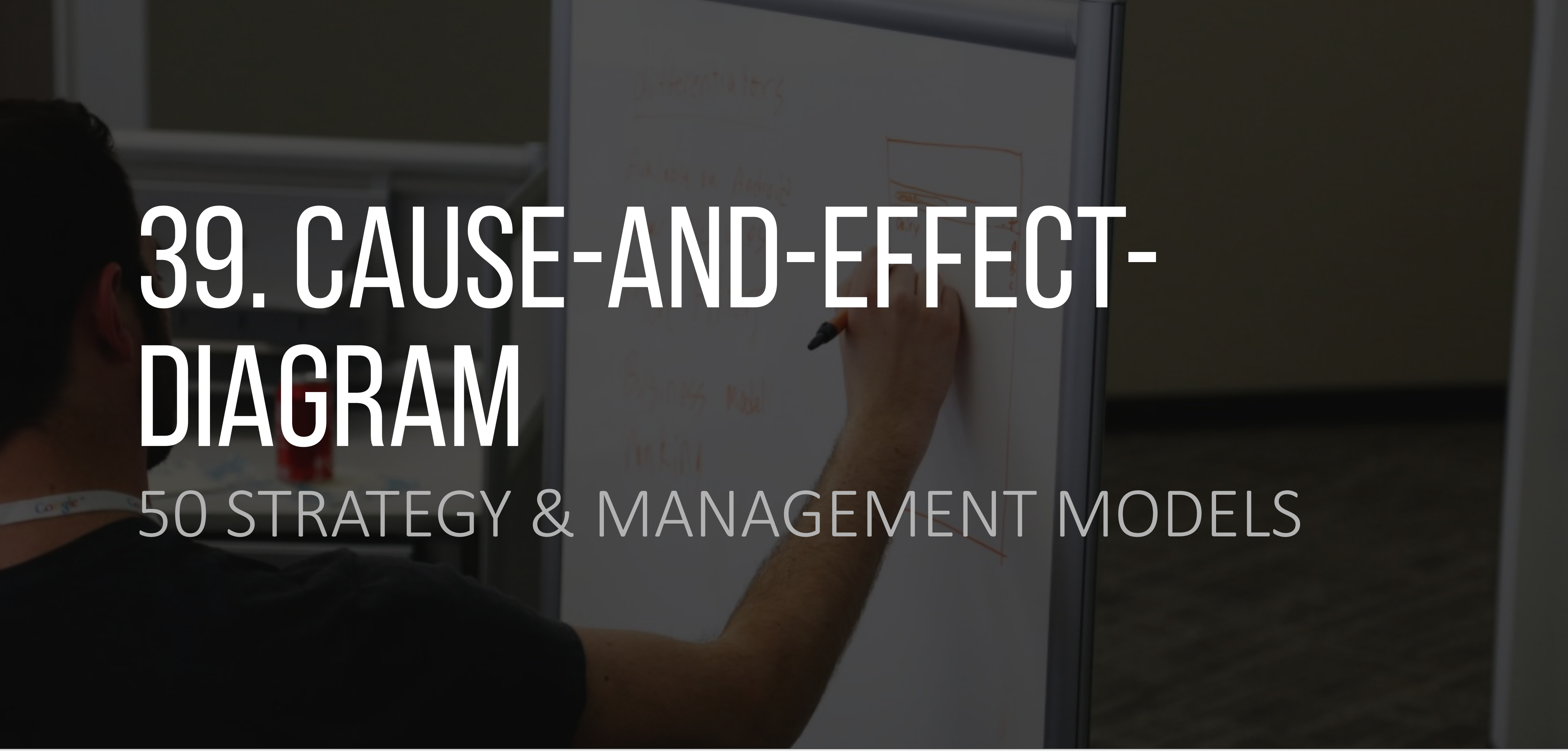
38. SIX STEPS OF KAIZEN

50 STRATEGY & MANAGEMENT MODELS



KAIZEN, ALSO KNOWN AS CONTINUOUS IMPROVEMENT, INVOLVES SIX STEPS THAT FOCUS ON GRADUAL IMPROVEMENT THROUGHOUT THE COMPANY.

AS PART OF QUALITY MANAGEMENT, KAIZEN'S GOAL IS THE CONTINUOUS OPTIMIZATION OF PROCESSES.



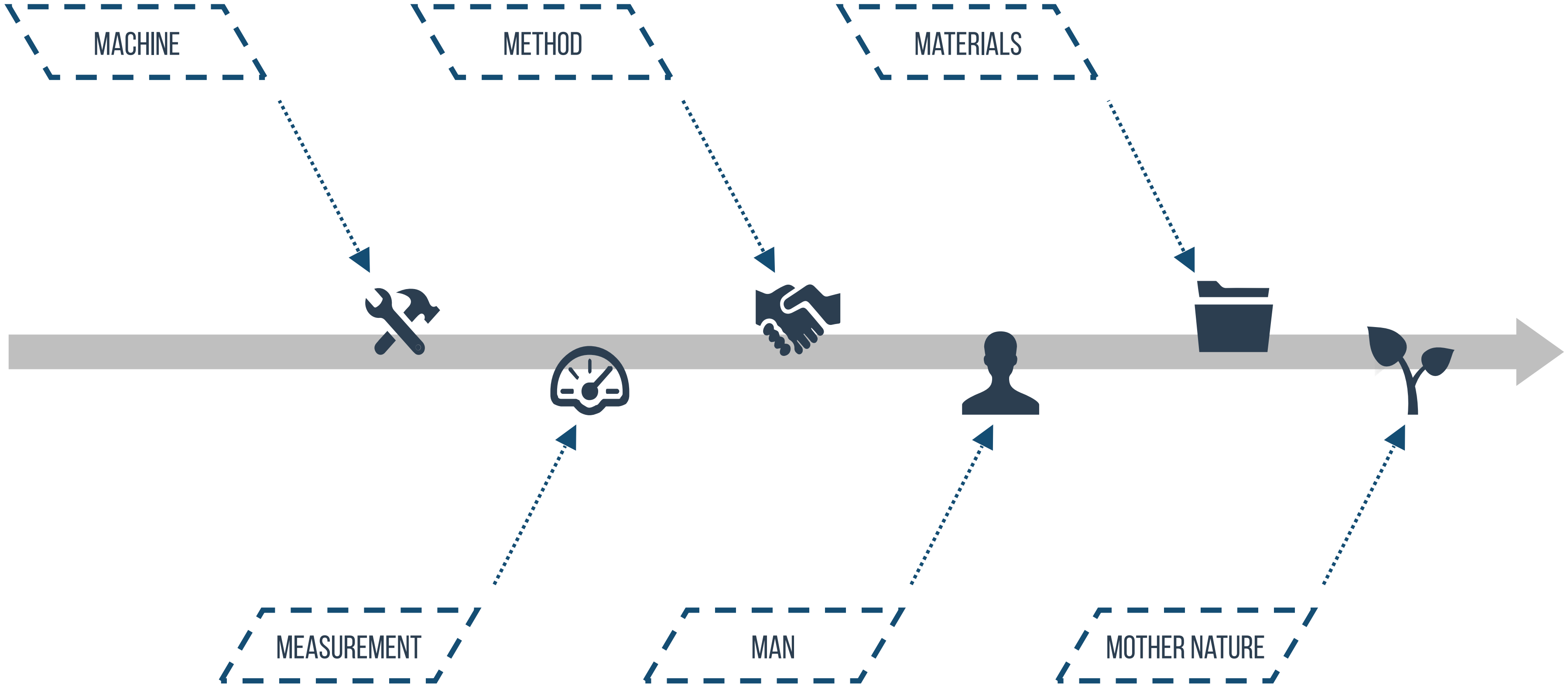
39. CAUSE-AND-EFFECT-DIAGRAM

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

39. CAUSE-AND-EFFECT-DIAGRAM

50 STRATEGY & MANAGEMENT MODELS



THE CAUSE AND EFFECT DIAGRAM IS A TOOL USED TO IDENTIFY AND VISUALIZE POTENTIAL CAUSES OF AN EFFECT OR PROBLEM.

THE MAIN CAUSES ARE ANALYZED AND DIVIDED INTO THEIR SECONDARY CAUSES UNTIL THE SOURCE OF THE ERROR IS FOUND.

40. HARVARD MODEL OF STRATEGIC HUMAN RESOURCE MANAGEMENT (HRM)

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

40. HARVARD MODEL OF STRATEGIC HUMAN RESOURCE MANAGEMENT (HRM)

STAKEHOLDERS INTEREST

- Management
- Shareholders
- Employee Groups
- State Institutions

SITUATIONAL FACTORS

- Employee Characteristics
- Company Strategies
- Management Philosophy
- Job Market
- Unions
- Technology
- Values and Laws

POLITICAL AREAS HRM

- Deployment of Personnel
- Payment System
- Work Organization

OUTCOMES OF HRM

- Engagement
- Competence
- Stakeholders‘ Congruency
- Profitability

CONSEQUENCES OF HRM

- Individual Well-Being
- Company Efficiency
- Social Well-Being

41. THEORIES E AND O OF CHANGE

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

41. THEORIES E AND O OF CHANGE

50 STRATEGY & MANAGEMENT MODELS

“CRACKING THE CODE OF CHANGE“

DIMENSIONS OF CHANGE	THEORY E	THEORY O	COMBINATION OF E AND O
Objectives	Maximize company value	Develop organizational competencies	Explicit understanding of the contradiction between economic values and organizational possibilities
Management	Oversee change from top down	Encourage participation from bottom up	Management sets direction
Focus	Highlight structure and system	Develop corporate culture	Focus on both the "hard“ (structures and systems) and on the “soft“ (corporate culture)
Process	Plan and determine programs	Evolve through experimentation	Anticipate spontaneity
Reward System	Motivate through financial incentives	Motivate through involvement (Payment as “fair trade“)	Provide incentives to support change
Use of consultants	Problem-solving through consultant analysis	Management create solutions with consultant support	Consultants are expert resources to support employees

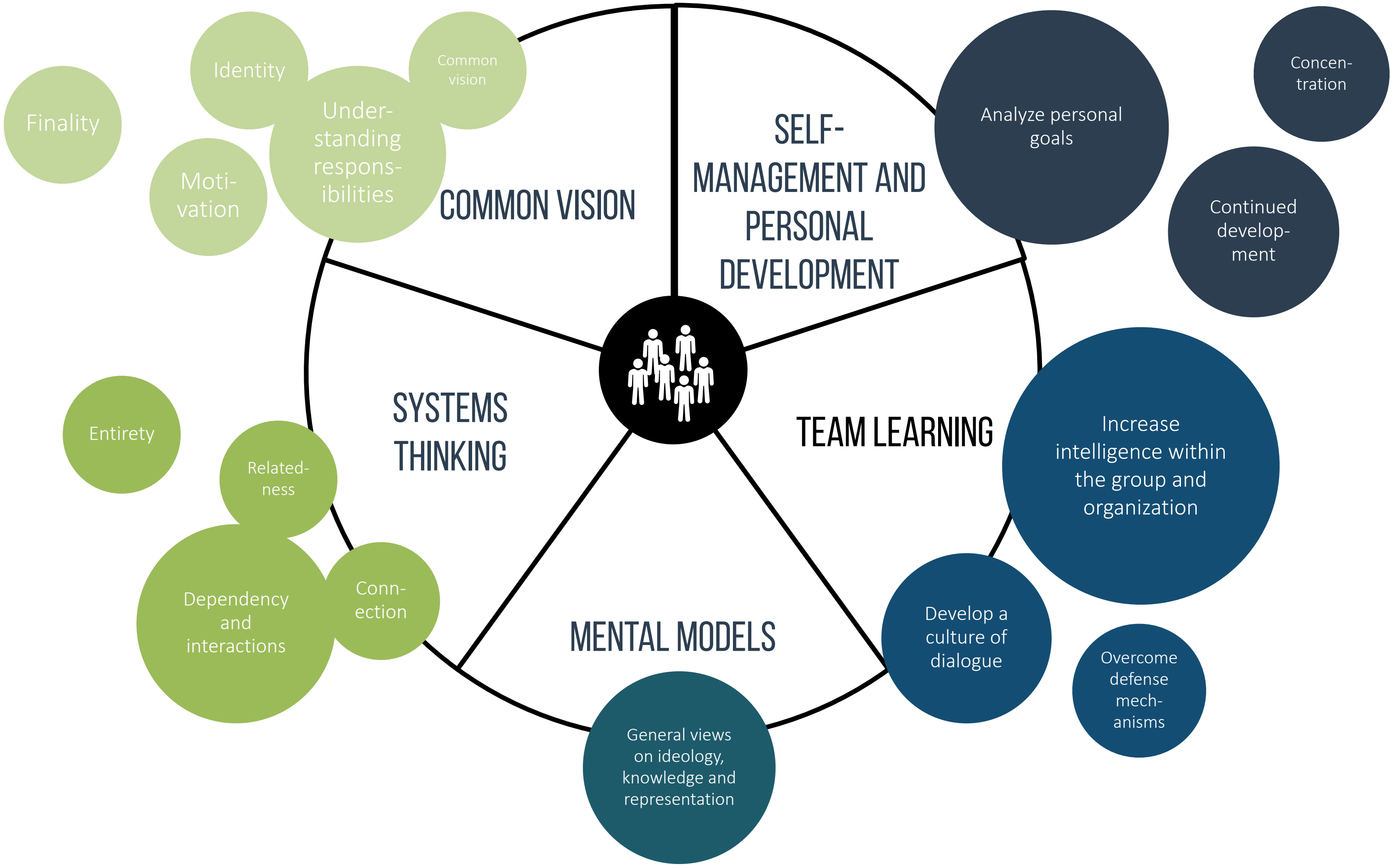
42. 5 LEARNING DISCIPLINES

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

42. 5 LEARNING DISCIPLINES

50 STRATEGY & MANAGEMENT MODELS



PETER M. SENGE DEFINED FIVE DISCIPLINES THAT AN ORGANIZATION NEEDS FOR CONTINUOUS LEARNING.

THE FIVE DISCIPLINES ALLOW AN ORGANIZATION TO ADAPT, EXPLOIT CHANGE-DRIVEN OPPORTUNITIES, AND AVOID RISKS.

43. RATER MODEL

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

43. RATER MODEL

50 STRATEGY & MANAGEMENT MODELS

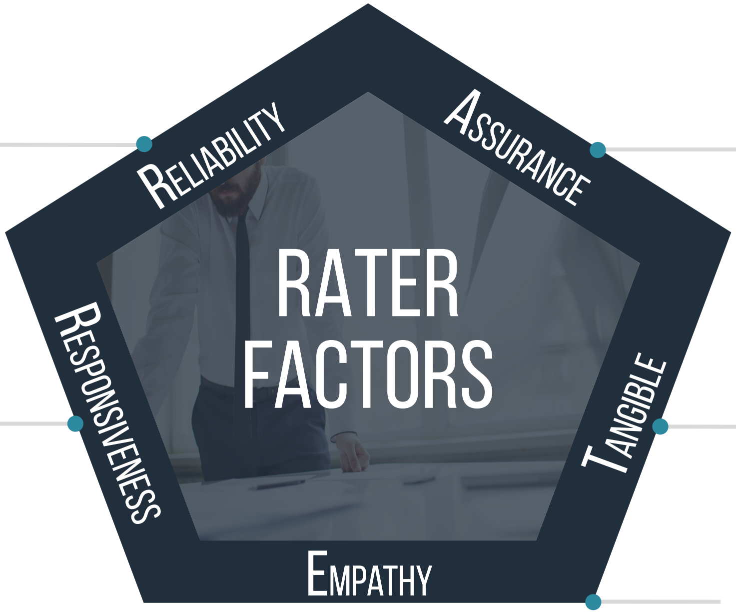
Reliable and accurate execution of services

Courteous, self-assured manner

Friendliness and quick response to customer needs

External appearance (clothes, presentation)

Employees' ability to empathize



THIS MODEL WAS DEVELOPED BY PARASURAMAN, ZEITHAML AND BERRY.

IT IS USED TO MEASURE SERVICE QUALITY (SERVQUAL) AND INCREASE CUSTOMER SATISFACTION.

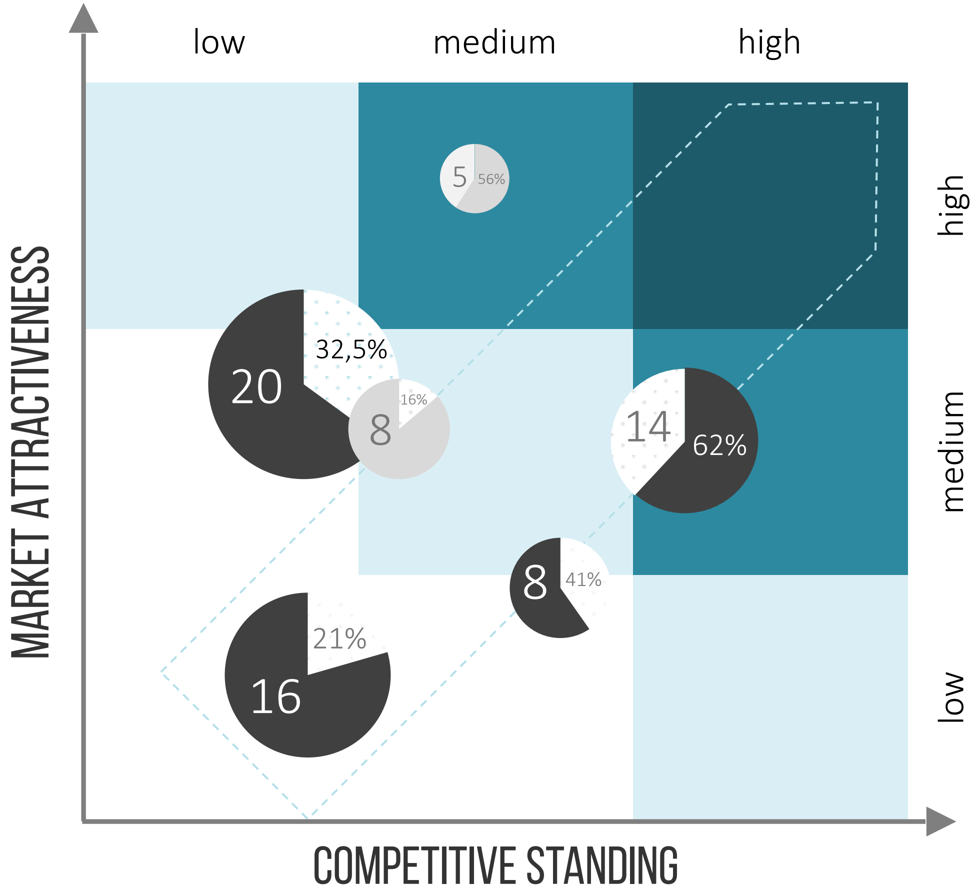
44. NINE-FIELD MATRIX

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

44. NINE-FIELD MATRIX

50 STRATEGY & MANAGEMENT MODELS



MCKINSEY'S NINE-FIELD MATRIX IS A PRODUCT PORTFOLIO ANALYSIS TOOL.

THE MATRIX HELPS A COMPANY DETERMINE WHICH PRODUCTS IT SHOULD INVEST IN.

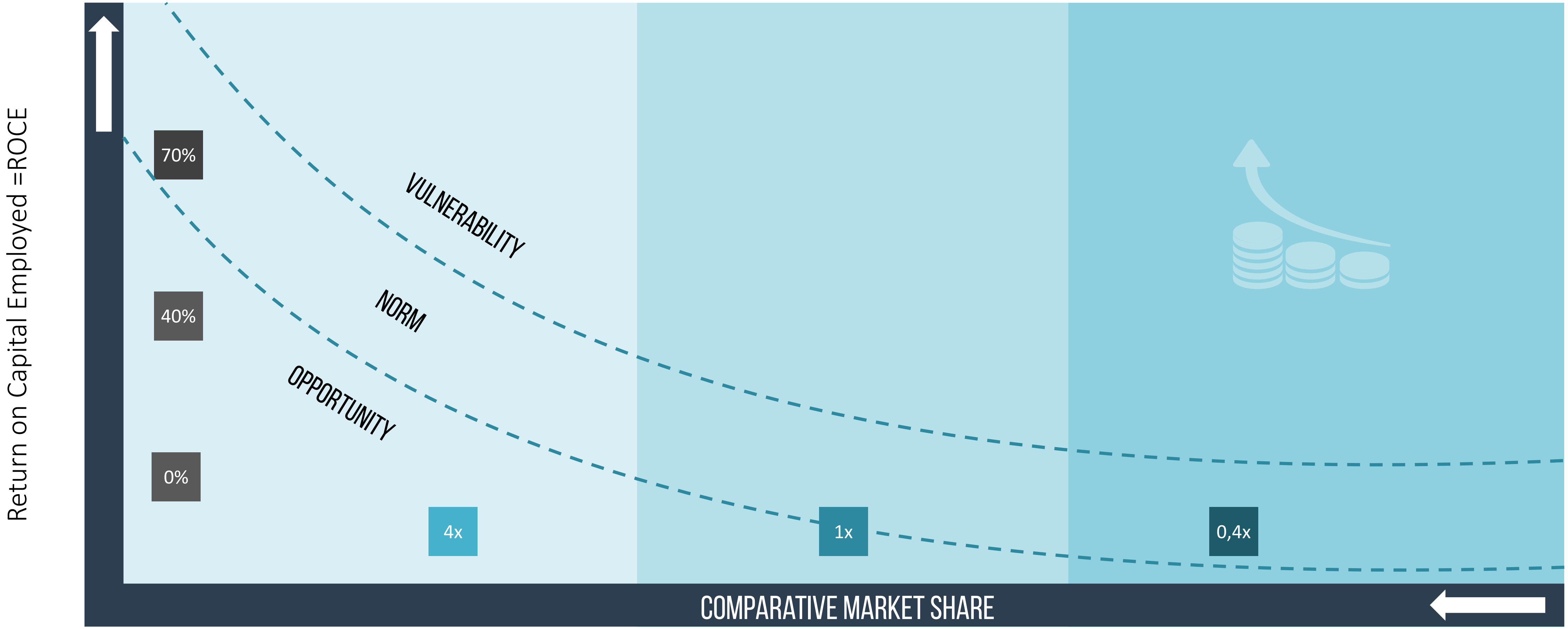
45. OPPORTUNITY/ VULNERABILITY MATRIX

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

45. OPPORTUNITY/VULNERABILITY MATRIX

50 STRATEGY & MANAGEMENT MODELS



46. MARKET-DRIVEN ORGANIZATION

50 STRATEGY & MANAGEMENT MODELS

46. MARKET-DRIVEN ORGANIZATION

50 STRATEGY & MANAGEMENT MODELS

GEORGE DAY DEVELOPED THIS CONCEPT FOR CREATING CAPABILITIES THAT ARE NECESSARY FOR A MARKET-DRIVEN COMPANY.

TWO CAPABILITIES ARE HIGHLIGHTED: MARKET OBSERVATION AND SENSITIVITY TO CUSTOMER NEEDS.

47. PROFIT FROM THE CORE

50 STRATEGY & MANAGEMENT MODELS

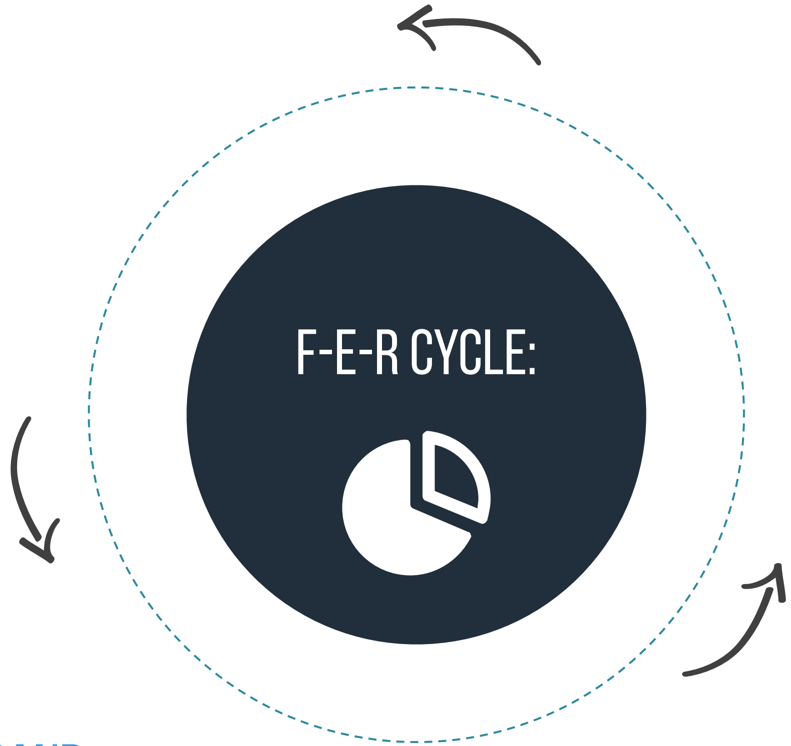
SCHOOL

47. PROFIT FROM THE CORE

50 STRATEGY & MANAGEMENT MODELS

Redefine

- Pursue future profit sharing
- Redefine new and strong differentiations
- Reinforce operational platform
- Fully appreciate leadership power
- Invest in new possibilities and capabilities



Focus

- Define boundaries
- Familiarize customer with core differences
- Reduce costs
- Promote all potential core operations
- Discourage competitive investment

Expand

- Identify and evaluate strengths
- Expand into relaxed “neighborhoods“
- Expand core boundaries
- Pursue sustainable formula for growth

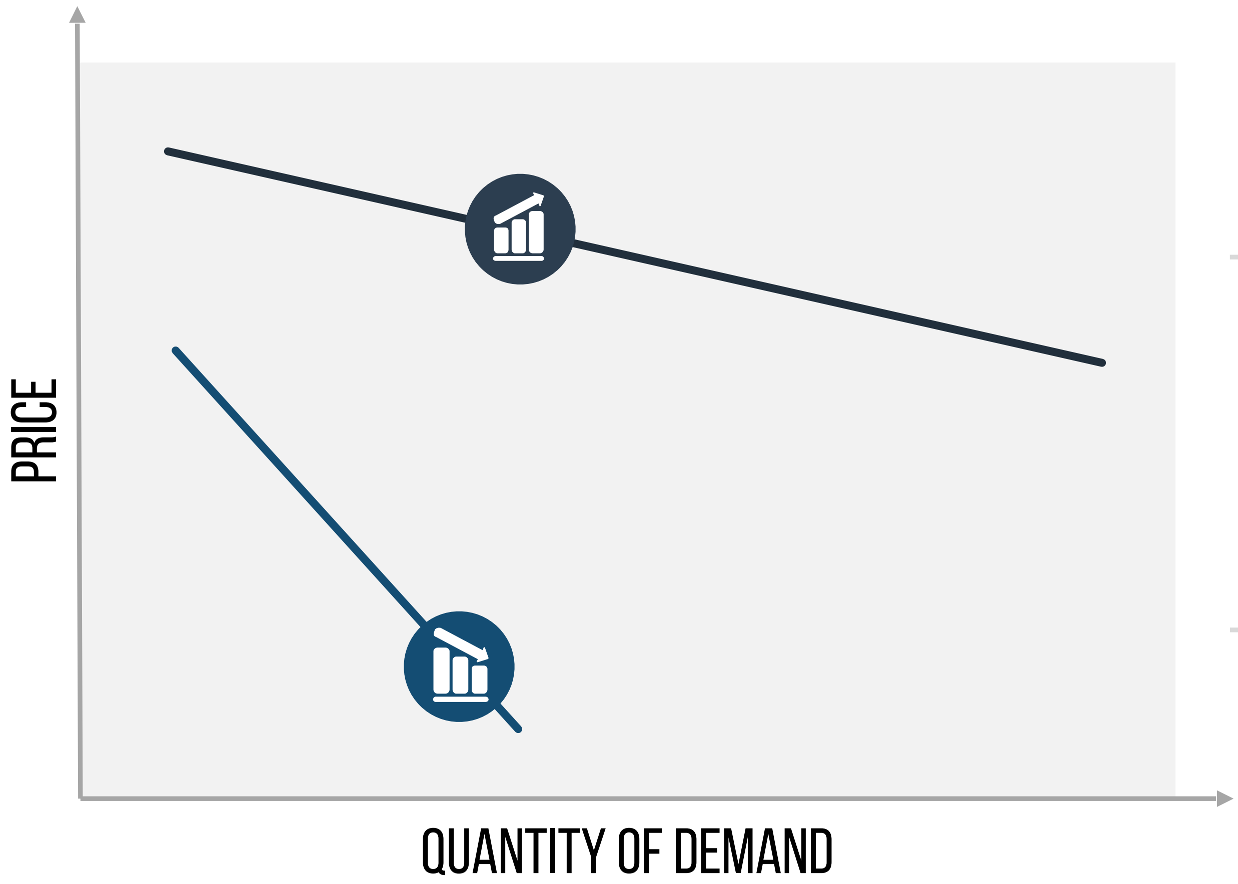
48. PRICE ELASTICITY OF DEMAND

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

48. PRICE ELASTICITY OF DEMAND

50 STRATEGY & MANAGEMENT MODELS



PRODUCT A: ELASTIC
Noticeable change in quantitative demand as price increases by one unit.

PRODUCT B: RIGID
Little change in quantitative demand as price increases by one unit.

SCHOOL

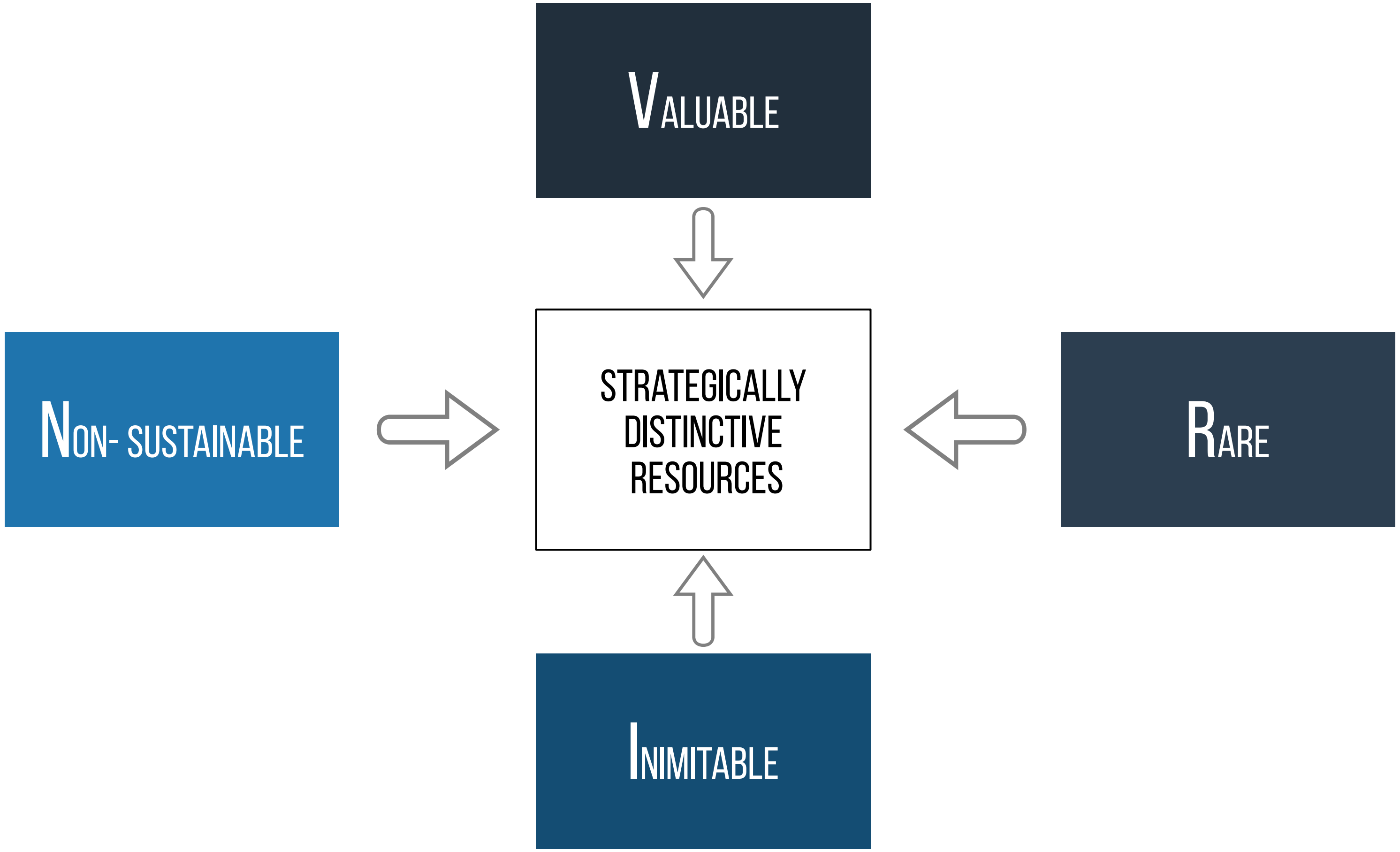
49. VRIN ANALYSIS

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

49. VRIN ANALYSIS

50 STRATEGY & MANAGEMENT MODELS



HOW STRATEGICALLY APPROPRIATE ARE THE COMPANY RESOURCES/CAPABILITIES:

- Are they **valuable?**
- Are they **rare?**
- Are they **inimitable?**
- Are they **non-sustainable?**

These questions make up the

VRIN ANALYSIS

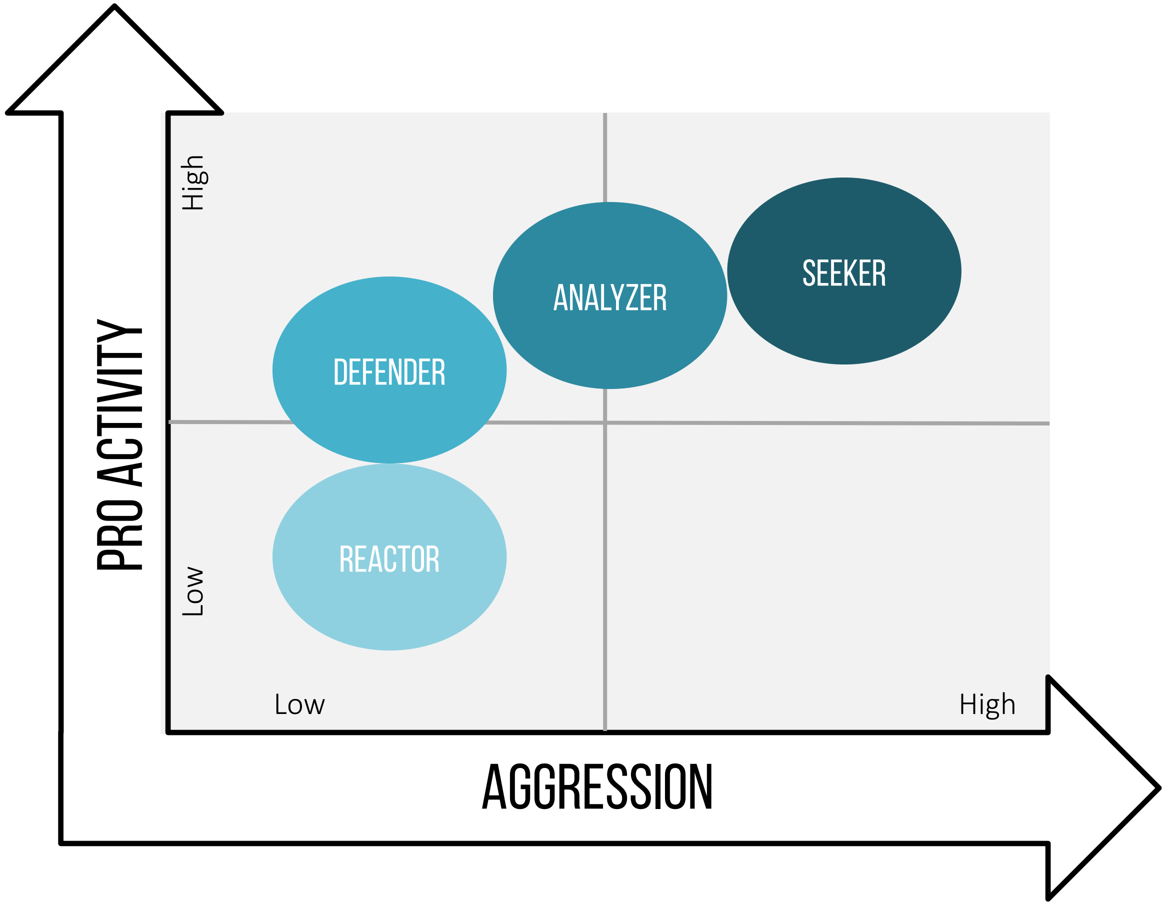
SCHOOL

50. AGGRESSIVE AND PROACTIVE STRATEGIES

50 STRATEGY & MANAGEMENT MODELS

SCHOOL

50. AGGRESSIVE AND PROACTIVE STRATEGIES



WHICH OF THESE STRATEGIES BEST REFLECTS THE COMPANY?

SEEKER:

- Most aggressive
- Constant focus on developing new products, new market entries and exploiting opportunities

DEFENDER:

- No aggressive pursuit of market
- Focus on market shares in stable and mature markets

ANALYZER:

- Positioned between seeker and defender
- Lower risk appetite than seeker, but not as error-free as defender

REACTOR:

- No proactive strategy, more of a reaction to events
- Strategy without a specific direction
- Least effective strategy

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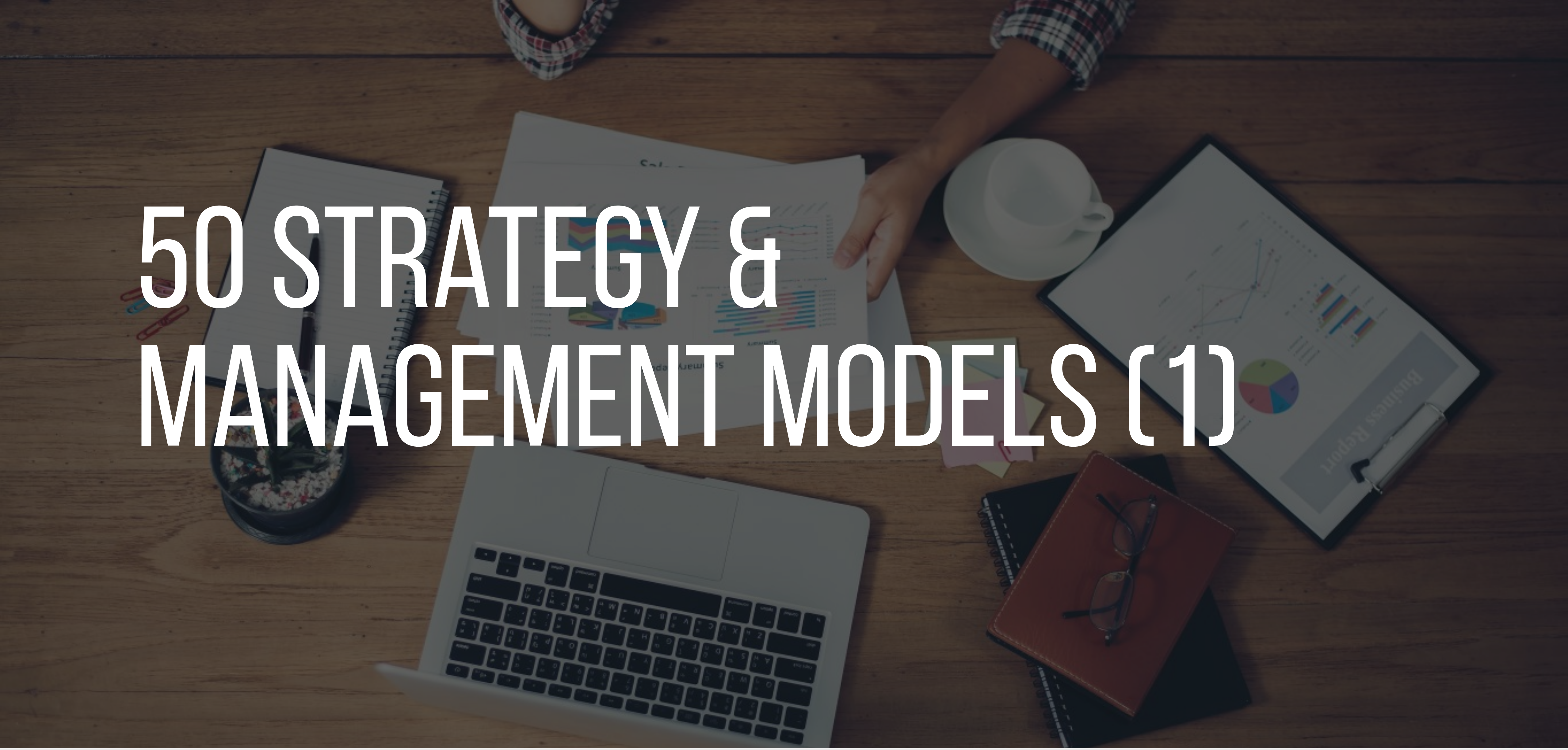

50 STRATEGY & MANAGEMENT MODELS (1)

SCHOOL