

Part I The Strategy Scout: Signposts Through the Jungle

1	Introduction: From Impulse via Strategy to Implementation	3
1.1	The Strategy Camp	4
1.2	The Jungle Topography	5
1.3	The Jungle Equipment and Jungle Trails	6
1.4	The Monastery of Reflection	6
1.5	The Base Camp and Route Planning	7
2	Victory Is Decided from the Very Beginning: The Strategy Camp	9
2.1	The Strategic Context	9
2.2	The Complexity of the Strategic Challenge	11
2.3	The Strategist	13
2.4	The Strategy Competence of the Fellow Explorers and Their Selection	15
2.5	The Attitude of the Fellow Explorers	22
2.6	The Company's Situation	24
2.7	Identification of the Strategy Trigger	25
2.8	Time and Resources	28
2.9	The Political Situation	30
2.10	The Strategy Profile	32
3	Orientation on Impassable Terrain: The Jungle Topography	35
3.1	The Magic Forest of Goals	36
3.2	The Complexity Thicket	38
3.3	The Swamps of Emotions and Viewpoints	39
3.4	A Look in the Mirror	42
3.5	The Scenario Park	43
3.6	The Customer Palace	44
3.7	The Competition Arena	45
3.8	The Fog of Uncertainty	46
3.9	The Temple of Options	47

4 The Methodological Tool Clears the Way:	
The Jungle Equipment	49
4.1 Using the Methodological Tools	49
4.2 Methods for Charting the Course and Weighing Anchor	51
4.2.1 Retropolation	51
4.2.2 Assessing the Goal	51
4.2.3 The Success Factor Analysis	52
4.2.4 The SWOT Analysis	53
4.3 Analysis and Evaluation of Business Segments, Markets and Services	55
4.3.1 The Business Structure Matrix	55
4.3.2 The Formation of Business Segments and Main Business Segments	57
4.3.3 The Market Portfolio	58
4.3.4 The Service Portfolio	60
4.3.5 Compiling Business Segment and Main Business Segment Portfolios	61
4.3.6 Compiling Future Business Segment Portfolios and Main Business Segment Portfolios	62
4.4 Methods of Complexity Management	63
4.4.1 Interlinked Thinking	63
4.4.2 The Operational Network Analysis	65
4.4.3 Influence Matrix and System Grid	68
4.4.4 “Core of Things”	68
4.4.5 Developing Solution Option Spaces and Evaluating Options	69
4.5 Scenario Management	71
4.5.1 The Preparation of the Scenario Workshop	73
4.5.2 Scenario Development in Three Intensities	75
4.5.3 The Application of Scenarios in Strategy Work	79

Part II The Right Trail to Cross the Strategy Jungle

5 Making Progress with the Round Table: The Jungle Express	85
5.1 The Round Table: Characteristics of the Strategic Context	85
5.2 The Trail: Characteristics of the Express	87
5.3 Preparation: Sketching a Picture of the Future	87
5.4 Achieving Clarity in the Magic Forest of Goals	88
5.5 Honing Market Understanding in the Customer Palace	89
5.6 Positioning in the Competitive Arena	91
5.7 The Individual Business Segments Enter the Competitive Arena	93

6 Protecting the Sand Castle from Collapse:	
The Jungle Exploration	101
6.1 The Sand Castle: Characteristics of the Strategic Context	101
6.2 The Trail: Characteristics of Exploration	102
6.3 Finding a Common Base	103
6.4 Confronting the Truth: A Look in the Mirror	105
6.5 Smoothing the Trail Further: The Magic Forest of Goals	106
6.6 Customer Structure Analysis	106
6.7 Deriving Meaningful Strategies in the Temple of Options	107
7 Exposing a Fata Morgana: The Jungle Excursion	111
7.1 The Fata Morgana: Characteristics of the Strategic Context	111
7.2 The Trail: Characteristics of the Excursion	113
7.3 Clarifying the Strategic Problem in the Thicket of Complexity	113
7.4 Getting to the Bottom of Things in the Magic Forest of Goals	117
7.5 Entering the Temple of Options with a Clear Picture	118
8 Finding the Way Out of a Dead End:	
The Jungle Metamorphosis	119
8.1 The Dead End: Characteristics of the Strategic Context	119
8.2 The Trail: Characteristics of the Metamorphosis	120
8.3 Clarifying Current Goals in the Magic Forest of Goals	122
8.4 Understanding the Dead End by Looking in the Mirror	122
8.5 Identifying the Assumed Competitors in the Competitive Arena	124
8.6 Laying the Foundations for the New Strategy in the Customer Palace	126
8.7 Selecting the Correct Levers in the Temple of Options	128
9 Transcending the Witches' Cauldron: The Jungle Adventure	131
9.1 The Witches' Cauldron: Characteristics of the Strategic Context	131
9.2 The Trail: Characteristics of the Adventure	133
9.3 Making Unclear Goals Obvious in the Magic Forest	135
9.4 Reconsidering the Strategic Focus in the Competitive Arena	136
9.5 Taking the Controversies Along for the Ride to the Scenario Park	139
9.6 Using the Information to Date to Explore Opportunities for the Future	142
9.7 Taking a Brief Look in the Mirror	144
9.8 Examining All Strategy Options in the Temple	145
9.9 Identifying the Attractiveness of the Possible Strategies	146
10 Wandering Through the Pleasure Garden:	
The Jungle Expedition	149
10.1 The Pleasure Garden: Characteristics of the Strategic Context	149
10.2 The Trail: Characteristics of the Jungle Expedition	151
10.3 Developing the Strategy Design and Homing in on the Goal	152

10.4	Alternating Between the Scenario Park and the Thicket of Complexity	154
10.5	Combining and Evaluating the Findings in the Scenario Park	157
10.6	Experts Contribute Important Findings	159
10.7	Combining the Team's Own Findings with the Experts' Findings	160
10.8	Creating the Strategy Options Space	161
10.9	A Look in the Mirror to Prepare the Strategy Decision	162
10.10	Preparing the Strategy Recommendation in the Temple of Options	164
Part III Setting a Course for Strategy Implementation		
11	Thinking Strategy Consistently Through to the End:	
	The Monastery of Reflection	167
11.1	The Purpose Behind a Strategy Concept	167
11.2	Putting Together the Concept Development Team	169
11.3	Shaping the Essence of the Strategy	172
11.4	The Company Diagnosis	172
11.5	Casting the Strategy into Models: The Business Concepts	175
11.5.1	The Central Models	175
11.5.2	The Business Model	176
11.5.3	The Value Creation Wheel	177
11.5.4	The Organisational Model	179
11.5.5	The Management and Leadership Model	183
11.5.6	Additional Models	185
11.6	Breaking the Strategy Down: Concepts for the Divisions	186
11.7	The Finished Strategy Bible	187
12	Routes and Levers for Strategy Implementation:	
	Base Camp and Route Planning	191
12.1	The Base Camp Stops	191
12.1.1	The Strategic Gap	192
12.1.2	The Implementation Climate	193
12.1.3	Change Know-How	194
12.1.4	The Implementation Route	194
12.1.5	Politics	195
12.2	The Politics Organisation Management Model (POM Model)	195
12.3	A Case Study	198
12.3.1	The Implementation Framework	198
12.3.2	The Implementation Policy	200
12.4	The Outlook: Focusing on the Strategy	202
Acknowledgements		203
About the Author		205
Bibliography		207
Index		209