

# RE-INVENT YOUR BUSINESS

Peter Kopeczek

TheVirtualManager B.V.

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# TheVirtualManager looks for new ways to develop your business

The Virtual Manager provides a result-oriented approach which...

- combines strategic thinking with **effective implementation.**
- creates **new ways of collaboration** and alliances
- **develops the right processes** to stay ahead of the competition
- combines **involvement and a personal approach** with experience and insight.

# TheVirtualManager developed the model “Re-Invent Your Business”

This model shows in a practical way, how you can re-new your business and processes.

This concept has now been implemented in ten companies – partially or totally. Based on this experience so far many workshops have been conducted.

The targets are large- and medium enterprises like the projects with FEI, FUJIFILM, NTS and CCM as well as early growth companies like the projects at DTI, Nyquist and FlexFertilizer.

The customer  
does not know

'Sell'

The  
recognized  
unknown

The customer  
knows

'Commodity  
business'

'Listen'

We know

We don't  
know

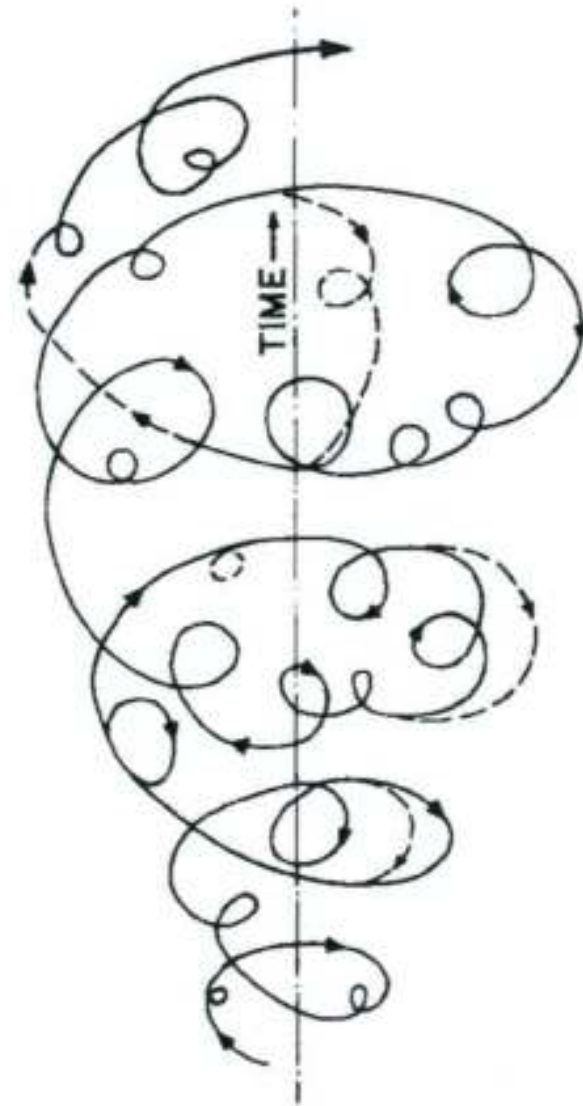
Normann, *Reframing Business*, 2001

**“Even today, management literature sometimes seems obsessed with the tradition of proposing the optimal solutions, “the one best way.” Bookshelves are flooded with quick-fix “how to” literature.**

**(Lovers of such books should stop reading here)”**

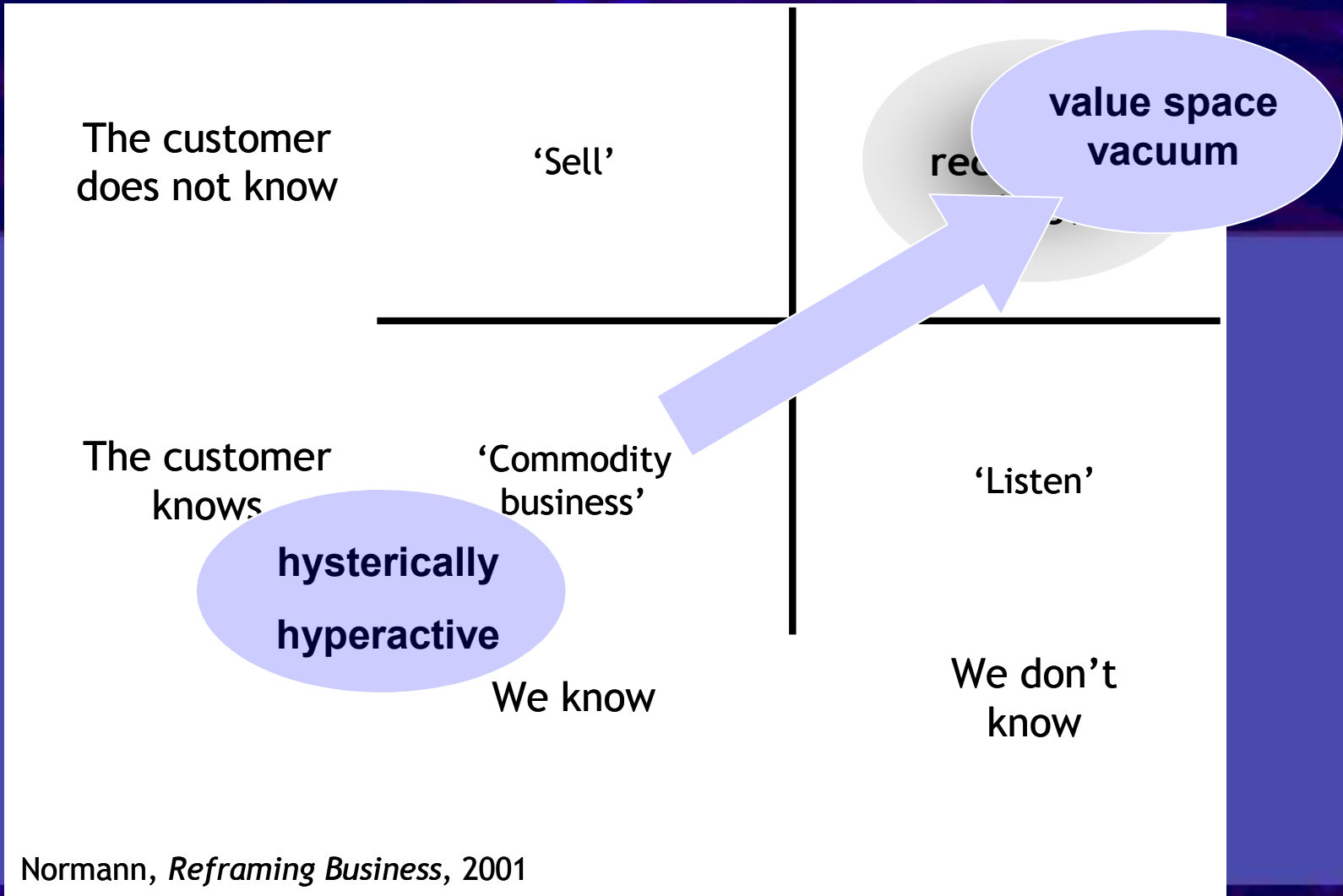
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# Crafting Strategy



*“Wege entstehen durch sie zu gehen!”*

Franz Kafka

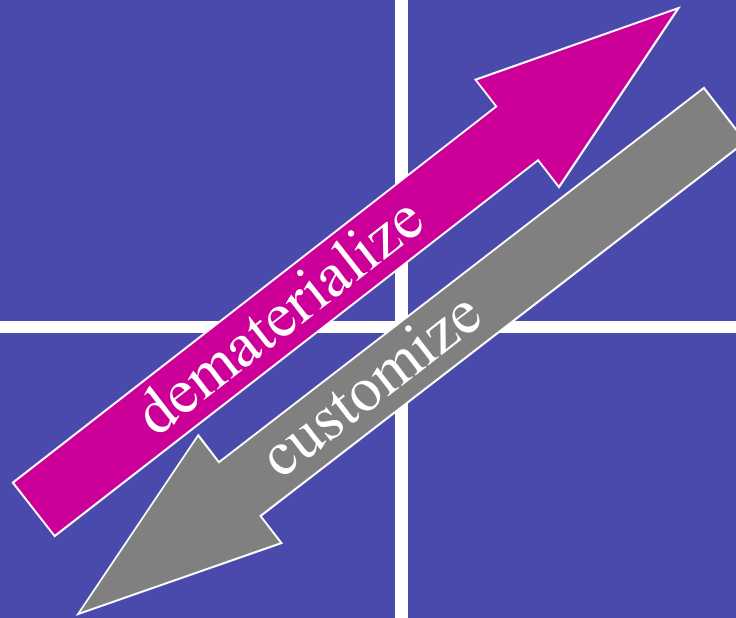


# Repositioning

the virtual world  
(the knowledge world)

local

global



Normann, *Reframing Business*, 2001

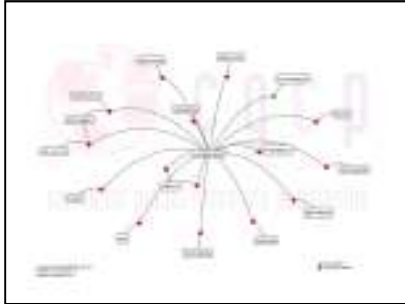
the physical world

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# Re-Invent Your Business

- The road to success!
- business acceleration
  - energy flow
  - re-invent

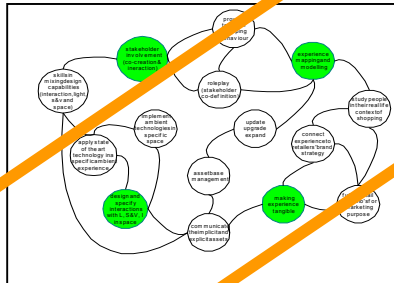
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Outside-in

Scenario Planning

Inside-out  
Core Activities



Key Success Factors  
Driving Forces

Business Technology Road Mapping

Products	2003				2004			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Product 1								
Derived version 1								
Derived version 2								
Product 2								
Derived version 1								
Derived version 2								
Product 3								
Derived version 1								
Derived version 2								
Product 4								
Derived version 1								
Derived version 2								
Product 5								
Derived version 1								
Derived version 2								
Technology 1								
Technology 2								
Technology 3								
Technology 4								

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# Core-Activity-Mapping as tool

by Michael E. Porter, Harvard Business Review, 1996

## What are core activities?

- Core activities are a deliberately chosen set of activities which deliver a unique mix of value to your customer

## Why are they so important?

- Competitive strategy is about being different - a company can outperform rivals only if it can establish a difference that it can preserve
- The overall advantage results from the right mix of all the company's core activities not just a few

## We can look at core activities in two different ways:

- Operational effectiveness means performing similar activities better than rivals perform them
- Strategic positioning means performing different activities from rivals or performing activities in a different way

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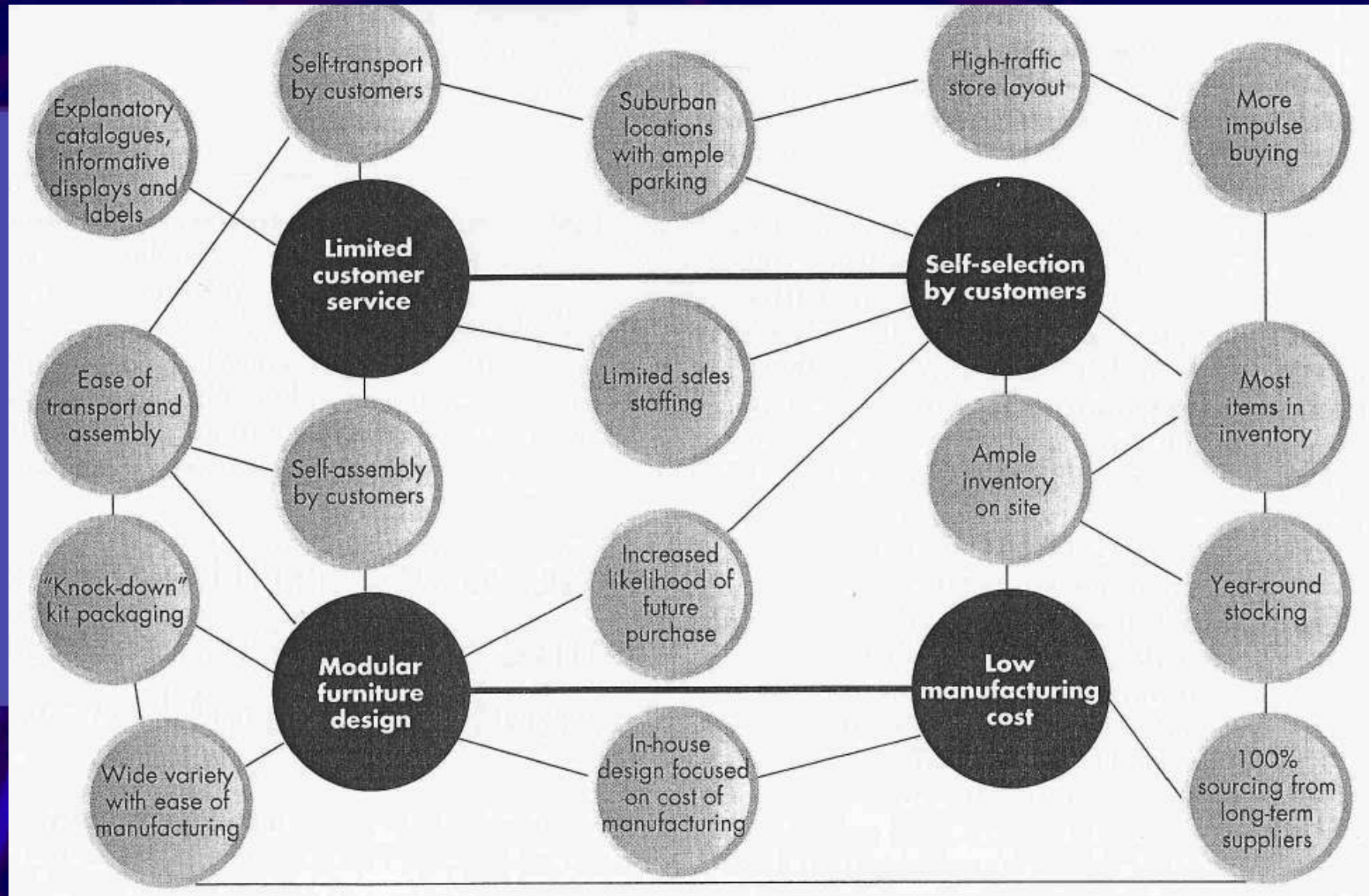
# Core-Activity-Mapping as tool

by Michael E. Porter, Harvard Business Review, 1996

Answer questions like:

- Which of our products are the most distinctive?
- Which of our products are the most profitable?
- Which of our customers are the most satisfied?
- Which of our customer channels are the most profitable?
- Which of our activities in our value chain are the most different and effective?

# Ikea as example



# NEED FOR A NEW WAY OF STRATEGIC THINKING

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## Look at the strategic process in your organization: How many of the following statements are true?

1. We don't have a strategic process.
2. Our strategic process is based on routines or the successful formulas of the past – we don't think “out of the box”.
3. We don't look at the broader industrial landscape and the future needs of our customers – challenging our existing approach, products and services.
4. We don't accept that our existing strategy could be wrong.
5. We believe that there is only one way forward.

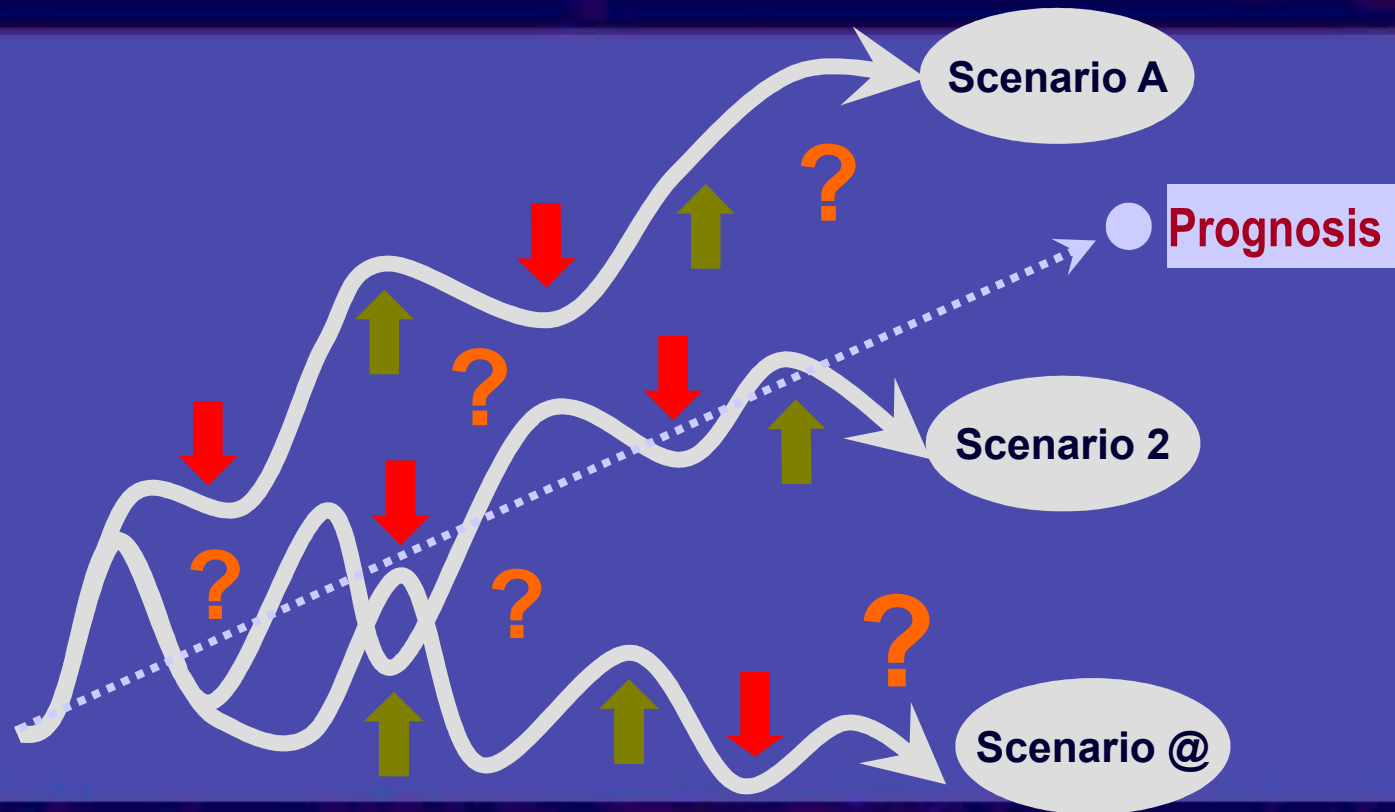
If more than half of these statements are true, it's time to re-think your strategic process!

# Future Scenario Planning

Traditional rationalistic strategic decision making is based on the assumption, that

- there is only one best answer
- everyone thinking rationally will arrive at the same conclusion
- implementation follows discovery

# The future is a combination of different scenario's



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# Analyzing trends and driving forces



Visible events

Together they drive  
the situation as it  
unfolds.

Underlying systemic structure of driving  
patterns, which we cannot see, but we know  
of their existence through their manifestation  
in the events we can observe.

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# Future Scenario Process

## Identify Key Trends and Uncertainties

Trends are the isolated issues in the future that are highly predictable

Uncertainties are the isolated issues in the future that may have different outcome

Develop 2 - 4 scenarios

## Questions to be asked

How likely is it that a certain scenario will occur?

How prepared are we for each scenario?

## Outcome

Understanding of the external factors affecting the business and their strategic implications

# ORIGINS

“ If you get your facts wrong, your map will be wrong. If you get the map wrong, you're likely to do the wrong thing. ”

Peter Schwartz

# SCENARIOS

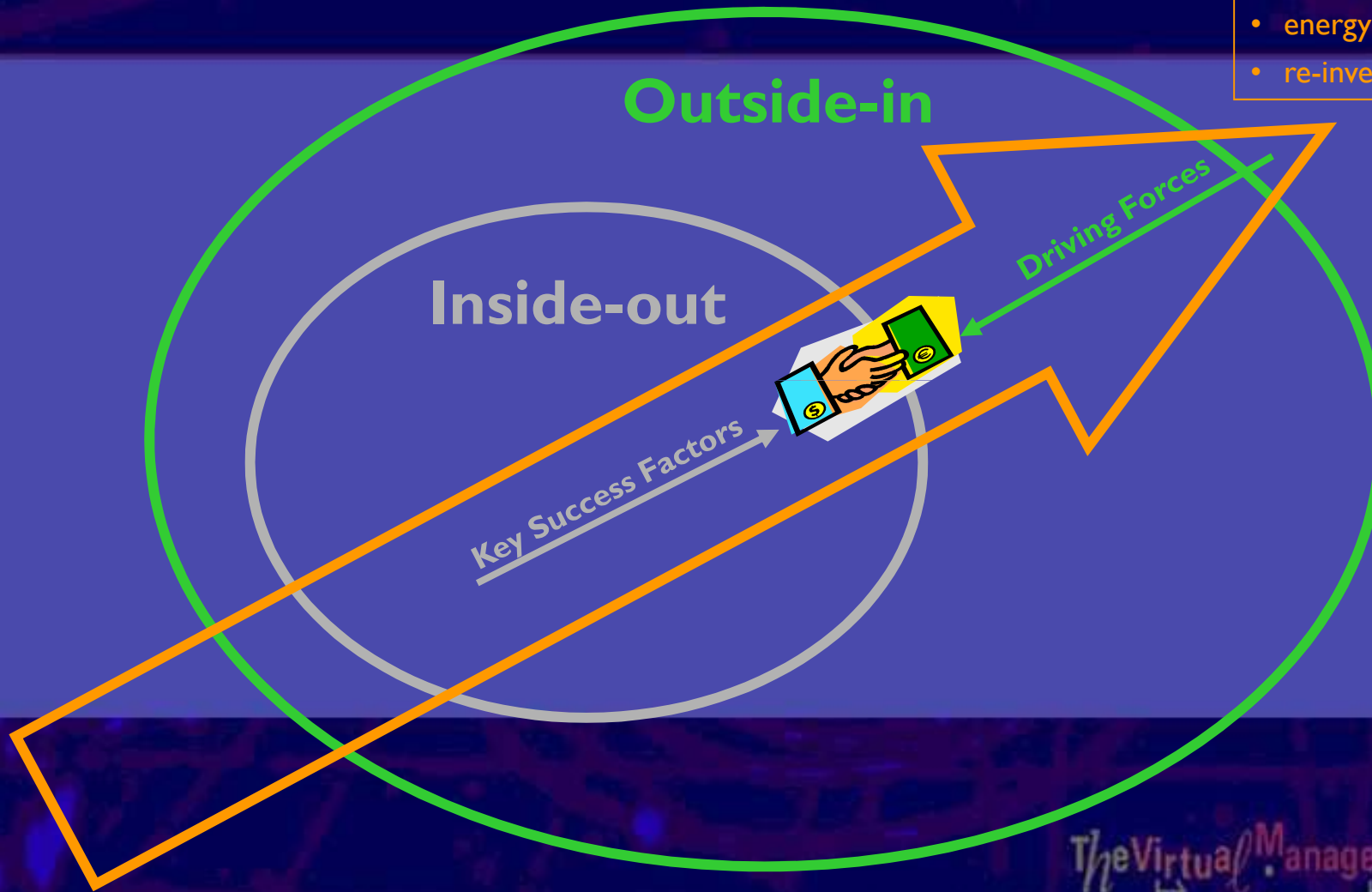
“ Scenarios transform information into perceptions... It is a creative experience that generates an "Aha!" ... and leads to strategic insights beyond the mind's previous reach. ”

Pierre Wack

# “Hand Shake”

## The road to success!

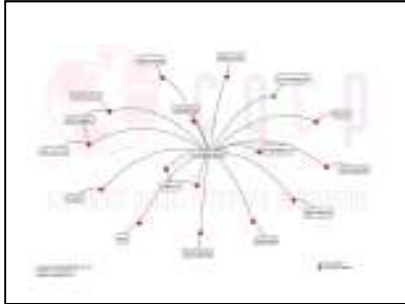
- business acceleration
- energy flow
- re-invent



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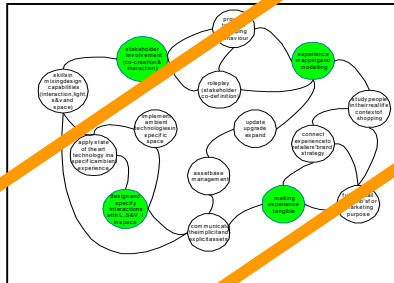
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Technology 3								
Technology 4								

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# Roadmapping

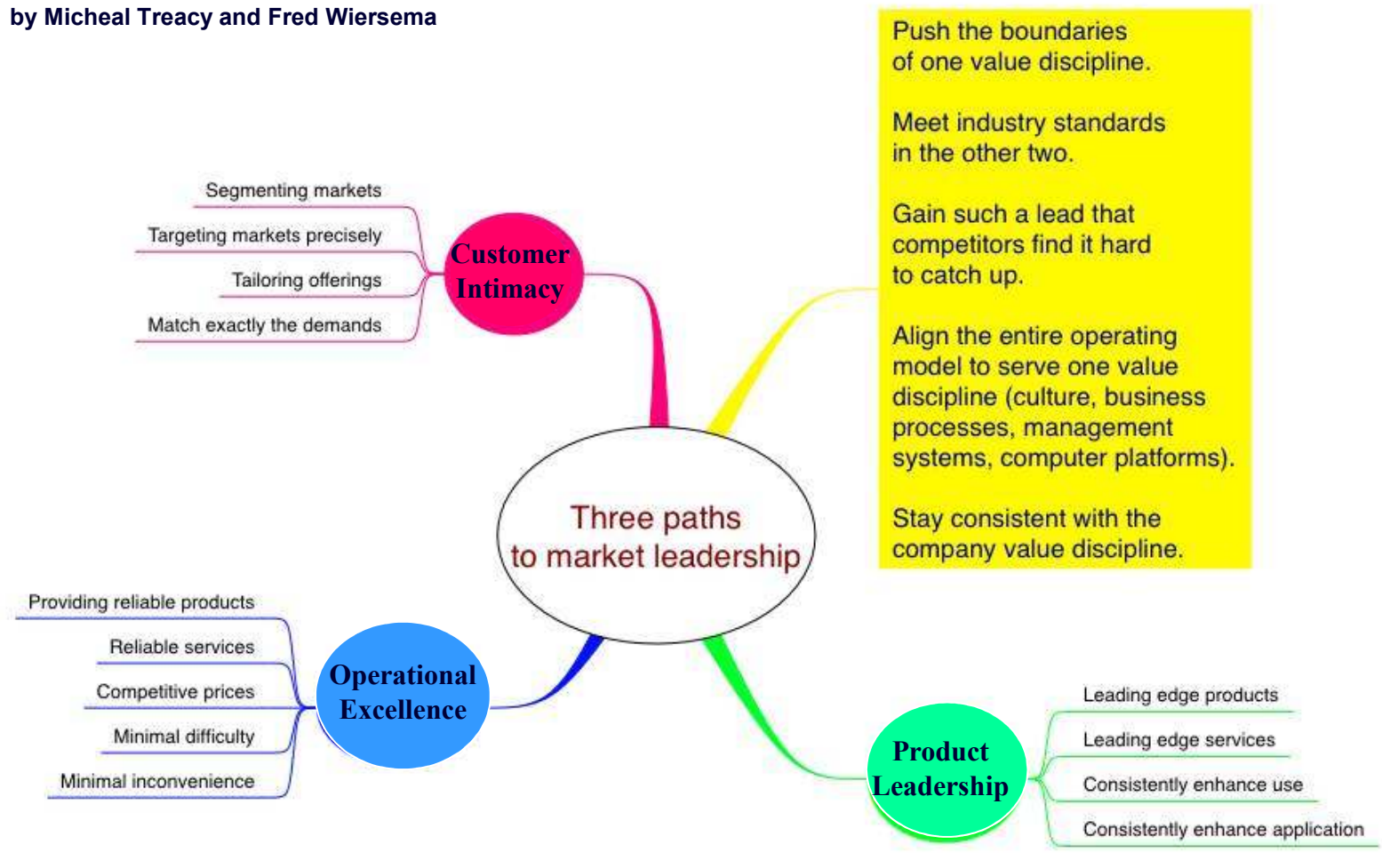
thanks to FEI

Products	2003				2004				Q1
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Product 1</b>									
Derived version 1									
Derived version 2									
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<b>Product 3</b>									
Derived version 1									
Derived version 2									
<b>Product 4</b>									
Derived version 1									
Derived version 2									
<b>Product 5</b>									
Derived version 1									
Derived version 2									
<b>Technology 1</b>									
<b>Technology 2</b>									
<b>Technology 3</b>									
<b>Technology 4</b>									
<b>Technology 5</b>									
<b>Technology 6</b>									

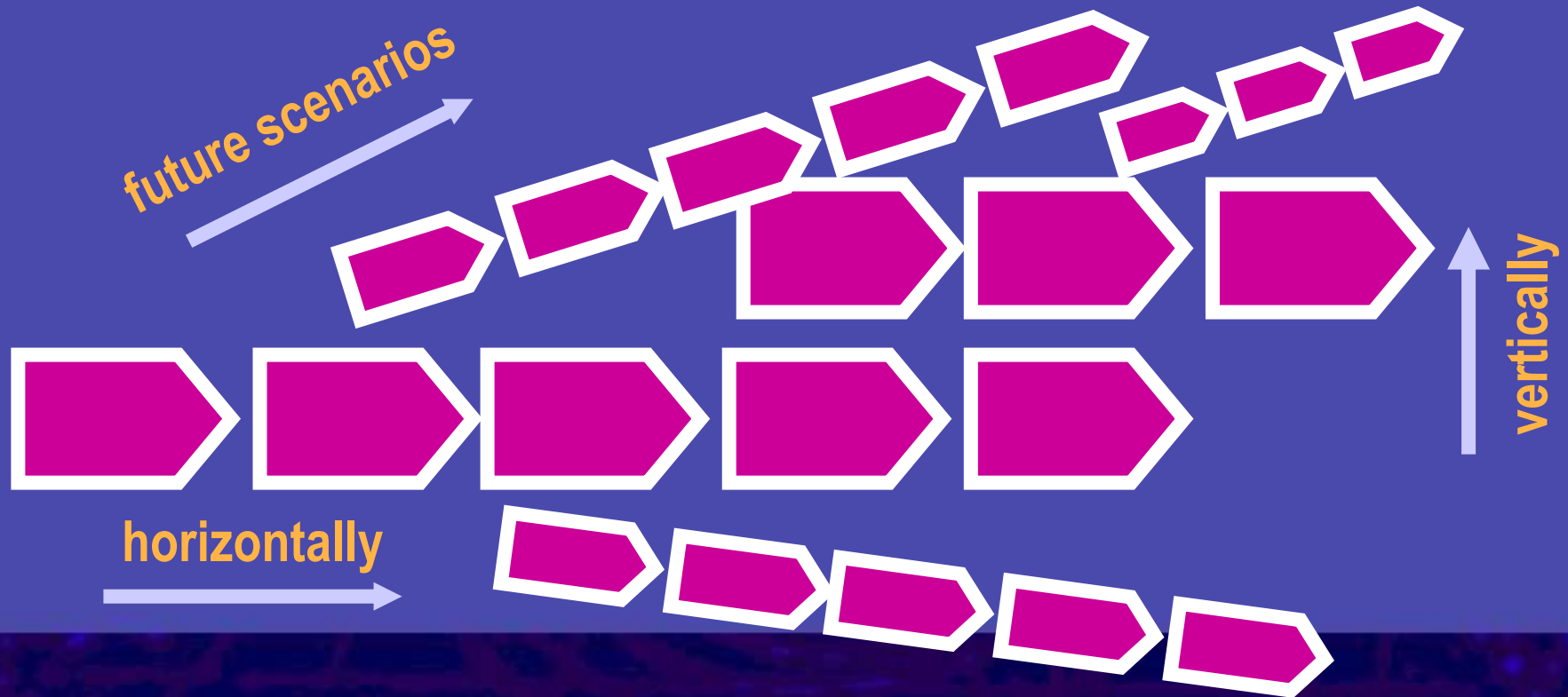


# Path to Market Leadership

by Micheal Treacy and Fred Wiersema



# Business modeling



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# The "Radar Screen"

## Scanning and benchmarking

Scanning linked with business model

Selection criteria

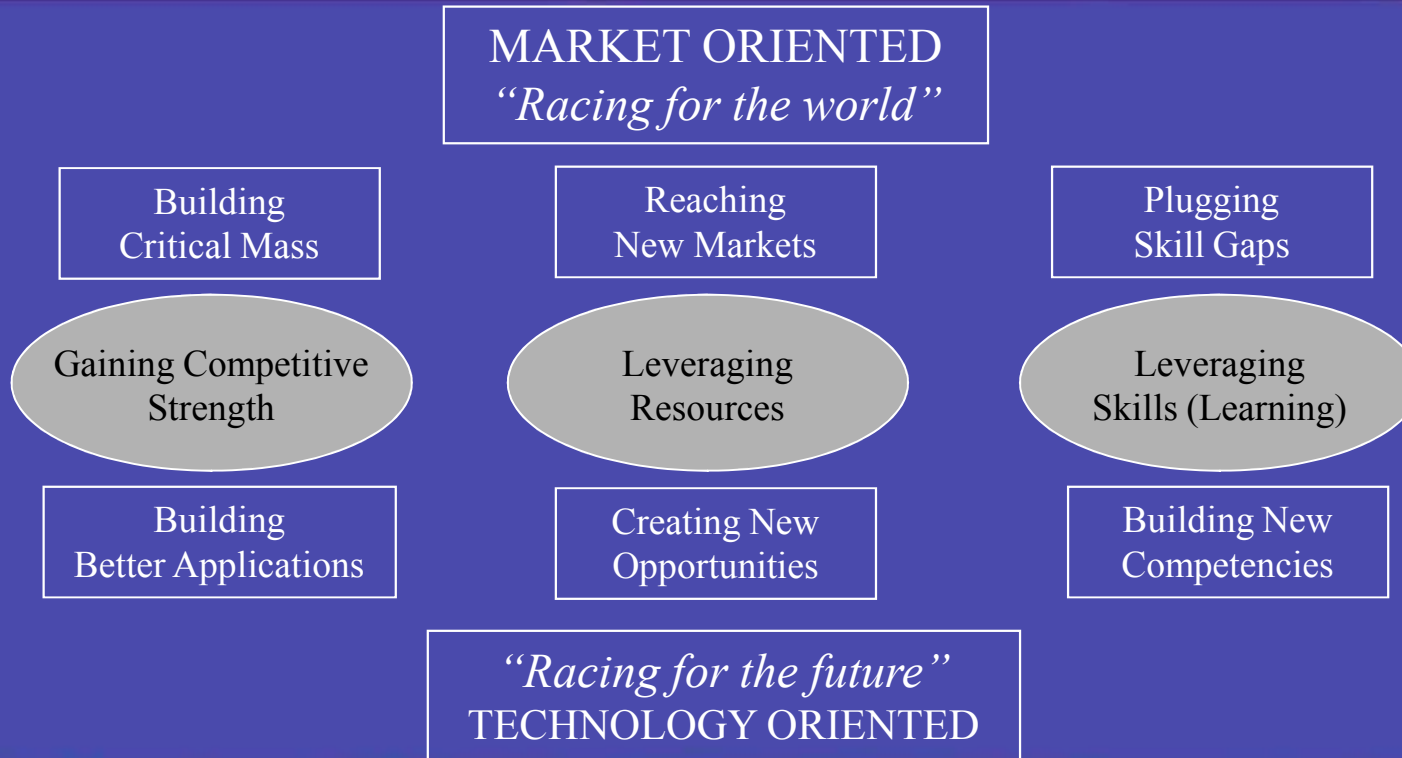
List of required information

Company profiles

Company business designs

Future implications and SWOT's

# Value Creation Logic



Source: Doz/Hamel, Alliance Advantage, Harvard Business School Press

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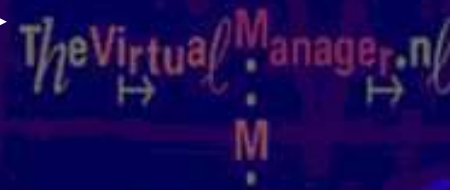
# The collaboration continuum



**Commitment and mutual dependence**

**"Jointness" of decision/action**

**Irreversibility and exit costs**



Source: Yves Doz, INSEAD

# Partnership search & -management

Together we are stronger

Search for synergy

@lliances work different

Build an effective partner network

Make it part of your business master plan

**"Don't walk the way alone!"**

# BUSINESSPLAN

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# The Magic Four

**THE TEAM**  
(competence)

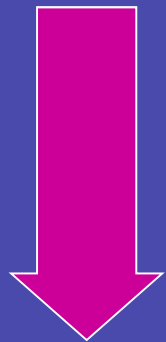
**THE MARKET**  
(competitiveness)

Business Plan

**THE PRODUCT**  
(uniqueness)

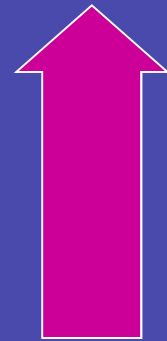
**THE FINANCIALS**  
(cash & return)

# A business plan has to answer the following questions:



How?

Vision:	How will our market develop?
Mission:	Which role do we want to play?
Ambition:	What do we want to achieve?
KSF's*:	What are the most important goals, we want to realize?
Master Plan:	What are the most important actions to be executed? Who and when?



Why?

\* Key Success Factors

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