

# TABLE OF CONTENT

		<b>INTRODUCTION</b>	07
<b>1</b>		<b>Dynamics in the business world and the approach of the book</b>	13
<b>2</b>		<b>Strategy Design Innovation – introducing the entire model</b>	19
2.1		Strategy Design	21
2.2		Strategy Design Toolbox	22
2.3		Strategy Design Modelling	23
2.4		Strategy Design Innovation	24
<b>3</b>		<b>The Strategy Design Toolbox: asking entrepreneurial questions and creating answers</b>	25
	<b>PERSPECTIVE 1</b>	<b>3.1 Creating Orientation</b>	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?	44
		3.1.4 What are our objectives?	50

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

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

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