

# Harburger model: Approach for reviewing the current strategy and developing future strategies

## Current position

### 1. Business model

#### 1. Value proposition

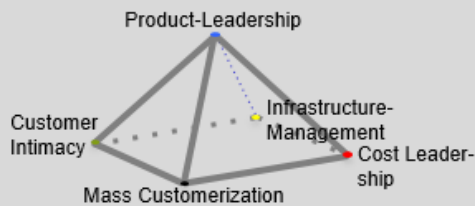


#### 3. Earning model

#### 2. Value chain architecture

### 2. Competitive and customer generic strategies

- Playing class and market position
- Revenue = volume x price x value
- Configuration: Necessary requirements for customer segments, organizational structure/processes and resources like human resources, product innovation



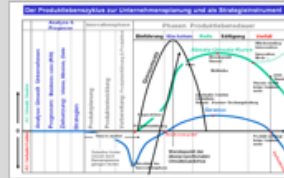
### 3. Customer segmentation in target marks – requirement profiles

n =	revenue	%-GP	effort	potential
1. Price				
2. Standard				
3. Customized				
4. Engineering				
5. Complete program				

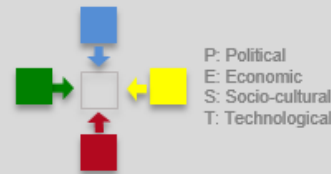
Target markets: Germany UK Belgium Italy

## Confront with the facts

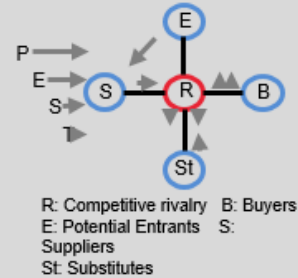
### 4. Impact of customer strategy on Product lifecycle – Chance & Risks



#### • Macroenvironment: PESTE



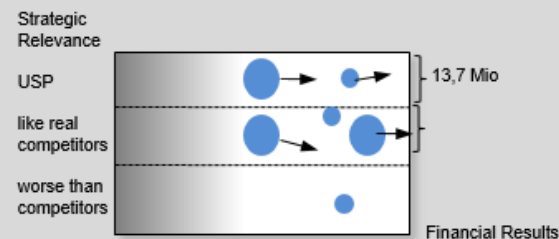
#### • Microenvironment - Five forces – strategic groups



### 5. Impact on competitive not industrial comparison – Strength & Weaknesses

	price	product-q.	service	engineering	logistics
A					
B					
C					

### 6. Portfolio-product-finance-analysis – actual positioning



## Strategic conclusions

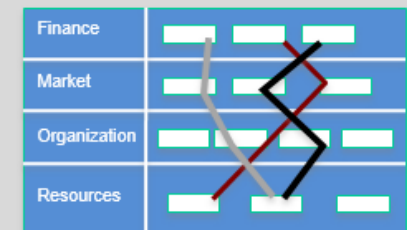
### 7. Conclusions based on points 1 to 6 including impact on future portfolio-positions

outside / inside	chances	risks	Future business	Strategic business
strength			Area for exit	Cash Cow Business
weaknesses				

### Impact on Target market growth potential


Target markets: Germany UK Belgium Italy

### 8. Strategy Map - required strategic configuration



### 9. Alignment founded on points 7 to 8



### 10. Cockpit-Management – operative & strategic KPI – review on strategic effectiveness of the employed strategies

