Have a look out the window

Helping SMEs with their strategy in the Next Economy
Strategy....

- Strategy doesn’t pay our bills
- Paper is patient
- Strategy doesn’t fit small and medium-sized business
- Successful entrepreneurs do not need a strategy
- Plans are obsolete, when they are printed
Majority of SMEs has no strategy

Top 6%
- Explicit strategy, growth focus
- Flexible / opportunistic
- International market
- < 10 years

Middle segment 54%
- Implicit strategy, going concern
- Inflexible
- Domestic market
- > 10 years

Laggards, 40%
- No strategy, ad hoc
- Inflexible
- Regional market
- > 10 years

Source: ING, Naar een sterker MKB (2015)
Turbulence

- Digitalisation
- Climate change
- Prosumers
- Service economy
- Sharing economy
- Re-shoring
- Scarcity of commodities
- New materials
- Low economic growth
- Unstable financial system

New competitors
Shorter product-life cycles
War on talent
Obsolete assets
Incalculable public opinion
Uncertainty

Road map Next Economy
With Jeremy Rifkin
Metropolitan area Rdam-Den Haag
No strategy or a new concept?

**Criticism on strategic management**
- Too much top down
- Too rational and technocratic
- Too much paperwork
- Too much focus on ‘the plan’

**Start-ups have their own way of strategy**
- In touch with clients and stakeholders
- Iterative and creative
- Experiments
- Focus on process instead of plan
Problem statement

“Long term plans are dead, long live strategic planning”

• The present turbulence requires forward thinking of everyone
• Rotterdam - including SMEs - is in transition towards the “Next Economy”
• SMEs lack a strategic mindset and lack strategy tools that fit their context
• Available strategy tools originate from the corporate environment
Interesting examples

- Fietswinkel.nl: growth strategy with new style outlets
- AccountantAnders: new advisory role and community with clients
- Van der Valk&De Groot: technology focus and involvement of workforce
- DTM Milieutechnology: standardised services for international market reach
- Openzorg.net: online consults for psychic grievance
Analyse
- Shared value approach
- System approach
- Design thinking
- Transition management

Act
- Servitization
- Circulation
- Innovation
- Digitalisation
- Collaboration
Preliminary research questions

- Which tools for strategy analysis, formulation and implementation are effective for SMEs?
- What can established businesses learn from strategic approaches of start-ups and vice-versa?
- How can SMEs in the Rotterdam region adapt themselves to the Next Economy?
Methodology

- Literature scan
- Questionnaire for ‘ist situation’
- Cases for tool development (interviews)
- Questionnaire for ‘soll situation’
- Benchmarking of companies and industries
Interviews
Questionnaires
Case studies
Thesis projects
Tools

Scenario analysis
Workshops
Market analysis
Trend studies
Guest lectures
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