



STRATEGY ■

CPS[®]
SCHLIEßMANN
ST.GALLEN CONSULTANTS



CPS SCHLIEßMANN AND STRATEGY ■

*Strategy includes everything that
sustainably shapes the fate of a company.*

We support companies to see individual future opportunities and to develop their business with innovations in such a way that they succeed being special in their respective sector.

In this sense we design strategic tasks and advise and support companies from strategically relevant analysis, innovation and future research and the actual development or revision of the strategy to the realisation and monitoring within the organisation.

Simultaneously we communicate methods and instruments, with the help of which leaders and employees will gain better understanding and orientation for strategy and company management and thus will be able to achieve the desired results more easily, more successfully and more target-oriented. We ensure that strategies are understood and realised and that everybody, no matter in which position, recognises his contribution to the overall success.

We are pioneers in the area of strategic risk management in complex systems and presented a 6-tier method for the first time in 2008, with the help of which it is possible to make systemic complexity measurable and controllable.

Founded in connection with the lecture activities of Prof. Dr. Christoph Ph. Schließmann in St. Gallen at the beginning of the 1990ies, we are closely related to the St. Gallen Management doctrine. The synthesis from science and practice due to our relationships with the Universities Salzburg, Innsbruck and Stanford as well as with the St. Gallen Management Programme helps to establish an excellent knowledge basis.

We are very proud of our wealth of experiences collected since 1991 in a wide range of projects and the cooperation with thousands of leaders in the sector of strategic company management, which our customers will benefit hugely from.

Our clients – family and allied companies – trust us. We are passionate entrepreneurs and can empathise with our client companies, we can understand their people, their souls, their culture and ethics and we include them in the strategic work.

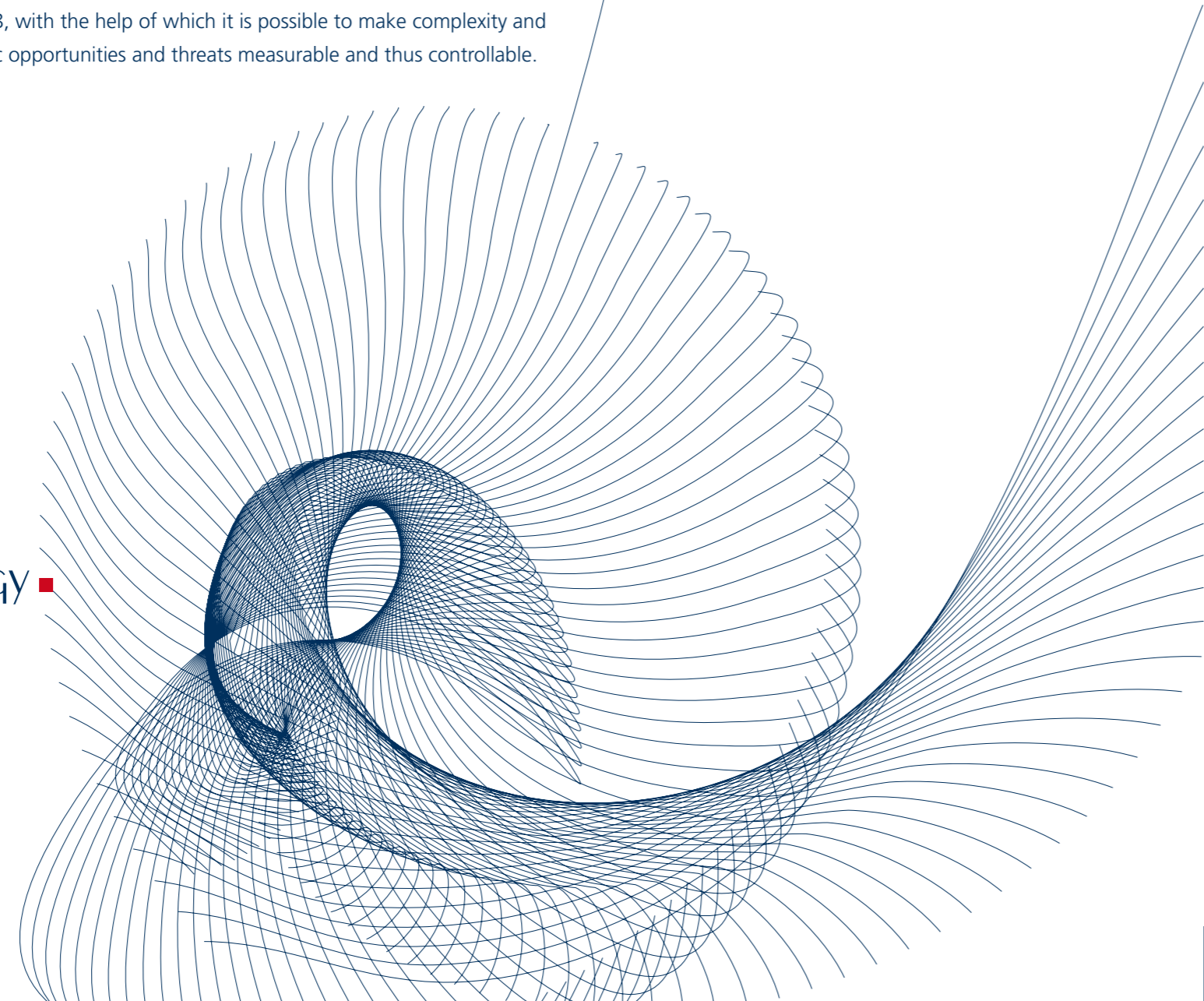
CPS[®]
SCHLIEßMANN
ST. GALLEN CONSULTANTS ■

STRATEGY ■

THE STRATEGIC CHALLENGE OF THE FUTURE IS TO RECOGNISE AND CONTROL COMPLEXITY-RELATED, SYSTEMIC OPPORTUNITIES AND THREATS

We are **pioneers in the area of strategic risk management in complex systems** and presented a 6-tier method for the first time in 2008, with the help of which it is possible to make complexity and systemic opportunities and threats measurable and thus controllable.

STRATEGY ■



STRATEGY ■ MEANS „TO ENGAGE AND SEE“

The process of company strategy is a continuous journey, an open process without norms, an infinite circle of variables and linked parameters, which determine the strategic sustainability of a company and which are subjected to continual changes and adjustments. Each movement and change of one parameter also influences others. This can hardly be planned for and signifies navigation in often critical complexity, unpredictability and chaos! Strategy depends on the viewpoint and the worldview of those who design it!

The challenge is again and again to go through this process of „engage and see“, to view common and allegedly safe paths from other perspectives and to be willing to rethink and question the existing and functioning system. Only the continual change of the perspective combined with the will to face necessary and sensible changes allows for walking new paths, discovering what is special and establishing strategic uniqueness.

STRATEGY MUST PROVIDE ANSWERS FOR THE FOLLOWING CORE QUESTIONS

1. WHAT DO YOU NEED TO WIN?
Relevant competitive market environment and its opportunities and threats for the viability of a company
2. WHAT SHOULD YOU REALLY BE ABLE TO DO FOR THAT?
Necessary resources and core competences for today and tomorrow
3. WHICH WAY SHOULD YOU GO?
The strategic concept in order to win the future innovatively
4. WHAT DO YOU HAVE TO DO OR LEAVE UNDONE IN THE FUTURE?
Strategic action . Implementation . Realisation . Leadership

Thereby four factors must be reviewed on the drawing board of the strategic future:

The basis factor:

Penetrating the currently occupied markets by using existing core competences more intensively and innovatively. Creating and maintaining branding and corporate identity. Assume the best possible market and competitive position with your company.

The growth factor:

The search for “white spots”. New markets, new products, new service areas must be found and invented. We show you some creative possibilities to re-use and combine your core competences.

The innovation factor:

In this area the challenge is to brighten the eye for the future of the company and to establish future and innovation research. Let us think together about your future, new core competences and unique selling proposition opportunities, with which you will be able to protect and extend your position and sustainable viability in the current market due to your clear differentiation.

The mega-opportunity factor:

From outside to the inside: How can you participate in the growth markets by penetrating markets that are new for your company with the help of your new core competences? Where you could there be any suitable “blue oceans” for you, to which you could successfully advance as pioneer?

STRATEGY ■ MEANS RECOGNISING AND USING OPPORTUNITIES FOR INNOVATION

Many companies look for their successful market position and thereby lead fierce battles with their competitors – for customers, competitive advantages and market shares. And still it becomes more and more difficult for them to achieve sustainably profitable growth.

For many years we have successfully demonstrated to companies how it can be achieved to successfully differentiate the mostly unavoidable basic positions and businesses even in saturated, fiercely competitive markets = red oceans.

Additionally, we show how the limits of existing markets can be extended powerfully, how whole new markets can be opened up and how any customer needs that have been unsatisfied to date can be recognised and met. Those who can do that, personally decide the rules of the game instead of being subjected to them. Together with our clients we go on a quest for the blue oceans and develop a sustainable strategy to occupy those successfully. We know the insights of the „Blue Ocean Strategy“ by W. Chan Kim and Renee Mauborgne and benefit from them in combination with our longstanding experiences in the sector innovation management.

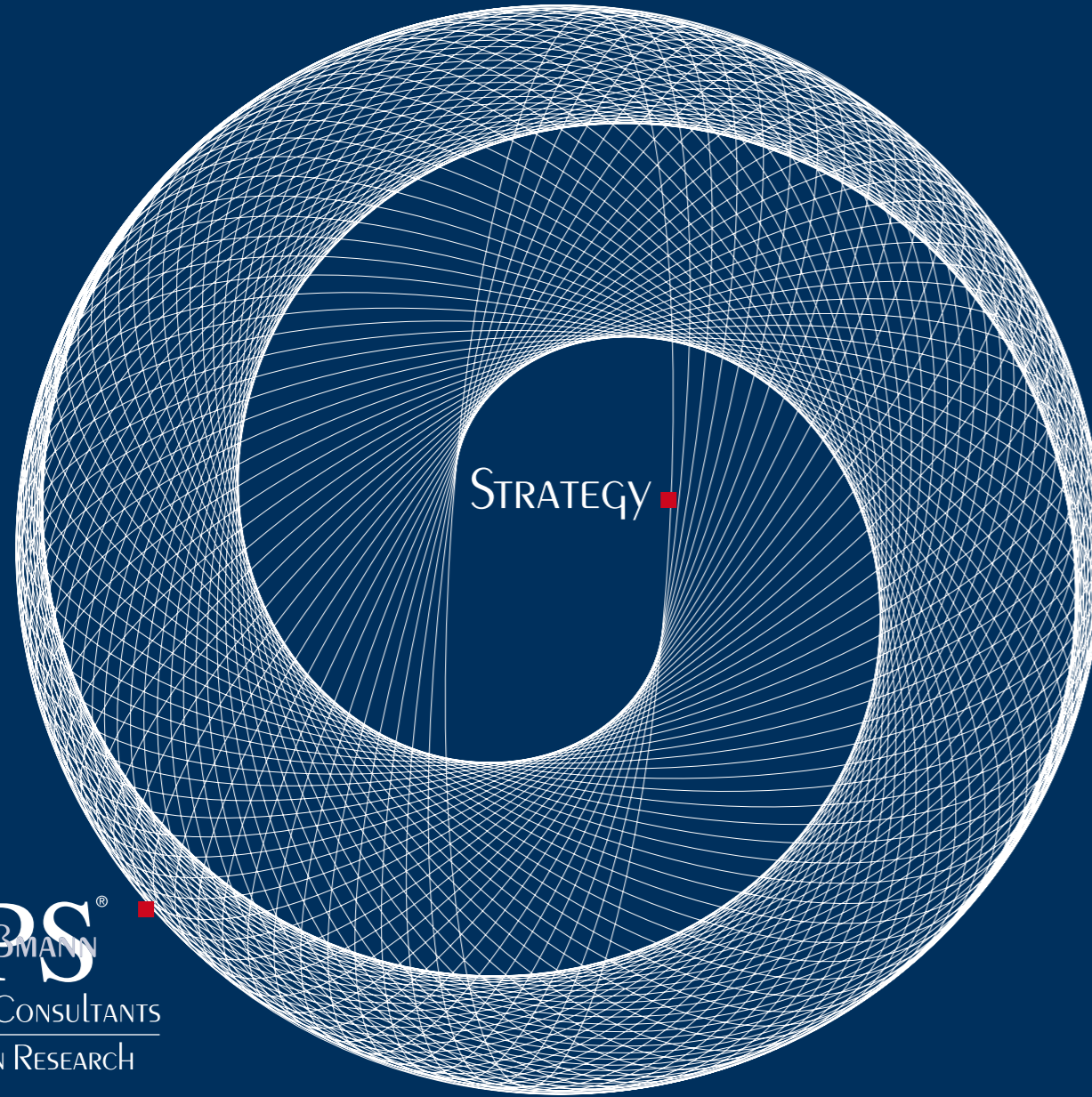
In our innovation projects we develop business models together with our customers, which by all means are radically different from those of the competitors and which provide a high level of utilisation innovation for the relevant target customers.

STRATEGY ■ REQUIRES INNOVATION RESEARCH

Strategy presupposes the individual search for future opportunities and differentiation possibilities!

Each research project is unique. We start where the traditional market research ends or cannot provide any substantial insights, as they would be required for the innovation outside the box. Where we start our approach the quantitative and reality-related methods, that is methods that are related and targeted to the past fail in particular. We collate all carefully selected information and link these to new ideas and synergies for our customers.

- » Highest level of quality
- » Intelligent and creative analysis with value added
- » Individual analysis, preparations and conclusions – no standard products



STRATEGY ■

STRATEGY ■ REQUIRES LEADERSHIP IN ORDER TO BE REALISED IN RESULTS.

» Innovative strategy recommendations

Leadership is the ability to orientate and interpret as well as the ability to change.

This signifies the ability of others to

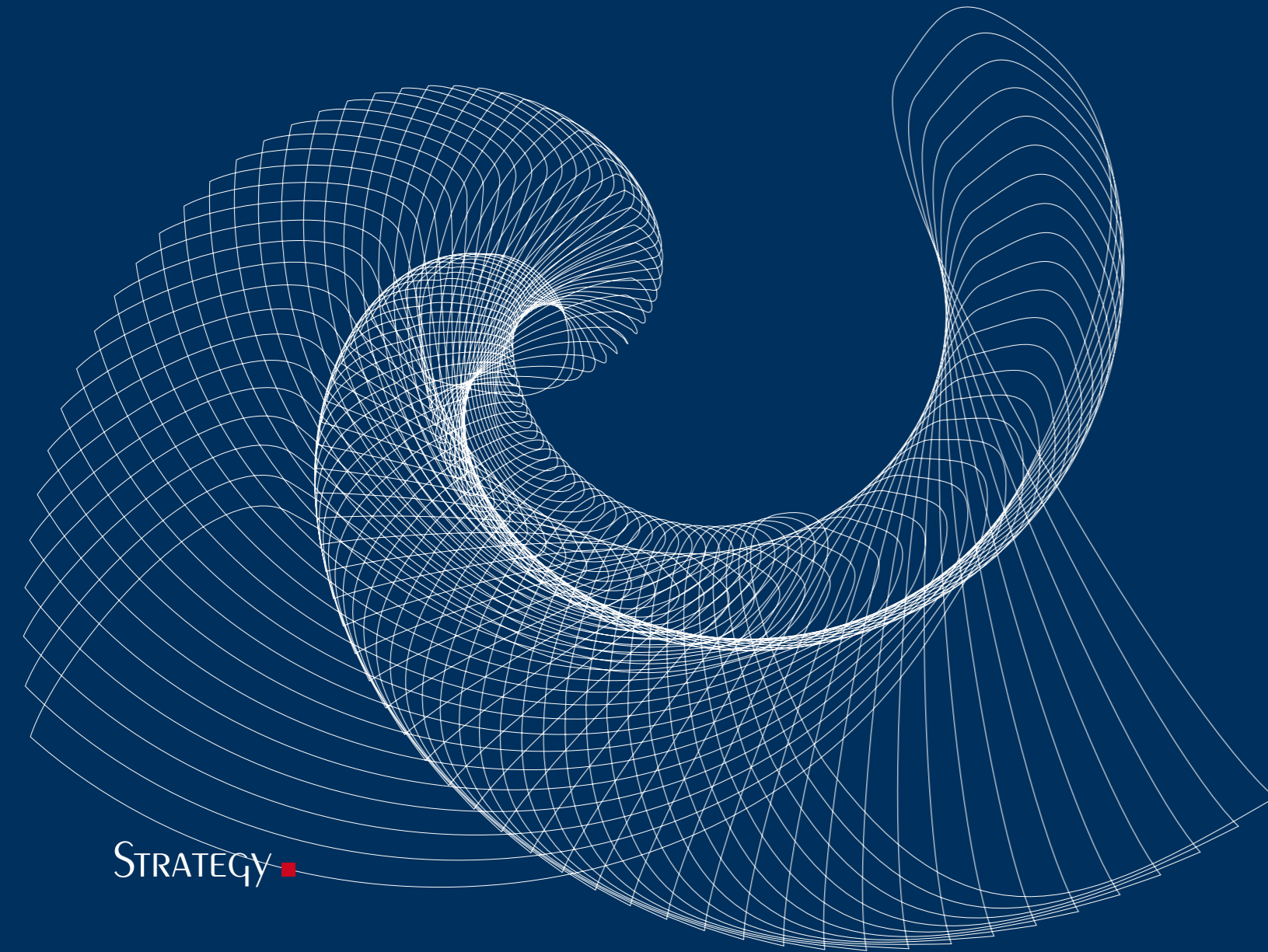
- a) actively and openly face the challenges and changes,
- b) think in value added and the necessary processes,
- c) successfully realise the strategy to achieve defined targets,
- d) obtain the support required and finally to
- e) develop the morale to advocate what they are convinced of.

Sustainably successfully companies live in a culture, which allows them to be a lively vision. Thus alibi-instruments to justify one's right to exist become unne-

cessary.

For us "interpretation" has nothing to do with short-term enthusiasm, and not with the requirement that everything in professional life must make sense – that is not possible. Rather we consider that the challenge to recharge and to energise an organisation again and again and permanently.

Only those may provide directions and lead others who personally have a direction! Leadership means to do the situational best for an organisation. This requires qualification, legitimisation and responsibility.



STRATEGY ■ SOMETIMES

ALSO MEANS TO OVERCOME CRISES

- » with the support and commitment of the top management
- » with pragmatic solutions with fast results
- » with fast actions and realisations
- » by securing jobs
- » with a holistic concept without patches

*We concentrate on reactivating the viability of a company
in a targeted way by e.g.*

- » consolidating the market position
- » improving the efficiency of the company functions
- » optimising the organisational structure and organisational processes
in accordance with the restructuring measures and the strategy
- » optimising the leadership and decision processes
- » improving profit and liquidity management as well as the cost structures
- » supporting the consistent, operative realisation



Owner: Prof. Dr. Christoph Ph. Schließmann

Gerbermühlstraße 7
60594 Frankfurt am Main
Telefon 0049 (69) 663779-0
Fax 0049 (69) 663779-99

E-Mail mail@stgallen-consultants.de
www.stgallen-consultants.de