

Contents

| | |
|---|-------------|
| List of Abbreviations | ix |
| List of Figures | xiii |
| List of Tables | xix |
| 1 Introduction | 1 |
| 1.1 Motivation and Problem Definition | 1 |
| 1.2 Research Objective | 5 |
| 1.3 Structure of This Thesis | 6 |
| 2 Fundamentals of Strategic Management | 11 |
| 2.1 Characteristics and Development of Strategic Thinking . . | 11 |
| 2.2 Strategic Management Process | 15 |
| 2.3 Sustainable Economic Profit as a Strategic Objective . . . | 17 |
| 3 Determinants of Sustainable Economic Profit as a Strategic Objective | 27 |
| 3.1 Theoretical Perspectives | 27 |
| 3.1.1 Economic Theories | 28 |
| 3.1.2 Business Strategy Research | 37 |
| 3.1.3 Organizational Learning and the Role of Disruption | 48 |
| 3.2 Empirical Perspectives | 55 |
| 3.2.1 Sustainable Economic Profit | 56 |
| 3.2.2 Economic Theories | 58 |
| 3.2.3 Business Strategy Research | 62 |
| 3.2.4 Organizational Learning | 71 |
| 3.2.5 Implications of Empirical Perspectives | 76 |

| | | |
|----------|---|------------|
| 3.3 | Further Considerations | 81 |
| 3.3.1 | Thoughts on the Combination of Explanatory Approaches | 81 |
| 3.3.2 | Preliminary Thoughts on a Strategic Controlling Concept | 84 |
| 3.4 | Conclusion Regarding a Strategic Controlling Concept | 94 |
| 4 | Qualitative Analysis of Industry and Company | 97 |
| 4.1 | Portfolio Approaches as a Variant of Decision Support Instruments | 97 |
| 4.1.1 | Fundamentals of Strategic Decision Support Instruments | 98 |
| 4.1.2 | Selected Existing Portfolio Approaches | 102 |
| 4.2 | Development of a New Portfolio Approach | 126 |
| 4.2.1 | Industry Value Added Dimension | 126 |
| 4.2.2 | Company Position Dimension | 132 |
| 4.2.3 | Construction of the Industry/Company Value Added Portfolio | 137 |
| 4.2.4 | Extension of the Portfolio Approach | 146 |
| 4.3 | Evaluation of This Chapter | 149 |
| 5 | Quantitative Analysis of Industry Profit Potential | 153 |
| 5.1 | Fundamental Considerations | 154 |
| 5.2 | Influence of Competitive Forces | 160 |
| 5.2.1 | Threat of New Entrants - Impact on MVA | 161 |
| 5.2.1.1 | Introduction Example Case | 161 |
| 5.2.1.2 | Constant Sales Figures (AOPS) | 165 |
| 5.2.1.3 | Time Dependent Sales Figures (AOPS) | 175 |
| 5.2.2 | Attractiveness for New Entrant | 184 |
| 5.3 | Proposals for Remaining Competitive Forces | 194 |
| 5.4 | Industry Value Added Potential Key Figure | 197 |
| 5.5 | Implementation of Key Figure in the New Portfolio | 203 |
| 5.6 | Evaluation of This Chapter | 205 |

| | |
|--|------------|
| 6 Recommendations for Action and Budget Allocation | 209 |
| 6.1 General Recommendations | 209 |
| 6.1.1 Budget Allocation Decision Support on Corporate Level | 210 |
| 6.1.2 Recommendations for Action on Business Segment Level | 216 |
| 6.1.3 Evaluation of This Section | 230 |
| 6.2 Specific Recommendations for Technology Transition | 232 |
| 6.2.1 Concretization of the Starting Situation | 233 |
| 6.2.2 Determining the Right Budget Allocation | 236 |
| 6.2.2.1 General Assumptions | 236 |
| 6.2.2.2 Assumptions Concerning the Return Rate Functions | 238 |
| 6.2.2.3 Target Function | 266 |
| 6.2.2.4 Determining Extreme Values | 278 |
| 6.2.3 Sensitivity Analysis | 283 |
| 6.2.4 Possibilities of Further Analysis | 296 |
| 6.2.5 Evaluation of the Developed Model | 299 |
| | |
| 7 Final Consideration | 303 |
| 7.1 Summary | 303 |
| 7.2 Reflection and Further Research | 306 |
| | |
| A General Additions | 311 |
| A.1 Remaining Competitive Forces | 311 |
| A.2 Sensitivity Analysis of Further Parameters | 313 |
| | |
| B Calculations | 319 |
| | |
| Bibliography | 323 |