

Table of Contents

Preface	v
1 The Spirit of Entrepreneurship	1
1.1 Entrepreneurship Today	1
1.1.1 Entrepreneurship – Term out of Fashion or Imperative?	1
1.1.2 The Process of Entrepreneurship	7
1.2 The Entrepreneurial Ecosystem	11
1.2.1 The Economic Relevance of Entrepreneurship	11
1.2.2 Societal Entrepreneurial Ecosystem	12
1.2.3 Personal Entrepreneurial Ecosystem	16
1.3 The Entrepreneurial Mind	18
1.3.1 Critical Success Factors to be an Entrepreneur	18
1.3.2 Components of an Entrepreneurial Mindset	22
1.3.3 Possibility of Teaching an Entrepreneurial Mind	25
1.4 Entrepreneurship meets Innovation	29
1.4.1 Invention, Innovation, and Imitation	29
1.4.2 Entrepreneurs in the Innovation Process	30
1.4.3 The Entrepreneur and the Commercialization of Innovations	34
2 Entrepreneurship Reconsidered	37
2.1 The Team as Hero	37
2.1.1 Importance of Teams and the Special Role of the CEO	37
2.1.2 Assembling the Management Team	40
2.2 Collaboration with Others	42
2.2.1 Cooperation to Achieve Common Objectives	42
2.2.2 Importance of Networks	44
2.3 Diagnosing the Internal Capabilities	46
2.3.1 Knowing the own Strengths	46
2.3.2 Knowing the Key for Market and Customer Access	53
2.3.3 Appropriability and Complementary Assets	57
2.4 Understanding the Industry Dynamics	59
2.4.1 Indicators for Upcoming Dynamics in the Industry	59
2.4.2 Porter's 5-Forces to Analyze the Competitive Environment	62
2.4.3 Classical Competitive Analysis	69

3	Building a New Business	73
3.1	Walking through the Innovation Funnel	73
3.1.1	Generation of a New Business Idea	73
3.1.2	Pre-Field Assessment of the Business Idea	80
3.2	Important Components of the Concept	82
3.2.1	Turn the Innovative Idea into a Concept	82
3.2.2	Innovative Market Offering meets Customer	83
3.2.3	Customer Value	86
3.2.4	Seizing the Entrepreneurial Opportunity	90
3.3	Sales Function in the Business Building Process	92
3.3.1	Development of a Sales Process	92
3.3.2	Customer Understanding as a Critical Part of the Sales Process	94
3.3.3	Addressing the Business Initiatives of the Customer	97
3.3.4	Business Opportunity Analysis	99
3.3.5	Sales Strategy to Win the Contract	103
3.3.6	Monitoring the Execution	104
3.4	The New Business Model	107
3.4.1	Value Proposition as Key Concept	107
3.4.2	Concept of the Business Model	109
3.4.3	Outcomes of the Business Model Analysis	112
3.4.4	Reflection of the Business Model with Innovations	113
4	Entrepreneurial Strategies	117
4.1	Strategic Thrust of the Entrepreneurial Company	117
4.1.1	Entrepreneurial "Big Picture"-Perspective	117
4.1.2	OSA-Process	120
4.1.3	Leading with Key Performance Indicators	122
4.2	Process of Market Segmentation	124
4.2.1	Strategic Questions in the Segmentation Process	124
4.2.2	Market Segmentation	126
4.2.3	Targeting the Right Market Segments	130
4.2.4	Differentiation and Positioning of the Market Offering	131
4.3	Strategic Options for Entrepreneurs	134
4.3.1	Entrepreneurial Strategies	134
4.3.2	Complementary Strategies	135
4.3.3	Competitive Strategies	137
4.4	Back to Basics in Customer Understanding	140
4.5	Developing the Entrepreneurial Strategy	145

5	Formulating the Business Plan	149
5.1	Pre-Field Work to the Business Plan.....	149
5.2	Business Plan as Roadmap.....	150
5.2.1	Business Plan as the Key Document.....	150
5.2.2	Contents of a Business Plan.....	156
5.2.3	The “First Cut” of a Business Plan.....	160
5.3	Projected Economics.....	162
5.4	Risk Management in Entrepreneurial Companies.....	163
5.4.1	Identification and Evaluation of Risks.....	163
5.4.2	Risk Controlling.....	168
6	Get Started	171
6.1	Lessons Learned for Entrepreneurs.....	171
6.2	Recommendations for Entrepreneurs by Entrepreneurs.....	172
7	Outlook on Entrepreneurship	175
	Bibliography	177
	Index	181