



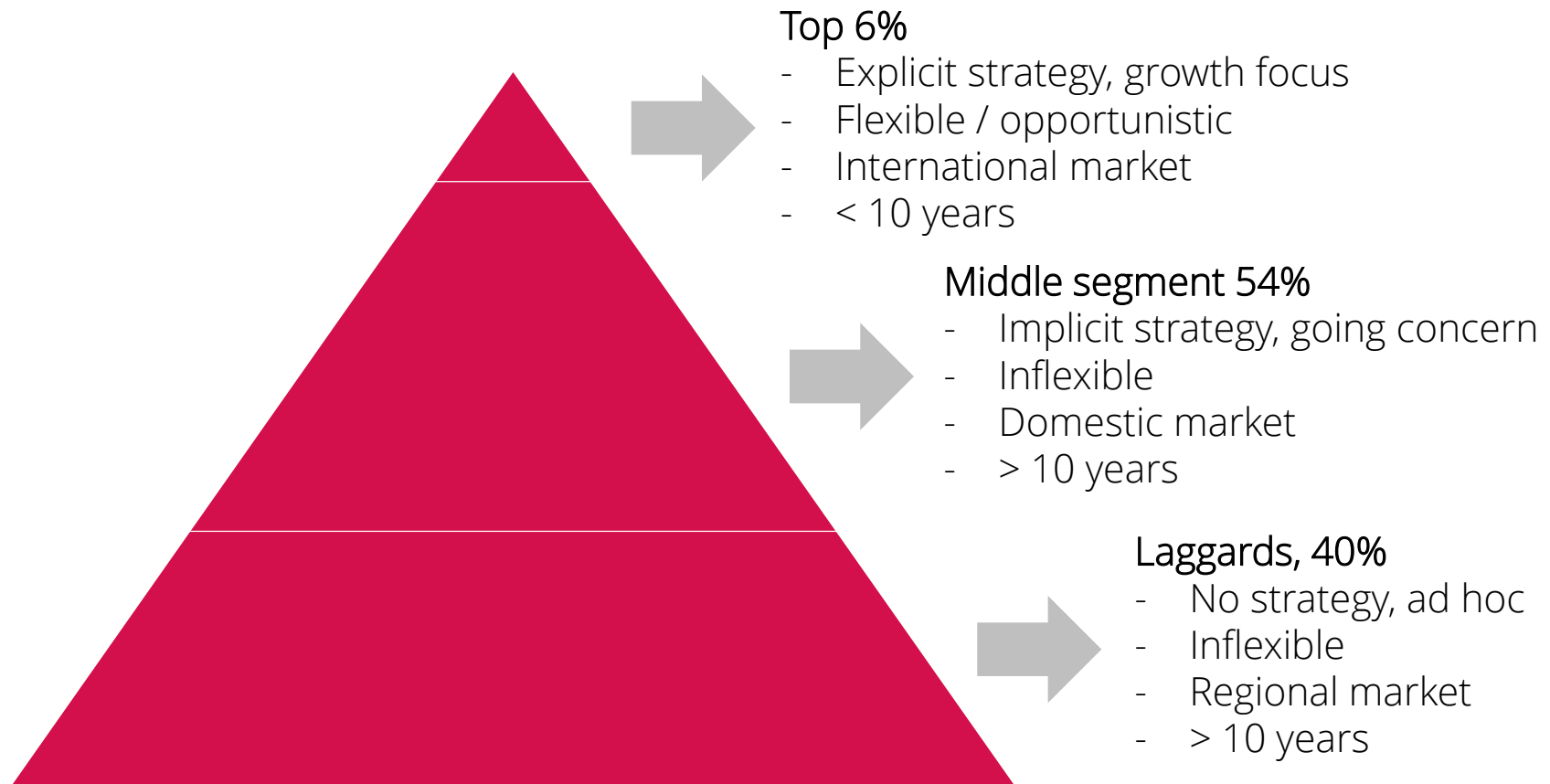
Have a look out the window

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



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 and Act

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 'soil situation'
- Benchmarking of companies and industries

Corporate learning
Communication
Leadership
Performance management
Change management
Business models
Execution



Interviews
Questionnaires
Case studies
Thesis projects
Tools

Scenario analysis
Workshops
Market analysis
Trend studies
Guest lectures

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