

2. FOM Forum Einkauf & Beschaffung „Business Development“

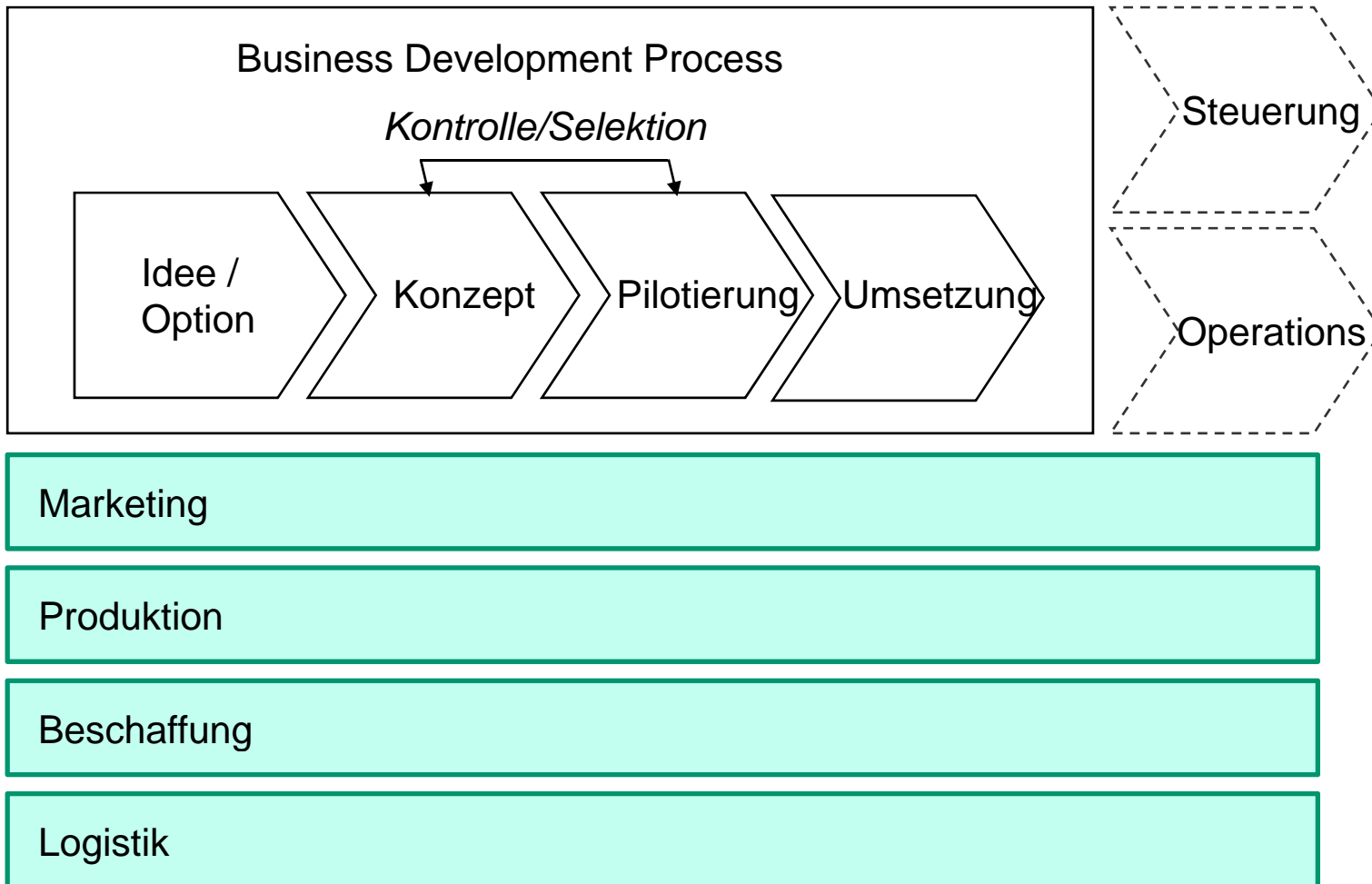
**„Integrated Business Development:
Empirische Aussagen aus der Praxis“**

Prof. Dr. M. Klumpp

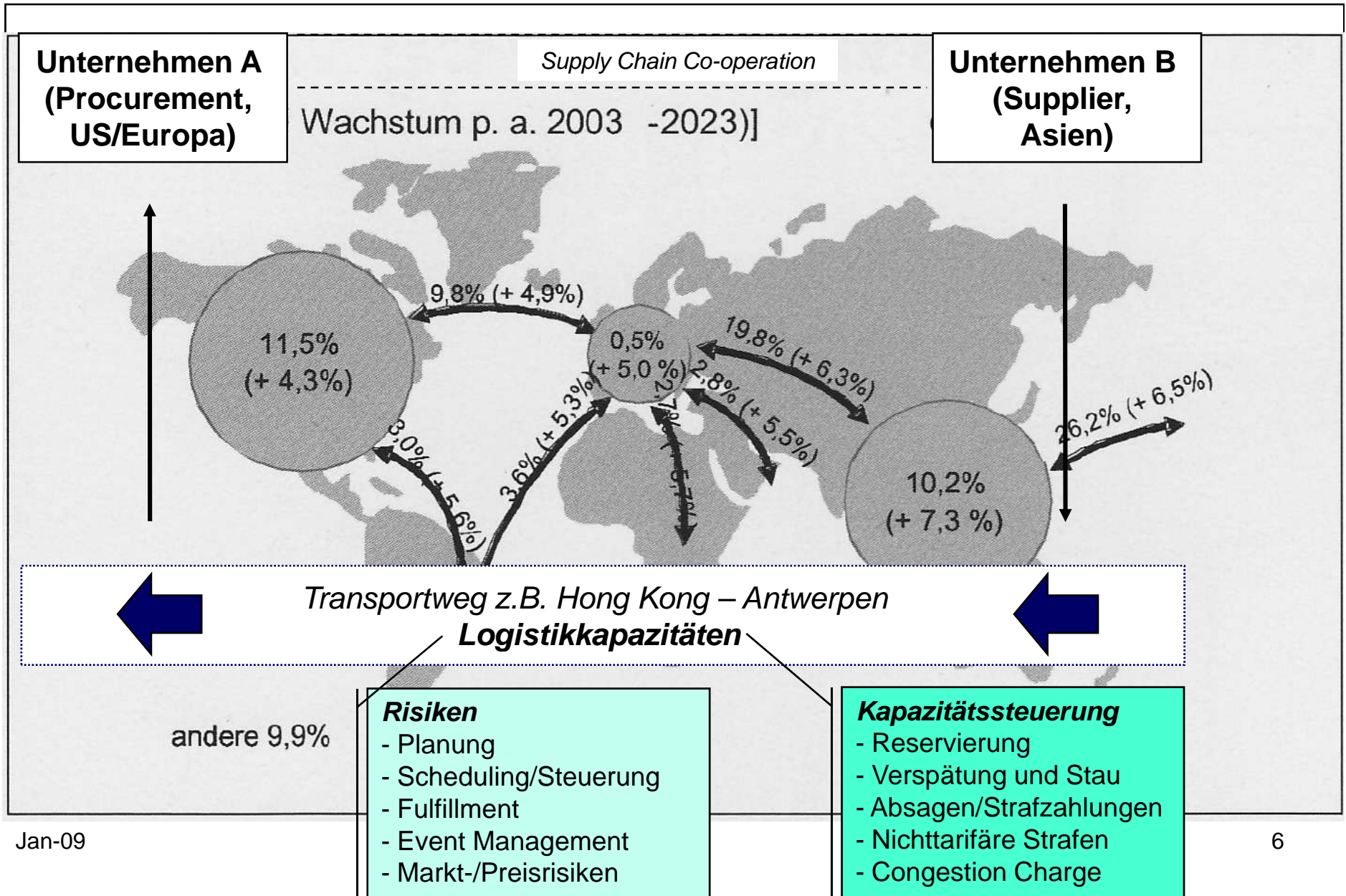


1. Definition
2. Problem
3. Solution
 - A) Cross-Functional Concept
 - B) Cross-Functional Collaboration
 - C) Cross-Functional Qualification

1. Definition

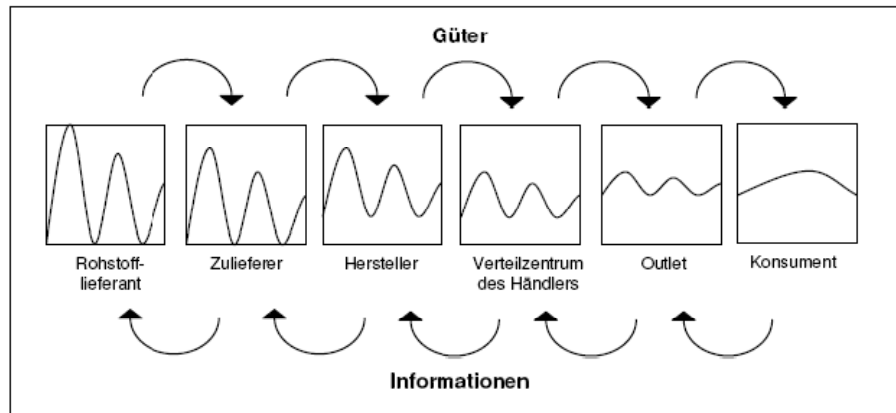


2. Problem



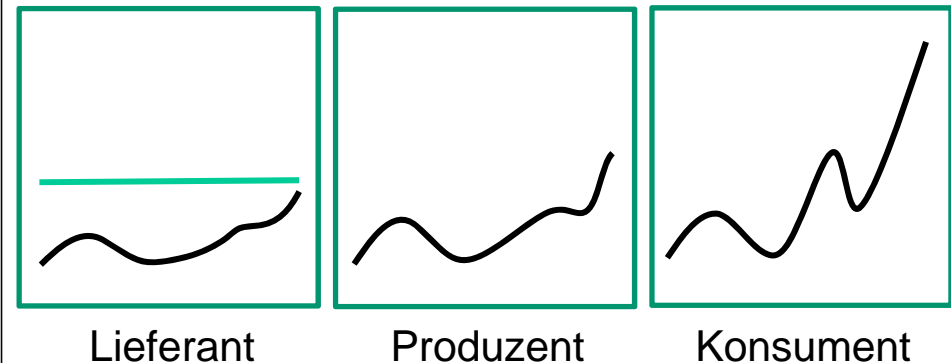
Der Bullwhip Effekt

= Schwankende Bedarfsverläufe
& steigende Sicherheitsbestände
in der Supply Chain (upstream)



BD: Inverser Bullwhip Effekt

= Schwankende Bedarfsverläufe
(& steigende Sicherheitsbestände)
in der Supply Chain (downstream)



2. Problem – Case Study

Id	Risk	Combined Ranking Points (170 max.)	Percentage of Maximum Ranking Points
A	Quality Risks Procurement	118	69,41%
B	Quality Risks Production/Sales	116	68,24%
C	Price Decrease Sales Markets	111	65,29%
D	Price Increase Procurement Markets	100	58,82%
E	Service Risks (e.g. Missing Information)	96	56,47%
F	Security Risks internal (e.g. Sabotage)	93	54,71%
G	Image Risks	92	54,12%
H	Political Risks	82	48,24%
I	Financial Risks (e.g. Financial Markets, Currency Markets)	78	45,88%
J	Security Risks external (e.g. Terrorism)	49	28,82%

2. Problem – Case Study

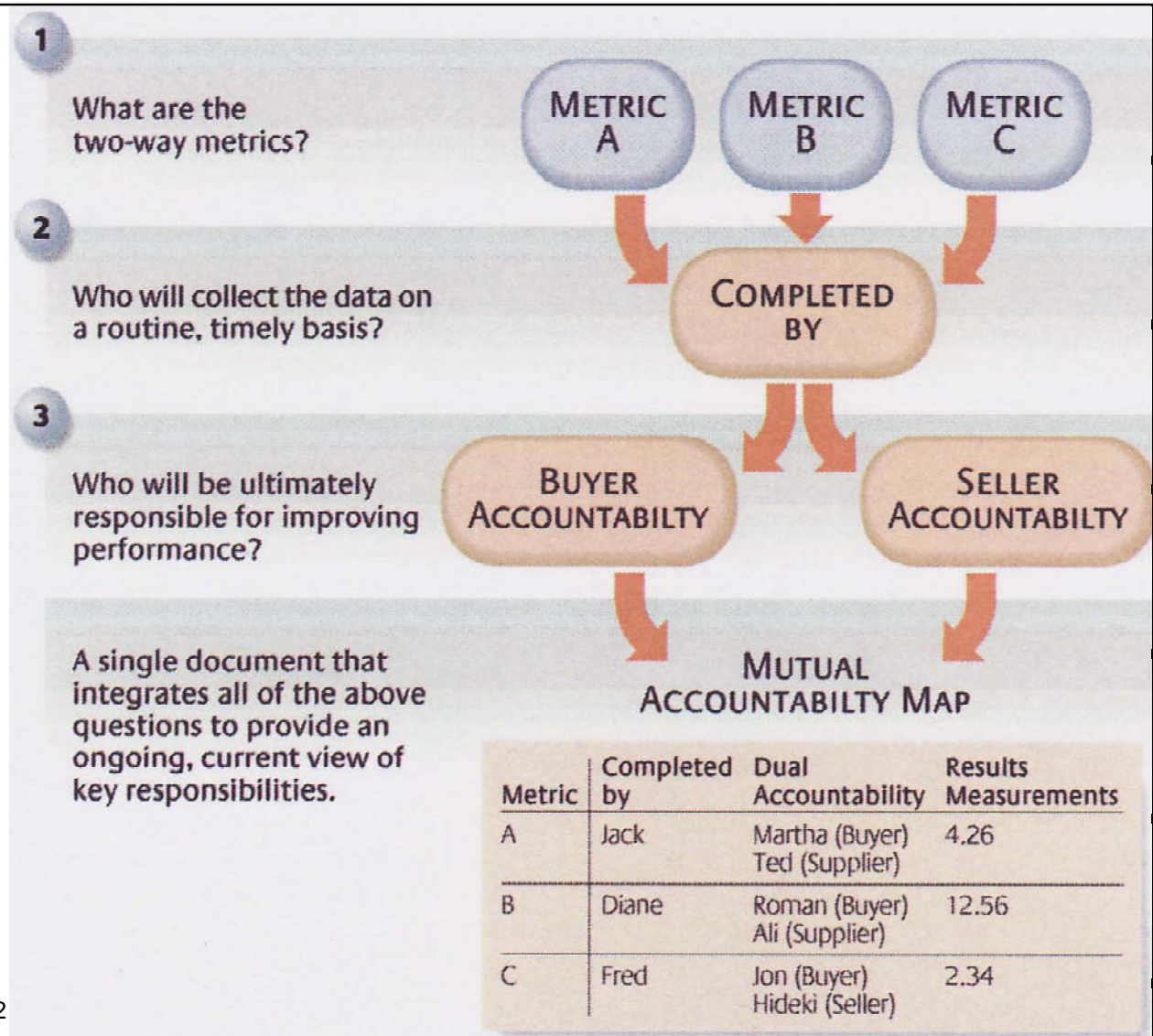
Objectives in Quality Management	Combined Ranking Points (80 max.)	Percentage of Maximum Ranking Points
Technical Quality / Tolerance	59	73,75%
Trust (e.g. towards Suppliers)	52	65,00%
Logistics (On Time Delivery, JIT/JIS)	44	55,00%
Service Quality	43	53,75%
Planning Accuracy	43	53,75%
Price	42	52,50%
Flexibility	29	36,25%
Non-technical Quality (Optics etc.)	24	30,00%

3.A. Cross-Functional Concept

Beispiel I:

Quantifizierung einer
Total-SC-Sichtweise

- auch im Business
Development?!

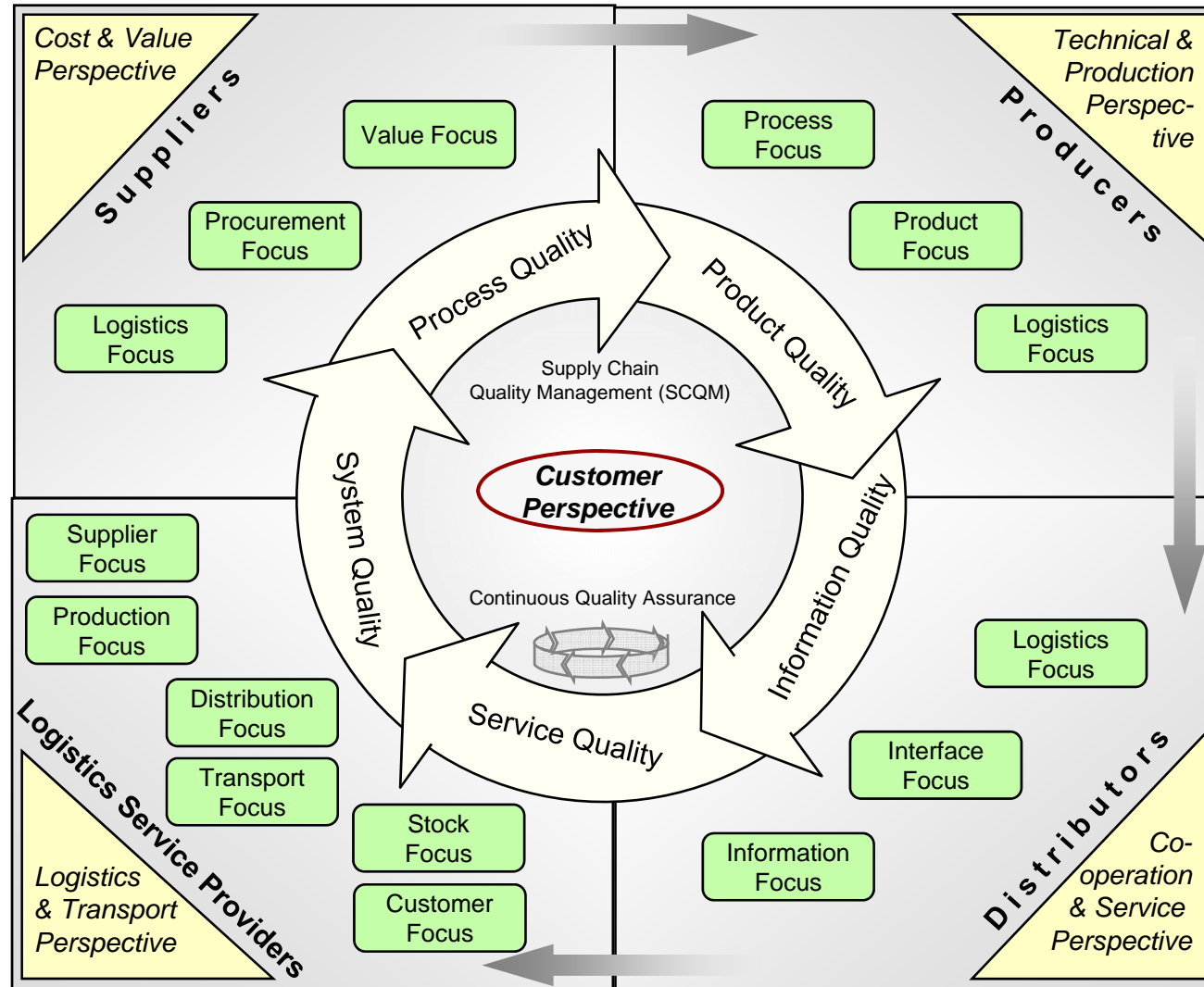


Quelle: MIT SMR, Winter 2008, Vol. 48, 2, Seite 82

3.A. Cross-Functional Concept

Beispiel II:
Qualitäts-
dimensionen in
einer SC

- auch Business
Development?!



Quelle: Klumpp/Ostertag (2008)

3.B. Cross-Functional Collaboration

Factor	Specifications	Percentage	Idee	Konzept	Pilot	Imple.
Service Quality, Information	L 55	76,39%		●	●	●
Product Quality	P 53	73,61%			●	●
Overall Strategy Fit	M 52	72,22%	●	●		
Planning Quality, Trust	M 51	70,83%		●		
Flexibility	L 51	70,83%	●			
USP, Image Contribution	M 45	62,50%	●	●		
Market Entry Invest	M 44	61,11%			●	●
Sales Potential	M 36	50,00%	●			

3.C. Cross-Functional Qualification

Qualification Areas	Specifications	Percentage
Sales	6	18,18%
Supply Chain Management	6	18,18%
Production Management	4	12,12%
Logistics	4	12,12%
Supply Management	4	12,12%
Law	3	9,09%
Intercultural and Language	3	9,09%
Marketing	2	6,06%

3. Integrierte Lösungsansätze

A) Basis:

Grundverständnis “Cross-Functional” für Business Development
(wie Business Plan/Unternehmensgründung)
> (Funktions-)Abdeckung versus Steuerung

B) Zusammenarbeit (Cross-Functional):

Ansätze in Team-Formation, Intra- und Inter-Organisation zu beachten

C) Status bzgl. Qualifikation:

Fehlendes Qualifikationsbewusstsein – Cross-Functional (*zu erhöhen*)
Richtiges Qualifikationsverständnis – Cross-Functional (*zu verstärken*)

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Vielen Dank für Ihre
Aufmerksamkeit.

