Abstract
The business strategy is input to many activities of architects. Lack of clear strategy complicates the work of architects. At the other hand architects need to contribute to the creation and evolution of the business strategy. We discuss several common methods and models to work on strategy, such as Strength, Weakness, Opportunity, and Threat Analysis, road mapping, and technology classification.
Some Basic Concepts

- **mission** of the company
- **vision** of the leader
- **strategy** to fulfill mission based on the vision
- **strategy** direction setting
- **tactics** translation in actions
- **operation** practical daily execution
BAPO framework

From: COPA tutorial; Philips SW conference 2001.

Business Strategy; Methods and Models

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BSMMbapoFramework

Gerrit Muller
SWOT analysis

- **Build upon Strengths**: Use your strengths to develop your business.
- **Cope with Weaknesses**: Mitigate your weaknesses to minimize their impact.
- **Select Opportunities**: Identify potential opportunities for growth.
- **Mitigate Threats**: Anticipate and plan for potential threats.

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Core, Key, and Base Technologies

- **Core**: Make, own value IP, critical for final performance.
- **Key**: Outsource, refer customer to 3rd party.
- **Base**: Buy, commodity.

**Technology life cycle**

**Total Product**

**Partnering**
Examples of Business Models

Pay for product
Pay for accessories (cell phone, MP3 cases, skins, etc.)
Pay per use (per printed page, per accessed image)
Pay for service (imaging, printing)
Pay for capability (diagnosis, booklet)
Pay as part of subscription (telecom)
Pay for content (music, movies, eBooks)
Pay for consumables (ink, toner)
Advertizing company pays (Google)
Insurance pays (health care)
Where in the Value Chain?

- Technology provider
- Component provider
- Device supplier
- System supplier
- Solution provider
- Service provider
- Capability provider
- Accessory supplier
- Consumer

- Tool supplier
- Competence provider
- Infrastructure provider
- Content creator
- Content publisher
- Content provider
Innovation requires all major contributors

market innovations
segments
needs
services
applications

system

marketeteers
systems architect
engineers
inventors

technological innovations
materials
circuits
functions
user interface