



..... business segments.... strategy .... benchmark .... portfolio analysis .... rating of enterprises ....

**Problem** An enterprise of the investment goods industry is in the situation that it is worlds market leader with its products. This market is almost saturated so that a further growth is not possible.

In this situation the company is searching for new business segments for further growth in the next years. These new business segments should be complementary to the current product range so that there are synergetic effects.

**Project description and result** The core competences of the enterprise were the starting point for the search for new possible business segments. Those possible business segments were evaluated by the criteria "new market" "new technology" and "new product" and one direction was clearly preselected.

In the second step the chosen direction was benchmarked with respect to a future development potential of the market and the necessary technologies.

Focuses of the benchmark were :

- development of end-user market,
- technological changes in the future,
- challenge of global competition
- the risk of handling the new technologies with the already existing know-how

A final SWOT-analysis (strengths, weaknesses, opportunities and threats) resumed the results of benchmark and was the basic for the decision of a new business segment.

A business plan drafted the sales and profit expectations for next years in the new business segment.

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