

# Re-Structuring of a franchise system based SME organisation (iimt Executive MBA and Diploma Papers) (German Edition)



Please note that this is a public version of this EMBA project paper, where the confidential information have been removed. Ein Unternehmen ist in der heutigen dynamischen, kommunikations-vernetzten Informations- und Konsumgesellschaft, wo praktisch jede Branche im internationalen Wettbewerb steht, dem schnellen Wandel des Umfelds ausgesetzt. Veränderungen können aber auch Unternehmensintern ausgelöst werden. Diese Veränderungen können auf ein Unternehmen mannigfaltige Auswirkungen haben und gar grossere oder kleinere Krisen auslösen. Mögliche Krisen sind die Erfolgs-, die Strategie- oder die Liquiditätskrise. Gemäss dem Lehrbuch bedeutet eine solche Krise, dass die Entwicklung, Verfügbarkeit und Verteidigungsfähigkeit der Erfolgspotenziale einer Unternehmung unter Gefahr geraten können. Um solche Krisensituationen vorbeugen zu können, besagt die vorhin referenzierte Quelle weiter, dass eine nachhaltige Organisation mittels des Einsatzes des transformationalen Führungsstils einen kontinuierlichen

Unternehmensentwicklungs-Prozess erreichen kann. Als weiteren Ausblick fugt der Verfasser an, dass inskünftig einerseits das laufende Innovationsmanagement als Wettbewerbs-Differentiator noch starker an Bedeutung gewinnt. Damit nun eine Unternehmung die Innovation basierend auf der Ausschöpfung der einzelnen Mitarbeiterpotenziale resp. der Mitarbeiter als Verbundeinheit in Richtung lernende Organisation noch besser nutzen kann, braucht es eine prozessorientierte effiziente Zusammenarbeit quer über die Organisation hinweg. Entsprechende finanzielle Zusatz-Anreize (z.B. erhöhter Erfolgshonorar-Anteil der Partner) können helfen, um die Anfangsmasse in Bewegung zu setzen, bis das System sich selbst bewegt. Was damit begründet werden

kann, dass Erfolgsbeispiele sich erstens intern rasch kommunikativ verbreiten und zweitens die gemachten guten Erfahrungen eine weitere Zunahme der Zusammenarbeit auslösen.

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