

- ✓ La stratégie peut-être offensive en termes de produits (lancement de nouveaux produits)
- ✓ La stratégie peut également être offensive en termes de marchés (stratégie commerciale de pénétration des marchés étrangers).
- ✓ La stratégie peut, enfin être offensive en termes de prix (diminution des marges commerciales) ou de protection du savoir-faire (dépôt de brevets).

I.2.2 Classification par domaine stratégique

A- Les stratégies portant sur le produit : Il s'agit essentiellement des stratégies de spécialisation, des stratégies de diversification et des stratégies de différenciation.

a- La stratégie de spécialisation est généralement liée à la maîtrise d'une technologie. L'entreprise approfondit son savoir-faire dans un domaine connu mais prend le risque d'être plus vulnérable aux évolutions environnementales. Par exemple, les constructeurs de machine-outils électromécaniques ont été très rapidement dépassés par la robotique industrielle.

b- La stratégie de diversification, quant à elle, consiste à élargir ces activités dans des domaines totalement différents. L'entreprise peut ainsi mieux répartir ses risques et maîtriser des domaines totalement différents. Cette attitude est totalement positive pour assurer la survie de l'entreprise mais, elle est très coûteuse en termes d'apprentissage des techniques de production et des techniques commerciales de pénétration des marchés. Elle est souvent basée sur l'identification des vecteurs rentables de croissance. Il existe plusieurs formes de diversification :

- **La diversification verticale** : elle se réalise essentiellement par croissance externe. Une filière industrielle (pétrole, nucléaire, informatique, agroalimentaire, aéronautique...) représente les cas extrêmes de l'intégration. Limites : exige la maîtrise de métiers différents (du secteur primaire au secteur tertiaire).

- **La diversification horizontale**, à partir de la clientèle existante

Avantages : Meilleure répartition des risques. Synergie commerciale (stratégie de marque)

Limites : exige la maîtrise de métiers différents

- **La diversification concentrique** :

Nouveaux produits + nouveaux clients = nouveaux marchés.

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M Lipman



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