This business strategy text helps students master a body of analytical tools and develop an integrative point of view when making strategic choices. It focuses on strategies that offer the greatest potential for improving business performance.

The base for this book is 40 years of research on business relationships between companies evidencing the interactive features of the contemporary business world that have important consequences for management, policy and research.

New Tools for Succeeding Globally Why do so many global strategies fail--despite companies' powerful brands and other border-crossing advantages? Because a one-size-fits-all strategy no longer stands a chance. When firms believe in the illusions of a "flat" world and the death of distance, they charge across borders as if the globe were one seamless marketplace. But cross-border differences are larger than we assume. Most economic activity--including trade, real and financial investment, tourism, and communication--happens locally, not internationally. In this "semiglobalized" approach, companies can cross borders more profitably by basing their strategies on the geopolitical differences that matter; they must identify the barriers their strategies will have to overcome, and they must build bridges to cross those barriers. Based on rigorous research, Pankaj Ghemawat shows how to create successful strategies and provides practical management tools so you can: Assess the cultural, administrative, geographic, and economic differences between regions at the industry level--and decide which ones require attention Track the implications of the specific border-crossing actions that will impact your company's ability to create value the most Generate superior performance through strategies that are optimized for the three A's: adaptation (adjusting to differences), aggregation (overcoming differences), and arbitrage (exploiting differences) Using in-depth examples, Ghemawat reveals how companies such as Cemex, Toyota, Procter & Gamble, Tata Consultancy Services, IBM, and GE Healthcare are adroitly managing cross-border differences. He also shares examples of other well-known companies that have failed at this challenge. Crucial for any business competing across borders, Redefining Global Strategy will help you make the most of our semiglobalized world.

Never HIGHLIGHT a Book Again! Virtually all of the testable terms, concepts, persons, places, and events from the textbook are included. Cram101 Just the FACTS101 studyguides give all of the outlines, highlights, notes, and quizzes for your textbook with optional online comprehensive practice tests. Only Cram101 is Textbook Specific. Accompanys: 9780131430358 .

7 Powers details a strategy toolset that enables you to build an enduringly valuable company. It was developed by Hamilton Helmer drawing on his decades of experience as a strategy advisor, equity investor and Stanford University teacher. This is must reading for any business person and applies to all businesses, new or mature, large or small.
Environmental concerns can greatly affect business success, regardless of whether a business person or corporation shares those concerns. Today’s corporate managers must understand the power of environmental issues, and shift their mindset from one focused on environmental “management” to one focused on strategy. Competitive Environmental Strategy examines the effects of environmentalism on corporate management, explaining how and why environmental forces are driving change and how business managers can think about environmental issues in a strategic way. The author discusses: the evolving drivers of corporate environmental strategy, including regulators, shareholders, buyers and suppliers, insurers, investors, and consumers; how environmentalism alters basic conceptions of competitive strategy and organizational design; how external institutions create both opportunity and limitations for environmental strategy; how environmental threats can be incorporated into risk management, capital acquisition, competitive position, and other management concerns. The book ends with an overall discussion of competitive environmental strategy and draws connections to the emerging issue of sustainable development. Each chapter features insets that ask fundamental questions about the relationship between environmental protection and business strategy, and ends with a list of additional recommended readings. Every individual who wishes to engage in business management in the 21st century will need an appreciation for the implications of environmental issues on corporate activities, and vice-versa. Competitive Environmental Strategy offers a valuable overview of the subject, and provides a wealth of real-world examples that demonstrate the validity and applicability of the concepts for business people, clearly showing how managers are turning an understanding of environmental issues to competitive advantage.

Because they are analytical rather than descriptive, the case studies are not typical teaching cases. The cases are paired with customized game-theoretic models that cover a wide range of commitment decisions, from short-run commitments such as price to longer-run commitments such as capacity expansion and reduction, product and process innovation, and battles for market share. A variety of quantitative and qualitative techniques are used to test the models’ predictions on case data.

You think you have a winning strategy. But do you? Executives are bombarded with bestselling ideas and best practices for achieving competitive advantage, but many of these ideas and practices contradict each other. Should you aim to be big or fast? Should you create a blue ocean, be adaptive, play to win—or forget about a sustainable competitive advantage altogether? In a business environment that is changing faster and becoming more uncertain and complex almost by the day, it’s never been more important—or more difficult—to choose the right approach to strategy. In this book, The Boston Consulting Group’s Martin Reeves, Knut Haanaes, and Janmejaya Sinha offer a proven method to determine the strategy approach that is best for your company. They start by helping you assess your business environment—how unpredictable it is, how much power you have to change it, and how harsh it is—a critical component of getting strategy right. They show how existing strategy approaches sort into five categories—Be Big, Be Fast, Be First, Be the Orchestrator, or simply Be Viable—depending on the extent of predictability, malleability, and harshness. In-depth explanations of each of these approaches will provide critical insight to help you match your approach to strategy to your environment, determine when and how to execute each one, and avoid a potentially fatal mismatch.

Addressing your most pressing strategic challenges, you’ll be able to answer questions such as: • What replaces planning when the annual cycle is obsolete? • When can we— and when should we—shape the game to our advantage? • How do we simultaneously implement different strategic approaches for different business units? • How do we manage the inherent contradictions in formulating and executing different strategies across multiple businesses and geographies? Until now, no book brings it all together and offers a practical tool for understanding which strategic approach to apply. Get started today.

The Academy of International Business (UK and Ireland Chapter) Published in association with the UK and Ireland Chapter of the Academy of International Business. In line with the 45th AIB-UKI conference, this edited collection brings together fresh perspectives on international business strategy, with a focus on the challenges faced by multinational enterprises (MNEs) in today’s changing commercial and political landscape. With a diverse range of contributors from varying international backgrounds, this book discusses the different strategies employed by MNEs, and analyses how they cope with the current global business environment. An extremely useful read for those studying globalisation and MNEs, this book provides an interdisciplinary and timely approach to international business strategy.

For MBA level strategy courses. Strategy and the Business Landscape is based on contemporary research in the field of strategy and adopts a value-focused, firm-centered perspective that promotes an analytical approach to strategy.

Strategic Business Transformation The seven deadly sins to overcome What can Gandhi, Mother Teresa and Nelson Mandela teach us about running businesses that face transformation in their markets. This book courageously offers that businesses that transform markets or respond to transformation know that they must transform themselves before they transform others. Great companies find a cause greater than themselves, organizes this cause into executable momentum and conquers the imagination of the market. Transforming your business requires a recipe powered by a cause not missions. Read and see how and why.
This book is rich with real world marketing case studies that easily translate to tactics and strategies every business can use to move to the next level in sales, competitive positioning and branding. A true marketer’s cheat sheet on how others did it, and how it could work for you. “Magic Bullets” has: 131 real world case studies that show how other businesses differentiated themselves; Stories to take these strategies from ideas to functional plans -- not just major player stories, small business stories that everyone can relate to.

Presents a historical perspective on business-level (versus corporate-level) strategy, while addressing contemporary debates in the field. Based on several Harvard Business School professors' experience teaching the school's first-year course on competition and strategy, the text presents important what I Didn't Learn in Business School is a compelling read—whether you're a recent business school grad struggling to apply your new knowledge or an experienced leader who already knows that no strategy is created in a vacuum. --Book Jacket.

Argues that a manager’s central responsibility is to create and implement strategies, challenges popular motivational practices, and shares anecdotes discussing how to enable action-oriented plans for real-world results.

"a provocative new book" -- The New York Times AI-centric organizations exhibit a new operating architecture, redefining how they create, capture, share, and deliver value. Marco Iansiti and Karim R. Lakhani show how reinventing the firm around data, analytics, and AI removes traditional constraints on scale, scope, and learning that have restricted business growth for hundreds of years. From Airbnb to Ant Financial, Microsoft to Amazon, research shows how AI-driven processes are vastly more scalable than traditional processes, allow massive scope increase, enabling companies to straddle industry boundaries, and create powerful opportunities for learning—to drive ever more accurate, complex, and sophisticated predictions. When traditional operating constraints are removed, strategy becomes a whole new game, one whose rules and likely outcomes this book will make clear. Iansiti and Lakhani: Present a framework for rethinking business and operating models Explain how "collisions" between AI-driven/digital and traditional/analog firms are reshaping competition, altering the structure of our economy, and forcing traditional companies to rearchitect their operating models Explain the opportunities and risks created by digital firms Describe the new challenges and responsibilities for the leaders of both digital and traditional firms Pack with examples—including many from the most powerful and innovative global, AI-driven competitors—and based on research in hundreds of firms across many sectors, this is your essential guide for rethinking how your firm competes and operates in the era of AI.

Rethink your business for the digital age. Every business begun before the Internet now faces the same challenge: How to transform to compete in a digital economy? Globally recognized digital expert David L. Rogers argues that digital transformation is not about updating your technology but about upgrading your strategic thinking. Based on Rogers's decade of research and teaching at Columbia Business School, and his consulting for businesses around the world, The Digital Transformation Playbook shows how pre-digital-era companies can reinvigorate their game plans and capture the new opportunities of the digital world. Rogers shows why traditional businesses need to rethink their underlying assumptions in five domains of strategy—customers, competition, data, innovation, and value. He reveals how to harness customer networks, platforms, big data, rapid experimentation, and disruptive business models—and how to integrate these into your existing business and organization. Rogers illustrates every strategy in this playbook with real-world case studies, from Google to GE, from Airbnb to the New York Times. With practical frameworks and nine step-by-step planning tools, he distills the lessons of today's greatest digital innovators and makes them usable for businesses at any stage. Many books offer advice for digital start-ups, but The Digital Transformation Playbook is the first complete treatment of how legacy businesses can transform to thrive in the digital age. It is an indispensable guide for executives looking to take their firms to the next stage of profitable growth.

Successful companies rely on traditional factors of production for their survival. Yet the most important and sustainable sources of competitive advantage—knowledge, customer relations, supply-on-demand, micromanagement, and other forms of "intellectual capital"—often don't even appear on many companies' reporting systems. The results of this lack of attention to intellectual capital can be disastrous for companies and their stockholders. Providing an organizational system that helps managers maximize the flow of intellectual capital in their companies, Intellectual Capital presents the insights gained by leading experts from the practice, research, and consulting side of business management. Starting with a definition of intellectual capital and it main components, the book offers a step-by-step "process model" to rooting out corporate inefficiency at all levels. Illustrated with vivid case studies, the book also covers the latest thinking and practices of the “second generation” of intellectual capital practices, from consolidating
intellectual capital measures into a single "IC Index" to linking them with shareholder value creation systems.

In an increasingly complex world where ambiguity and uncertainty are the new norms, economic-based strategic thinking is failing to deliver the solutions that are needed. The New Strategic Landscape: Innovative Perspectives on Strategy is an exciting, new collection of perspectives on strategy, which are informed by different areas of research, theory, and practice beyond economics. Encompassing a diverse range of opinions and insights on strategy, this book breaks down the boundaries between theory and practice, it opens up a rich new territory of strategic ideas to explore, and shows the way to solutions that are more relevant to the world we face today.

An Introduction to e-Business provides the contemporary knowledge of the key issues affecting the modern e-business environment and links theory and practice of management strategies relating to e-business. This book brings together the most cogent themes for an introduction to e-business and constitutes a valuable contribution to formalising common themes for teaching the subject in higher education. It brings together theoretical perspectives based on academic research and the application of e-business strategies. These concepts are further explored in the six case studies that follow the set chapters. This new textbook integrates the main themes to provide a complete picture of the key elements relevant to an introductory text in e-business. To fully appreciate the e-business environment it is necessary to understand the links between the different disciplines that come together to form

Outlines an approach to high-performance problem-solving and decision-making that draws on insights from survival guides, pop culture and other sources. Co-written by the award-winning author of The Upside of Turbulence. 75,000 first printing.

Advertising Account Planning in the Digital Media Landscape gives readers the tools to navigate the account planning process online. Incorporating insights from current advertising professionals, this core text explains what the account planner does and the research needed for account planning to be successful within the digital landscape.

Named one of the best strategy books of 2021 by strategy+business Get to better, more effective strategy. In nearly every business segment and corner of the world economy, the most successful companies dramatically outperform their rivals. What is their secret? In Better, Simpler Strategy, Harvard Business School professor Felix Oberholzer-Gee shows how these companies achieve more by doing less. At a time when rapid technological change and global competition conspire to upend traditional ways of doing business, these companies pursue radically simplified strategies. At a time when many managers struggle not to drown in vast seas of projects and initiatives, these businesses follow simple rules that help them select the few ideas that truly make a difference. Better, Simpler Strategy provides readers with a simple tool, the value stick, which every organization can use to make its strategy more effective and easier to execute. Based on proven financial mechanics, the value stick helps executives decide where to focus their attention and how to deepen the competitive advantage of their business. How does the value stick work? It provides a way of measuring the two fundamental forces that lead to value creation and increased financial success—the customer's willingness-to-pay and the employee's willingness-to-sell their services to the business. Companies that win, Oberholzer-Gee shows, create value for customers by raising their willingness-to-pay, and they provide value for talent by lowering their willingness-to-sell.

The approach, proven in practice, is entirely data driven and uniquely suited to be cascaded throughout the organization. With many useful visuals and examples across industries and geographies, Better, Simpler Strategy explains how these two key measures enable firms to gauge and improve their strategies and operations. Based on the author's sought-after strategy course, this book is your must-have guide for making better strategic decisions.

What Globalization Now Means for Your Business Executives can no longer base their strategies on the assumption that globalization will continue to advance steadily. But how should they respond to the growing pressures against globalization? And what can businesses do to control their destinies in these times of uncertainty? In The New Global Road Map, Pankaj Ghemawat separates fact from fiction by giving readers a better understanding of the key trends affecting global business. He also explains how globalization levels around the world are changing, and where they are likely to go in the future. Using the most up-to-date data and analysis, Ghemawat dispels today's most dangerous myths and provides a clear view of the most critical issues facing policy makers in the years ahead. Building on this analysis, with examples from a diverse set of companies across industries and geographies, Ghemawat provides actionable frameworks and tools to help executives revise their strategies, restructure their global footprints, realign their organizations, and rethink how they work with local governments and institutions. In our era of rising nationalism and increased skepticism about globalization's benefits, The New Global Road Map delivers the definitive guide on how to compete profitably across borders.

A new way to determine whether a business strategy will lead to profitability. This book teaches readers to understand profitability in a systematic way, equipping them to provide logically coherent answers to questions about whether a new venture will be profitable, if changes in business strategy will generate an increase in profits, or if “staying
the course” will result in continued profitability. Unlike books by business gurus that offer one-size-fits-all advice, this book starts from the premise that you, the reader, are in the best position to make difficult judgments about your business. It shows how to turn these judgments into coherent analysis, presenting state-of-the-art theory for understanding business strategy from an economic perspective. The basic building block is the value that is created when the buyer and seller make a deal. In simple terms, if a company is to be profitable, it must make a favorable deal with each and every customer. After setting out key principles and applying them to market situations, the book teaches readers to apply the analysis to their own businesses—in other words, to create their own business game, the main ingredients of which are people and the value that they can create. It addresses how to integrate strategic moves into the book’s theory of value creation and competition in order to address the sustainability of a company’s profits, the effectiveness of the “invisible hand,” and restrictions to competition. Optional appendixes explain the relevant mathematics.

This book explains not only why the world isn’t flat but also the patterns that govern cross-border interactions.

The way we conduct cross-border businesses has changed fundamentally. Once, it was the privilege of a few business houses with specialized knowledge of international trade regulations and procedures. Now, almost anyone with an internet connection can launch a business with global reach in no time. Also, there has been a huge flux in global cultures making terms of engagement different. This book addresses these new dimensions, in addition to presenting the time-honored principles of international business. Most books in this area are focused to any one of the managerial functions. To integrate functions and domains to provide learners a comprehensive picture of conducting global businesses has been a key aim of this project. A rich blend of principles and case studies are used to communicate this sense.

Explains how companies must pinpoint business strategies to a few critically important choices, identifying common blunders while outlining simple exercises and questions that can guide day-to-day and long-term decisions.

Information Management: Gaining a Competitive Advantage with Data is about making smart decisions to make the most of company information. Expert author William McKnight develops the value proposition for information in the enterprise and succinctly outlines the numerous forms of data storage. Information Management will enlighten you, challenge your preconceived notions, and help activate information in the enterprise. Get the big picture on managing data so that your team can make smart decisions by understanding how everything from workload allocation to data stores fits together. The practical, hands-on guidance in this book includes: Part 1: The importance of information management and analytics to business, and how data warehouses are used Part 2: The technologies and data that advance an organization, and extend data warehouses and related functionality Part 3: Big Data and NoSQL, and how technologies like Hadoop enable management of new forms of data Part 4: Pulls it all together, while addressing topics of agile development, modern business intelligence, and organizational change management Read the book cover-to-cover, or keep it within reach for a quick and useful resource. Either way, this book will enable you to master all of the possibilities for data or the broadest view across the enterprise. Balances business and technology, with non-product-specific technical detail Shows how to leverage data to deliver ROI for a business Engaging and approachable, with practical advice on the pros and cons of each domain, so that you learn how information fits together into a complete architecture Provides a path for the data warehouse professional into the new normal of heterogeneity, including NoSQL solutions

To create a competitive advantage, a company must commit itself to developing a set of capabilities superior to its competitors; But such commitments tend to be costly and hard to reverse. How then, should a company decide which broad path, or strategy, to commit itself to? And how are competition and uncertainty to be accounted for in that decision? In this brilliant reassessment of how companies gain and sustain competitive advantage, Pankaj Ghemawat consolidates contemporary research in economics and other disciplines into a comprehensive yet practical framework for comparing commitments to strategically distinct options. This framework will help managers address specific strategic choices such as entry, exit, vertical/horizontal integration, capacity expansion, and innovation, as well as choices of generic strategy. Step by systematic step, Ghemawat provides managers with the tools and techniques they need to improve the quality of the choices that they make. Specifically, Ghemawat discusses: * how to identify the choices that are truly strategic -- that involve commitment -- before rather than after the fact * how to analyze the short-run and long-run competitive positions implied by a particular strategic option * how to assess the sustainability of superior competitive positions over time * how to account for the flexibility afforded by a particular option in dealing with future uncertainties * how to deal with both honest mistakes and deliberate distortions in the process of choice This pathbreaking book will help managers invest in the future. Its logic applies to choices involving disinvestment as well as those involving investment -- and to choices that embody elements of both. Its logic can be used for diagnostic purposes, such as the valuation of business, and most broadly, it win force managers to think about important issues that they may have tended to ignore. Ghemawat's discussion of these important ideas is concise, studded with detailed examples, based on rigorous research and, above all, practical. It will become required reading for thoughtful practitioners as well as practitioners-to-be in the 1990s.
Since the financial crisis of 2008, many of us have had to reexamine our beliefs about markets and globalization. How integrated should economies really be? How much regulation is right? Many people fuse these two dimensions of choice into one, either favoring both globalization and deregulation—or opposing both of them. It doesn’t have to be that way. In World 3.0, award-winning author and economist Pankaj Ghemawat reveals the folly in both of these responses. He calls for a third worldview—one in which both regulation and cross-border integration coexist and complement one another. Ghemawat starts by exposing common assumptions about globalization to hard data, proving that the world is not nearly as globalized as we think. And he explains why the potential gains from further integration are much larger than even pro globalizers tend to believe. He then tackles market failures and fears—job losses, environmental degradation, macroeconomic volatility, and trade and capital imbalances—that opponents of globalization often invoke. Drawing on compelling data, he shows that increased globalization can actually alleviate some of these problems. Finally, Ghemawat describes how a wide range of players—businesses, policy makers, citizens, media—can help open up flows of ideas, people, and goods across borders, but in ways that maximize the benefits and minimize the potential side effects. World 3.0 dispels powerfully entrenched—but incorrect—assumptions about globalization. Provocative and bold, this new book explains how people around the world can secure their collective prosperity through new approaches to cross-border integration. Ghemawat’s thinking will surprise and move you—no matter where you stand on globalization.

Never HIGHLIGHT a Book Again! Virtually all of the testable terms, concepts, persons, places, and events from the textbook are included. Cram101 Just the FACTS101 studyguides give all of the outlines, highlights, notes, and quizzes for your textbook with optional online comprehensive practice tests. Only Cram101 is Textbook Specific. Accompanys: 9780136015550 .

An introductory strategy textbook that adopts a value-focused, firm-centered perspective on strategy. The book is rigorous in its research base, pragmatic in its focus, and concise. This fourth edition includes chapters on competitive dynamics (with Bruno Cassiman), corporate strategy (with Jan Rivkin), and more. It combines academic thinking with examples and insights drawn from consulting.

Imagine, if you can, the world of business - without corporate strategy. Remarkably, fifty years ago that’s the way it was. Businesses made plans, certainly, but without understanding the underlying dynamics of competition, costs, and customers. It was like trying to design a large-scale engineering project without knowing the laws of physics. But in the 1960s, four mavericks and their posses instigated a profound shift in thinking that turbocharged business as never before, with implications far beyond what even they imagined. In The Lords of Strategy, renowned business journalist and editor Walter Kiechel tells, for the first time, the story of the four men who invented corporate strategy as we know it and set in motion the modern, multibillion-dollar consulting industry: Bruce Henderson, founder of Boston Consulting Group Bill Bain, creator of Bain & Company Fred Gluck, longtime Managing Director of McKinsey & Company Michael Porter, Harvard Business School professor Providing a window into how to think about strategy today, Kiechel tells their story with novelistic flair. At times inspiring, at times nearly terrifying, this book is a revealing account of how these iconoclasts and the organizations they led revolutionized the way we think about business, changed the very soul of the corporation, and transformed the way we work.

Provides a diagnostic tool for readers to assess their business model and usher it through a six-stage continuum toward openness. This book also identifies the barriers to creating open business models (such as the not invented here syndrome and the not sold here virus) and explains how to surmount them.