

Strategy And The Business Landscape 3rd Edition

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.

Beat the odds with a bold strategy from McKinsey & Company "Every once in a while, a genuinely fresh approach to business strategy appears" - legendary business professor Richard Rumelt, UCLA McKinsey & Company's newest, most definitive, and most irreverent book on strategy—which thousands of executives are already using—is a must-read for all C-suite executives looking to create winning corporate strategies. *Strategy Beyond the Hockey Stick* is spearheading an empirical revolution in the field of strategy. Based on an extensive analysis of the key factors that drove the long-term performance of thousands of global companies, the book offers a ground-breaking formula that enables you to objectively assess your strategy's real odds of future success. "This book is fundamental. The principles laid out here, with compelling data, are a great way around the social pitfalls in strategy development." — Frans Van Houten, CEO, Royal Philips N.V. The authors have discovered that over a 10-year period, just 1 in 12 companies manage to jump from the middle tier of corporate performance—where 60% of companies reside, making very little economic profit—to the top quintile where 90% of global economic profit is made. This movement does not happen by magic—it depends on your company's current position, the trends it faces, and the big moves you make to give it the strongest chance of vaulting over the competition. This is not another strategy framework. Rather, *Strategy Beyond the Hockey Stick* shows, through empirical analysis and the experiences of dozens of companies that have successfully made multiple big moves, that to dramatically improve performance, you have to overcome incrementalism and corporate inertia. "A different kind of book—I couldn't put it down. Inspiring new insights on the facts of what it takes to move a company's performance, combined with practical advice on how to deal with real-life dynamics in management teams." —Jane Fraser, CEO, Citigroup Latin America

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 Haanæs, 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.

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.

World 3.0

Navigating in the New Business Landscape

Rethink Your Business for the Digital Age Core Concepts by Pankaj Ghemawat, ISBN When the Map Changes the Landscape Redefining Global Strategy

For courses in strategy and strategic management. Core strategic management concepts without the excess. Just the essentials, Strategic Management and Competitive Advantage strips out excess by only presenting material that answers the question: does this concept help students analyze real business situations? This carefully crafted approach provides students with all the tools necessary for strategic analysis. MyManagementLab for Strategic Management is a total learning package. MyManagementLab is an online homework, tutorial, and assessment program that truly engages students in learning. It helps students better prepare for class, quizzes, and exams—resulting in better performance in the course—and provides educators a dynamic set of tools for gauging individual and class progress. Please note that the product you are purchasing does not include MyManagementLabLab. MyManagementLabLab Join over 11 million students benefiting from Pearson MyLabs. This title can be supported by MyManagementLabLab, an online homework and tutorial system designed to test and build your understanding. Would you like to use the power of MyManagementLabLab to accelerate your learning? You need both an access card and a course ID to access MyManagementLabLab. These are the steps you need to take: 1. Make sure that your lecturer is already using the system Ask your lecturer before purchasing a MyLab product as you will need a course ID from them before you can gain access to the system. 2. Check whether an access card has been included with the book at a reduced cost If it has, it will be on the inside back cover of the book. 3. If you have a course ID but no access code, you can benefit from MyManagementLabLab at a reduced price by purchasing a pack containing a copy of the book and an access code for MyManagementLabLab (ISBN:9781292060378) 4. If your lecturer is using the MyLab and you would like to purchase the product... Go to www.mymanagementlab.com to buy access to this interactive study programme. For educator access, contact your Pearson representative. To find out who your Pearson representative is, visit www.pearsoned.co.uk/relocator

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Strategy and the business landscape

Why are some organizations more successful than others? Is it better products? Is it a superior service model? Is it some mixture of the two? Is it merely a matter of lining up the products and services to meet the needs of the marketplace at a particular time? Or did they just get lucky? Many business leaders believe that the answer to these questions is a matter of strategy. Find the right strategy and the company is bound to be successful. Unfortunately, too many organizations fail to find that right strategy. The question is why? Do they not go on enough executive retreats? Did they hire the wrong consultants? Were their PowerPoint slides just now powerful enough? While any of these factors could be a contributor, our research shows that the real driver is strategy efforts focusing too much on singular dimensions (e.g., the competition) rather than considering the entire ecosystem. Without a full view of the complete business environment, it is impossible to make fully informed decisions. Without being fully informed, we risk making the wrong choices. The Systems Thinking Strategy addresses this issue by providing a holistic approach that incorporates multiple domains into the strategy discussion. It allows us to understand how our Capabilities, our Customers, and the Competitive Environment are all impacting our business success. It then provides an approach to making sense of those disparate data points so that we can make the right decisions to drive business success.

Global Prosperity and How to Achieve It

Strategy and the business landscape

Leading in the New Strategy Landscape

Reframing Business

Outlines and Highlights for Strategy and the Business Landscape by Pankaj E Ghemawat, Isbn

Strategy and the Business Landscape

Crystallising the Strategic Business Landscape

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.

Controversial and iconoclastic, a veteran corporate manager and business school professor exposes the dangerous myths, fantasies, and delusions that pervade much of the business world today.

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 will 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.

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

People, Probabilities, and Big Moves to Beat the Odds

How to Thrive in a Complex World

Cases about Redefining Global Strategy

Strategy Beyond the Hockey Stick

Principles and Practices

The New Way to Understand Your Business and Drive Performance

Core Concepts

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.

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.

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. Accompany: 9780136015550 .

•The editors should be commended for developing a *Map of the Landscape of Family Business Outcomes*. It gives future research direction to the discipline considering both short-term profitability and long-term sustainability. It considers conventional c

Commitment

Fundamentals of Global Strategy

Competitive Advantage

How Strategy Works in the Real World

34 Tenets for Masterfully Merging Technology and Business

How to Thrive in the New Innovation Landscape

Competitive Environmental Strategy

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

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 its 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.

This exciting Research Agenda expertly addresses the question: What will be important within the family business field and for family businesses in practice over the next decade? Top international contributors explore farsighted theories, methods and topics, often taking a multi-disciplinary approach in order to outline the potential routes for further advancing family business research. Chapters cover the significance of new family trends, entrepreneurial legacy, board diversity, spatial-familiness, corruption, innovation and digital business transformation, challenging core assumptions surrounding the family business phenomenon and mapping the future of the discipline.

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.

Games Businesses Play

Your Strategy Needs a Strategy

Creating and Sustaining Superior Performance

Simple Rules

Crossing Borders in a World Where Differences Still Matter

Redefining Global Strategy, with a New Preface

A Guide To The Changing Business Landscape

In Cases about Redefining Global Strategy, Pankaj Ghemawat and Jordan Siegel have assembled 26 full-length case studies as a resource for active learning about the nature of cross-border differences and strategies. As technology innovation globalizes markets and firms, management education must adopt a truly modern perspective on globalization—one that illuminates differences across borders rather than emphasizing similarities and imposing local models onto far-flung cultures. A new generation of managers and innovators who must compete in a "flat" world cannot succeed while following a one-size-fits-all approach to global strategy. Pankaj Ghemawat, Professor of Strategy at Spain's IESE Business School and author of World 3.0 and Redefining Global Strategy, and Harvard Business School Professor Jordan Siegel represent a new era of thinking in global strategy. This carefully chosen selection of classics and new material from Harvard Business Publishing also includes an introduction and six introductory module notes that identify key themes and strategic concepts explored in the cases. Though attuned to the format of an MBA course, the cases and text may also be used individually or in programs outside the strategy curriculum.

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.

The Digital Age is having a broad and profound impact on companies and entire industries. Rather than simply automate or embed digital technology into existing offerings, your business needs to rethink everything. In this practical book, three ThoughtWorks professionals provide a game plan to help your business through this transformation, along with technical concepts that you need to know to be an effective leader in a modern digital business. Chock-full of practical advice and case studies that show how businesses have transitioned, this book reveals lessons learned in guiding companies through digital transformation. While there's no silver bullet available, you'll discover effective ways to create lasting change at your organization. With this book, you'll discover how to: Realign the business and operating architecture to focus on customer value Build a more responsive and agile organization to deal with speed and ambiguity Build next generation technology capability as a core differentiator

Offering a strategic orientation to crisis management, this fully updated edition of Crisis Management: Leading in the New Strategy Landscape, Second Edition by William "Rick" Crandall, John A. Parnell, and John E. Spillan helps readers understand the importance of planning for crises within the wider framework of an organization's regular strategic management process. This strikingly engaging and easy-to-follow text focuses on a four-stage crisis management framework: 1) Landscape Survey: identifying potential crisis vulnerabilities, 2) Strategic Planning: organizing the crisis management team and

writing the plan, 3) *Crisis Management: addressing the crisis when it occurs*, and 4) *Organizational Learning: applying lessons from crises so they will be prevented or mitigated in the future*.

A Business Model Approach

The Changing Landscape of Global Businesses

Strategy Analysis Practices and Tools for Business Leaders and Strategy Practitioners

Crisis Management

Outlines and Highlights for Strategy and the Business Landscape

9780136015550

Systems Thinking Strategy

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.

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-honoured 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.

In 1983 Richard Normann published the world's first book presenting an integrated framework on the management of service producing companies. Now he provides a new approach to strategy: an original way to think about organisations and create a different future. In this demanding but rewarding book he shows that providing organisations are prepared to rethink the way they do business they can occupy the competitive high ground of the future. To do this they must transform concepts and frameworks into action. * Provides new business models. * Shows companies how to reframe their business and take advantage of the opportunities created in the space of "unbundling and rebundling".

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.

Lords of Strategy

Cases and Models

The Halo Effect

Strategic Management and Competitive Advantage: Concept and Cases, eBook, Global Edition

Marketing Strategies, Tactics and Case Studies That Can Change the Competitive Landscape of Your Business

Strategy Daddy

A Research Agenda for Family Business

Now beyond its eleventh printing and translated into twelve languages, Michael Porter's *The Competitive Advantage of Nations* has changed completely our conception of how prosperity is created and sustained in the modern global economy. Porter's groundbreaking study of international competitiveness has shaped national policy in countries around the world. It has also transformed thinking and action in states, cities, companies, and even entire regions such as Central America. Based on research in ten leading trading nations, *The Competitive Advantage of Nations* offers the first theory of competitiveness based on the causes of the productivity with which companies compete. Porter shows how traditional comparative advantages such as natural resources and pools of labor have been superseded as sources of prosperity, and how broad macroeconomic accounts of competitiveness are insufficient. The book introduces Porter's "diamond," a whole new way to understand the competitive position of a nation (or other locations) in global competition that is now an integral part of international business thinking. Porter's concept of "clusters," or groups of interconnected firms, suppliers, related industries, and institutions that arise in particular

locations, has become a new way for companies and governments to think about economies, assess the competitive advantage of locations, and set public policy. Even before publication of the book, Porter's theory had guided national reassessments in New Zealand and elsewhere. His ideas and personal involvement have shaped strategy in countries as diverse as the Netherlands, Portugal, Taiwan, Costa Rica, and India, and regions such as Massachusetts, California, and the Basque country. Hundreds of cluster initiatives have flourished throughout the world. In an era of intensifying global competition, this pathbreaking book on the new wealth of nations has become the standard by which all future work must be measured.

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.

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.

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.

The New Global Road Map

How to Choose and Execute the Right Approach

The Laws of Globalization and Business Applications

The Landscape of Family Business

Open Business Models

Enduring Strategies for Turbulent Times

Digital Transformation Game Plan

The globalization of the competitive landscape has forced companies to fundamentally rethink their strategies.

Whereas once only a few industries such as oil could be labeled truly global, today many-from pharmaceuticals to aircraft to computers-have become global in scale and scope. As a consequence, creating a global competitive advantage has become a key strategic issue for many companies. Crafting a global strategy requires making decisions about which strategy elements can and should be globalized and to what extent.

Strategic Management and Information Technology

The Secret Intellectual History of the New Corporate World

Executive Strategy

What I Didn't Learn in Business School

A Way Ahead for the Field

Text and Cases

The Digital Transformation Playbook