

PEARSON

21世纪普通高校经济管理精品教材

战略管理

(第6版)

[英]理查德·林奇 (Richard Lynch) 著

STRATEGIC MANAGEMENT
SIXTH EDITION

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北京

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With radical changes in the world economy, increased concern about the earth's resources and continued innovations in communications technology, strategic management teaching faces a many new challenges. These are tackled head-on in this new edition of *Strategic Management*. However, the text still explores the fundamental decisions that will guide the future of organisations, and how such matters can be identified, evaluated and implemented. In essence, it continues to present a comprehensive, structured and critical approach to strategic management.

The underlying theme remains the need to consider not only the *rational approach* to strategic decision making, but also the *creative aspects* of such decisions – an approach that remains unique to this strategy text. The book argues that both of these approaches are essential to enable students and practising managers to develop effective strategies. The author takes particular satisfaction from a survey amongst strategy academics conducted for the *Strategic Management Journal* published in 2007 that supports this approach to teaching strategic management.¹ However, there have been major and radical changes in the world over the past few years. These need to be reflected in the best strategic management teaching. They are tackled in this new edition.

To summarise, this sixth edition builds on its basic and well-tested approach to strategic management with three new areas:

- 1 New and extensive on-line teaching support material that is open-source for the first time.
- 2 Radical revision of most of the case material to reflect the new realities of the global economic downturn, the rise of the developing nations and the rapid changes in communications technology.
- 3 Extensive coverage of 'green strategy' environmental issues for the first time.

These three areas are explained in more depth later in this section. Textbooks need to reflect both well-established concepts as well as presenting new and challenging ideas. The sixth edition of *Strategic Management* continues to pioneer such approaches.

OBJECTIVES

The purpose of the book is to provide a comprehensive, well-structured and leading-edge treatment of strategic management, covering organisations in both the private and public sectors. The text has been specially designed in a modular format to provide both a summary of the main areas and a more detailed treatment for those wishing to explore issues in more depth.

More specifically, the objectives are:

- To provide a comprehensive coverage of the main study areas in strategic management. For example, it explores important subject areas such as innovation, knowledge and technology strategy.
- To present the practical issues and problems of strategic management, so that the compromises and constraints of real organisations are considered. Each chapter contains case studies

¹ Nag, R, Hambrick, D C and Chen, M-J (2007) 'What is Strategic Management Really? Inductive Derivation of a Consensus Definition of the Field', *Strategic Management Journal*, Vol 28, pp935–955.

which both illustrate the principles and raise subjects for group and class discussion. Objective-setting, green strategy and corporate governance are amongst the topics explored.

- *To assist organisations to add value to their assets through the development of effective strategic management.* The search for best practice in the context of the organisation's resources and constraints is a constant theme.
- *To explore both the rational and the creative approaches to the development of strategic management.* This text takes the view that the classical approaches to rational corporate strategy development need to be complemented by ideas based on crafting strategy development. For example, entrepreneurship and learning processes are covered in depth.
- *To stimulate critical appraisal of the major theories,* particularly with regard to their practical application in organisations. Many of the leading conceptual approaches are first described and then subjected to critical comment. The aim is to encourage the reader to think carefully about such matters.
- *To outline the international implications of the strategic management process.* Most of the cases have an international dimension. A special chapter on international and global strategy explores the specific issues raised by this strategic area.
- *To explore the application of strategic theory to new areas.* In addition to the well-received chapters on leadership, entrepreneurial strategy and public sector strategy, wholly new coverage has been developed on green strategy. In addition, many of the cases have been revised to reflect radical shifts in the world economy and in new technology.

WHO SHOULD USE THIS BOOK?

The book is intended to provide an introduction to strategic management for the many students in this area.

- *Undergraduate students* on Business Studies, modular and other courses will find the subject matter sufficiently structured to provide a route through the subject. No prior knowledge is assumed.
- *MBA students* will find the practical discussions and theoretical background useful. They will also be able to relate these to their own experience.
- *Postgraduate students* on other specialist taught masters' programmes will find that the extensive coverage of theories and, at times, critical comments, together with the background reading, provide a useful input to their thinking.

In addition, the book will appeal to practising middle and senior managers involved in the development of strategic management. The case studies and checklists, the structured approach and the comprehensive nature of the text will provide a useful compendium for practical application.

DISTINCTIVE FEATURES

Two-model structure

For some years, there was disagreement on the approach to be adopted in studying strategic management. The *rational* model – strategy options, selection and implementation – was criticised by those favouring an approach based on the more *creative* aspects of strategy development. Given the lack of agreement between the approaches, *both* models are presented throughout this book. Both models contribute to the development of effective strategy: two sides of the same strategic coin. According to a 2007 survey, this dual approach has now become accepted amongst leading academics in the field.

Clear chapter structure

Each chapter follows the same format: learning outcomes; short introduction; opening case study; later case studies linked to the theory points in the text; a specific project linked with one of the case studies; regular summaries of key strategic principles; chapter summary; review and discussion questions; critical reflection on a key issue in the chapter; recommended further reading; detailed notes and references. There is also a glossary of terms at the end of the book as an aid to comprehension. Finally, the book has a selection of strategy cases at the end of the text to stimulate broader strategic debate.

New open-access web videos, strategy cases and support material

For the first time, all the web material for sixth edition is open-access. Previous editions required an access code to read the support material for the text. This is a radical shift in publishing strategy that recognises the way that technology has changed and the way that students learn about strategic management. In addition, considerable extra video and written material has been added to provide additional support for the book. However, most of this extra material is best understood in the context of the chapters to which it relates.

Given the great success of the extended case video 'Battle for the European Breakfast Cereal Market', this has been retained for the sixth edition but is now available free on the web. The film uses an in-depth case study to explore the main areas of strategy and show how they link together. Strategy is a complex topic with many different approaches – the aim of the web film is to show one way that the strategic decision-making process can be developed from the available data. The website icon (left) appears in the margin to highlight where the book and website content link.



In addition, there are new video summaries for each chapter of the book as well as video summaries of the longer cases at the end of the text. Again, these are all open-access from the book's website: www.pearsoned.co.uk/lynch.

The new website also contains two more areas of support material. First, there are additional explanations and checklists of strategic management material that complement the basic text itself. Second, there are additional cases that contain not only the main case material but also indicative answers to the case questions. Importantly, 'indicative answers' means that these are only examples of answers to the case questions: many other responses are possible.

Green strategy

For the first time in any strategic management text, the topic of green strategy is covered in depth. Many businesses now feature this as a significant part of their strategies: see, for example, the many green strategy references at the end of individual company cases in this new edition. In spite of this, the topic has not been explored to any significant extent in the main strategy research journals. Many readers will be surprised by this omission which is a reflection on the quality (and quantity) of current strategic research. This poses a particular problem for the author when writing a textbook that, by definition, is a summary of the main strategy theories and their practical application. However, green strategy in the twenty-first century is too important to be ignored.

Hence this edition explores green strategy as part of the study of strategic management. Rather than treating the subject as a separate chapter, the main issues are identified and explored alongside other, related topics in strategy development. The green strategy icon (left) appears on the margin to highlight these issues. The author would welcome comment on this approach for future editions.



Focused case material plus longer cases at end of text

There are 73 shorter case studies in this book with 12 longer, more integrative cases at the end of the text. The shorter cases have been written or adapted to explore strategy issues relevant to their location in the text. The shorter cases have been especially designed for the

larger class sizes and shorter discussion sessions now prevalent in many institutions. Most of the cases have been updated for the sixth edition and 30 are either completely new or radically updated. Most of the 12 cases at the end of the text are either new or substantially updated. Previous cases are still available via www.pearsoned.co.uk/lynch. The 12 longer cases are summarised in video case films available free on the book's website.

Key strategic principles and chapter summaries

To aid learning and comprehension, there are frequent summaries of the main learning points under the heading of *key strategic principles*. In addition, at the end of each chapter there is an integrated summary of the areas explored.

International coverage

There is extensive coverage of international strategic issues throughout the book with cases and examples threaded through the text covering many well-known European and American companies. In addition to the previous coverage of China, Africa and India, this edition now has cases for the first time on North Africa and the Eastern Mediterranean (excluding Israel). In addition, there is a separate chapter on the special issues involved in international and global strategy.

Public sector and not-for-profit strategy

After the widespread welcome for the new (and unique) chapter on public sector strategy in earlier editions, this has been retained in the sixth edition. *Strategic management* principles have been historically developed almost exclusively from a business perspective – for example, competitive advantage, customer-driven strategy and corporate governance. *Public sector* theory has historically had a completely different intellectual foundation – for example, the concepts of the public interest, the legal framework of the state and the role of public administrators. This chapter explores how they can come together. It will be particularly relevant to managers from the public sector studying for a business degree at both undergraduate and postgraduate level.

Entrepreneurial strategy

Ever since its first edition, this text has always placed strong emphasis on creativity in strategy development. The recent increased research emphasis on entrepreneurial strategy has now prompted this important chapter. It explores in particular the personal aspects of effective entrepreneurial strategy.

Critical reflection and recommended further reading

Every chapter ends with a short critical reflection on a key topic in the chapter. In addition, each chapter has a list of recommended further readings. The purpose is to allow the student to debate a topic from the chapter and to explore the subject matter further as the basis for further projects, assignments and dissertations.

Strategic project

Each chapter includes at least one suggestion for a strategic project. It is linked to a case study in the chapter and shows how the case topic might be extended. The projects are supported by further information available on the internet.



A useful feature of the text remains the selection of some case material from the *Financial Times*. These extracts are the copyright of the *Financial Times*, which has kindly given permission to reproduce them in this book.

Lecturer's guide

This is available to those lecturers adopting this textbook. It includes short commentaries on each chapter and comments on the cases, together with OHP masters.

NEW FOR THE SIXTH EDITION

As a result of the helpful feedback on the five earlier editions, this new edition has some new material while maintaining the main topics of previous editions. The key changes are in three areas – new and open-access on-line material, new case material and the exploration of green strategy issues.

New and open-access material

- Video summaries of each chapter plus summaries of the long cases at the end of the text.
- Extensive, additional web-based strategic management material and checklists. These are linked to specific topics throughout the text.
- Web-based cases with indicative answers.

In addition, some parts of several chapters have been re-drafted and updated. However, no major changes have been introduced for this edition.

New case material

Except for a few classic, popular cases, nearly all the cases in the sixth edition have been updated. Thirty cases are either totally new or substantially updated. In addition to the existing broad range of cases from European and North American companies, there is increased geographic coverage from the new and growing parts of the world: there are now two cases each from China, Africa and India. For the first time, there are also three cases from North Africa and the Eastern Mediterranean.

Video films, podcast material and ready-to-use PowerPoint material have also been developed further for this new edition. They are all downloadable from the book's open-access website.

All the cases have teaching notes in the *Lecturer's Guide* and any that have been dropped from the previous edition appear on the *Strategic Management* website.

The longer cases at the end of the book are summarised with short video films that can be downloaded from the book's open-access website. These short films can be used to introduce class discussion of the cases and to identify key strategic issues.

Green strategy

As outlined earlier, the sixth edition has extensive coverage of green strategy for the first time. This takes the form of subject material in chapters, for example, on analysing the strategic environment and analysing strategic resources. In addition, there are six new cases on green strategy issues. Finally and most important, *all* the company cases in the sixth edition have been scrutinised with regard to their green strategies with a brief comment or description at the end of each case on the relevant company strategies. Effectively, this additional evidence has substantially enhanced the treatment of green strategy in this edition.

New front cover – why a chameleon?

As all good students and managers know, the chameleon is adaptable just like the best strategy. Many chameleons can change colour depending on the context of their environment: this is a characteristic shared with the best prescriptive and emergent approaches to strategic management. Moreover, such creatures represent a link with a natural world that needs to be protected by the new greener strategies adopted by the best organisations.

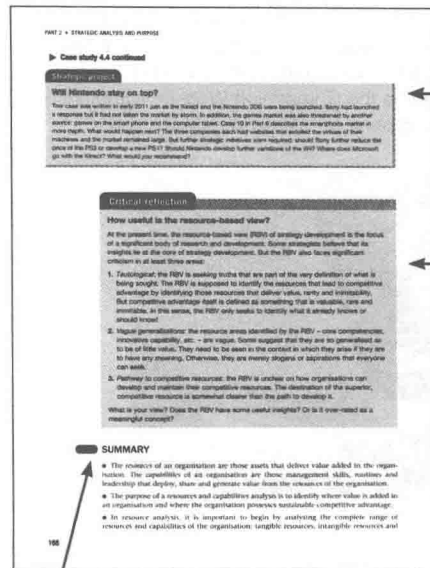
ABOUT THE AUTHOR

Richard Lynch is Emeritus Professor of Strategic Management at Middlesex University, London, England. He originally studied at UMIST, Leeds University and the London Business School. He then spent over 20 years in business with well-known companies such as J Walter Thompson, Kraft Jacobs Suchard and Dalgety Spillers in positions in marketing and strategic management. During the early 1980s, he was a director of two public companies before setting up his own consultancy company specialising in European and international strategy. In the 1990s he became increasingly involved in Higher Education, eventually taking a full-time professorship in 1998. He retired from his full-time post in December 2004 but remains highly active in teaching, research and writing including work at Trinity College Dublin, Ireland, and the School of Economics and Management at Wuhan University, China. He has written four previous books on international marketing and strategy as well as a number of original research papers with colleagues for various journals and research conferences. His current research interests include projects on global branding and global strategy particularly with regard to companies from emerging countries like China and India.

Strategic management is complicated because there is no final agreement on what exactly should be included in the topic. There are two main strategic approaches worth mastering before venturing too far into the text. They are summarised in Chapter 1 – the *prescriptive* and the *emergent* strategic approaches. Since these approaches are discussed extensively later in the book, they should be studied in Chapter 1 before moving on to other chapters. If you have trouble understanding these two elements, then you might also like to consult the early part of Chapter 2, which investigates them in more detail.

Each chapter then follows the same basic format:

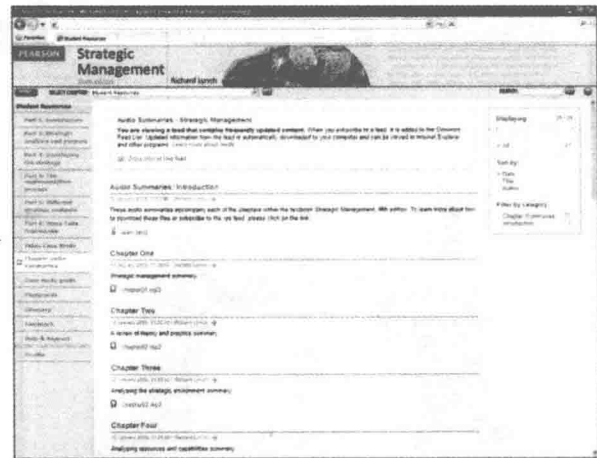
- *Learning outcomes and introduction.* This summarises the main areas to be covered in the chapter and is useful as a summary of what to expect from the chapter.
- *Opening case.* This is designed to highlight a key strategy issue in the chapter and to provide an example that will then be explored in the text. It is therefore worth reading and using the case questions to ensure that you have understood the basics of the case. You can return to it once you have read the chapter.
- *Key strategic principles.* Each chapter then explores aspects of the subject and summarises them. These can be used to test your understanding of the text and also for revision purposes later.
- *Comment.* After the outline of a major strategic theory, there may be a section with this heading to explain some of the theoretical or practical difficulties associated with that topic. The opinions contained in such a section are deliberately designed to be controversial. The section is meant to make you think about the topic. If you agree with everything I have written, then I have failed!
- *Later case studies.* These are designed to provide further examples and raise additional strategic issues. It is worth exploring the questions.
- *Strategic project.* One of the case studies has been used to suggest a broader strategic project. There is data on the internet to assist the process and your lecturer or tutor will be provided with details on how to access this.
- *Critical reflection.* Each chapter ends with a short section highlighting a key theme of the chapter as the basis for further discussion and exploration. For example, it might form the basis of an essay on a strategy topic or the focus of a seminar after a class lecture.
- *End of chapter questions.* Some are designed to test your understanding of the material in the chapter. Others are present as possible essay topics and require you to undertake some research using the references and reading from the chapter. Some questions have been developed to encourage you to relate the chapter to your own experience: student societies and outside organisations to which you belong can all be considered using the chapter concepts. You may also be able to relate the chapter to your own work experience or to those of other members of your family or friends. All these will provide valuable insights and help you explore the concepts and reality of corporate strategy.
- *Further reading.* This is designed to help when it comes to essay topics and dissertations. This section tries to keep to references in the major journals and books in order to make the process as accessible as possible.



Strategic projects – each chapter includes a suggestion for a strategic project, based on a theme developed within the cases in the chapter and offering you the chance to delve a bit deeper.

Critical reflections – every chapter ends with a short critical reflection on a key topic in that chapter.

Chapter summaries – recap and reinforce the key points in each chapter succinctly. Download or listen online to the **audio summaries** on the Companion Website.



End-of-chapter Questions – test your understanding of the key issues raised in each chapter.



Recommended Further reading – allows students to explore the subject further, providing an ideal basis for essays and assignments.

Guide to the main focus of case studies

| Page | CASES WITHIN THE CHAPTERS | | Main area/country | | Topic or theme | | | | | | | | | | | | | | | | | | |
|------|---------------------------|---|-------------------|----|----------------|--------------|-----|---------|-------------------------------|-------------------------|-----------------------|------------------------|--------------------|--------------------------------------|-------------------|-----------------------------------|--------------------------|----------------------------|------------------------|-----------------|---------------------------|---------------------------|----------------|
| | | | Global | UK | European | Asia/Pacific | USA | African | Emergent/prescriptive process | Competitive environment | Competitive resources | Culture and leadership | Developing purpose | Governance and social responsibility | Strategic options | International and global strategy | Corporate-level strategy | Acquisitions and alliances | Learning and knowledge | Managing change | Public and not-for-profit | SMEs and entrepreneurship | Green strategy |
| 5 | 1.1 | Facebook: where is the sustainable competitive advantage? And the value added? | ◆ | | | | | | ✓ | ✓ | | | | | | | | | ✓ | ✓ | | ✓ | |
| 13 | 1.2 | Corporate profit disaster at IBM | ◆ | | | ◆ | | | ✓ | ✓ | ✓ | | | ✓ | | | | | | | | | |
| 26 | 1.3 | How Google's search strategy opened up the web (and earned a fortune for its inventors) | ◆ | | | | | | ✓ | ✓ | ✓ | | | | | | | | ✓ | ✓ | | ✓ | |
| 34 | 2.1 | Attacking a dominant competitor: a joint venture strategy by Nestlé and General Mills | ◆ | ◆ | | | | | ✓ | ✓ | ✓ | | ✓ | | ✓ | | | ✓ | ✓ | | | | |
| 38 | 2.2 | Prescriptive and emergent strategies: Profits from the sun, wind and sea? Even from nuclear energy? | | | ◆ | | | | ✓ | | | | | ✓ | ✓ | | | | | | ✓ | | ✓ |
| 43 | 2.3 | Prescriptive strategies to build world airline at Singapore Airlines and Emirates Group | ◆ | | | ◆ | ◆ | | ✓ | | | | | | | ✓ | | | | | | | |
| 52 | 2.4 | Building the Subway world franchise using emergent and prescriptive processes | ◆ | | | | ◆ | | ✓ | | | | | | | ✓ | | | | | | | |
| 61 | 2.5 | Africa calling: mobile phones open up new opportunities | ◆ | | | | | ◆ | ✓ | ✓ | ✓ | ✓ | | | ✓ | | | ✓ | | | | | |
| 73 | 3.1 | Strategic bargaining to film <i>Lord of the Rings</i> | ◆ | | | | | | ✓ | | | | | | | | | | | | | | |
| 87 | 3.2 | Lifecycle impact on strategy in the European ice cream market | | | ◆ | | | | ✓ | | | | | | ✓ | | | | | | | | |
| 91 | 3.3 | Will the steel companies develop global strategies? | ◆ | ◆ | | | | | ✓ | | | | | | | ✓ | | | ✓ | | | | |
| 112 | 3.4 | Two methods of segmenting products in the European ice cream market | | | | ◆ | | | | | ✓ | | | | | | | | | | | | |
| 116 | 3.5 | Arçelik aims for Europe | | | ◆ | | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | | | | | | ✓ |
| 124 | 4.1 | Resource strategy at GSK: organising capabilities for innovation and new business | ◆ | | ◆ | | ◆ | | ✓ | ✓ | | | | | | | ✓ | | | | | | |
| 134 | 4.2 | How three European companies attempt to utilise their resources and capabilities | | | | ◆ | | | | | ✓ | | | | | | | | | | | | |
| 146 | 4.3 | Competitive advantage at Louis Vuitton and Gucci | ◆ | | | | | | ✓ | ✓ | ✓ | | | | | ✓ | | | | | | | |
| 165 | 4.4 | Nintendo's rivals use their competitive resources to hit back against the Wii | ◆ | | | | ◆ | ◆ | ✓ | ✓ | | | | | | | | | ✓ | | | | |
| 174 | 5.1 | Web strategy at Boo.com – to be booed? Or applauded? | | ◆ | ◆ | | | | ✓ | ✓ | | | | | | | | | | ✓ | | | |
| 174 | 5.2 | L'Oréal beauty products: using financial data to explore the strategy dynamics of an industry | ◆ | | ◆ | | | | ✓ | ✓ | | | | | | | | | | | | | |
| 186 | 5.3 | Why are format wars important in strategy? The battle between Sony and Toshiba | ◆ | | | | | | ✓ | ✓ | | | | | | ✓ | ✓ | | | | | | |
| 197 | 5.4 | Formula One 1 racing strategy: balancing brilliant driving with knife-edged bargaining ... and even a new green strategy? | ◆ | | | | | | ✓ | ✓ | | | | | ✓ | ✓ | | ✓ | | | | | ✓ |
| 221 | 6.1 | Starbucks: sacrificing dividends for global growth | ◆ | | | | ◆ | | | | | | ✓ | | | | | | | | | | |
| 229 | 6.2 | McDonald's restaurants: maintaining momentum by attacking Starbucks? | ◆ | | | | ◆ | | | | | | ✓ | | ✓ | | | | | | | | ✓ |
| 235 | 6.3 | Citigroup: rebuilding its corporate governance | ◆ | | | | ◆ | | | | | | ✓ | ✓ | | | | | | | | | |
| 250 | 6.4 | Coca-Cola: lowering the fizz in its objectives | ◆ | | | | ◆ | | | | | | ✓ | | | | ✓ | | | | | | ✓ |
| 261 | 7.1 | Maglev: Shanghai's innovative new transport system | | | | ◆ | | | ✓ | | | | ✓ | | | | | | | ✓ | | | |
| 268 | 7.2 | Developing new knowledge at Nike | ◆ | | | ◆ | | | ✓ | | | ✓ | ✓ | | | | | | | | | | |
| 275 | 7.3 | Egyptian innovation: the growing charm of Egypt's Sharm | | | | | | ◆ | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | | ✓ | | | |
| 281 | 7.4 | Revitalising innovation at 3M | ◆ | | | | ◆ | | ✓ | | | | | | | | | | | ✓ | | | |
| 286 | 7.5 | How Philips exploits its technology edge | ◆ | | ◆ | ◆ | | | | | | | | | ✓ | | | | | ✓ | | | |
| 302 | 8.1 | Walt Disney: building options for Mickey Mouse | ◆ | | | | ◆ | | | | | | | | | ✓ | | | | | | | |
| 310 | 8.2 | Generic strategy options analysis: global ice cream | ◆ | | | | | | | | | | | | | ✓ | | | | | | | |
| 312 | 8.3 | Market-based strategies in global TV: exciting opportunities in a fast-changing market | ◆ | | | | | | | | | | | | | ✓ | | ✓ | | | | | |
| 324 | 8.4 | News Corporation builds a global media empire but faces new strategic challenges | ◆ | | | ◆ | ◆ | | ✓ | | | ✓ | | | ✓ | | | | | ✓ | | | |

| Page | CASES WITHIN THE CHAPTERS | Main area/country | Topic or theme |
|------|--|--|--|
| | | Global UK European Asia/Pacific USA African | Emergent/prescriptive process Competitive environment Competitive resources Culture and leadership Developing purpose Governance and social responsibility Strategic options International and global strategy Corporate-level strategy Acquisitions and alliances Learning and knowledge Managing change Public and not-for-profit SMEs and entrepreneurship Green strategy |
| 345 | 9.1 Corporate strategy at two multinationals – General Electric (USA) and Siemens (Germany) | ◆ ◆ ◆ | ✓ ✓ ✓ ✓ |
| 356 | 9.2 Nokia – the smartphone strategy that was not so smart | ◆ ◆ | ✓ ✓ ✓ ✓ |
| 365 | 9.3 Unilever: can product portfolio strategies help large corporations to grow? | ◆ ◆ | ✓ ✓ ✓ ✓ |
| 377 | 10.1 Unilever ice cream defends its global market share | ◆ ◆ | ✓ ✓ ✓ ✓ |
| 385 | 10.2 Eurofreeze evaluates its strategy options: 1 | ◆ ◆ | ✓ ✓ ✓ ✓ |
| 397 | 10.3 Global ice cream: Nestlé goes on the attack | ◆ ◆ | ✓ ✓ ✓ ✓ |
| 408 | 10.4 Eurofreeze evaluates its strategy options: 2 | ◆ ◆ | ✓ ✓ ✓ ✓ |
| 419 | 11.1 How Honda came to dominate two major motorcycle markets | ◆ ◆ | ✓ ✓ ✓ ✓ |
| 423 | 11.2 Europe's leading telecom companies: how to dial up new demand? | ◆ ◆ | ✓ ✓ ✓ ✓ |
| 431 | 11.3 Buying travel on-line: choosing a strategy for the internet age | ◆ ◆ | ✓ ✓ ✓ ✓ |
| 440 | 11.4 Green strategy: two problems with solar power | ◆ ◆ | ✓ ✓ ✓ ✓ |
| 456 | 12.1 PepsiCo: organising to integrate its acquisitions | ◆ ◆ | ✓ ✓ ✓ ✓ |
| 473 | 12.2 Royal Dutch/Shell – what does it take to bring change? | ◆ ◆ | ✓ ✓ ✓ ✓ |
| 484 | 12.3 How ABB empowered its managers and then reversed the process | ◆ ◆ | ✓ ✓ ✓ ✓ |
| 495 | 13.1 European football: bad strategy? Or bad implementation? | ◆ ◆ | ✓ ✓ ✓ ✓ |
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CASES ON THE COMPANION WEBSITE

In addition to the above cases, the companion website also contains the following cases:

Apple's profitable but risky strategy

Emergent strategy at Virgin Group

How GEC Marconi used attack, co-operation and game theory strategies to make an extra \$3 billion

Will traditional retail banks survive the threat of the new technologies – the Internet and telephone banking?

Shock tactics at BQC

eBay, the auction market that spans the world

Olympic Games 2012: five cities bid to host the games

Tate and Lyle plc: globalisation to sweeten the profit line

Side effects of age leave Roche reeling

Heineken: what's the best strategy? Build brands or acquire companies?

Toyota: does it rely too heavily on production for world leadership?

Disaster and recovery: thinking outside the box at IBM

Dell commoditisation: how competitive advantage began to leak away

All cases have indicative answers

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