

清华 M B A 核心课程英文版教材

PEARSON

# 战略管理

概念与案例

Thirteenth Edition

Strategic Management: Concepts and Cases

[美] 弗雷德·R·戴维 (Fred R. David) 著

第13版

武汉工业学院图书馆



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Original edition, entitled STRATEGIC MANAGEMENT: CONCEPTS AND CASES, Thirteenth edition, 978-0-13-612098-8 by FRED R. DAVID, published by Pearson Education, Inc., publishing as Prentice Hall copyright © 2011.

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China edition published by PEARSON EDUCATION ASIA LTD., and TSINGHUA UNIVERSITY PRESS. Copyright © 2013.

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图书在版编目(CIP)数据

战略管理:概念与案例=Strategic Management: Concepts and Cases;英文/(美)戴维(David, F. R.)等著.--北京:清华大学出版社,2013

(清华 MBA 核心课程英文版教材)

ISBN 978-7-302-31467-7

I. ①战… II. ①戴… III. ①企业战略—战略管理—研究生—教材—英文 IV. ①F272

中国版本图书馆 CIP 数据核字(2013)第 022425 号

责任编辑:梁云慈

封面设计:常雪影

责任印制:王静怡

出版发行:清华大学出版社

网 址: <http://www.tup.com.cn>, <http://www.wqbook.com>

地 址:北京清华大学学研大厦 A 座 邮 编:100084

社 总 机:010-62770175

邮 购:010-62786544

投稿与读者服务:010-62776969, [c-service@tup.tsinghua.edu.cn](mailto:c-service@tup.tsinghua.edu.cn)

质 量 反 馈:010-62772015, [zhiliang@tup.tsinghua.edu.cn](mailto:zhiliang@tup.tsinghua.edu.cn)

印 刷 者:清华大学印刷厂

装 订 者:北京市密云县京文制本装订厂

经 销:全国新华书店

开 本:203mm×260mm 印 张:43.75

版 次:2013 年 4 月第 1 版

印 次:2013 年 4 月第 1 次印刷

印 数:1~5000

定 价:69.00 元

产品编号:050222-01

# 出 版 说 明

为了适应经济全球化的发展趋势，满足国内广大读者了解、学习和借鉴国外先进管理经验和掌握经济理论前沿动态的需要，清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书，基本上已是再版多次、在国外深受欢迎并被广泛采用的优秀教材，绝大部分是该领域中较具权威性的经典之作。在本书的出版过程中，我们得到了清华大学李东红老师的支持、帮助和鼓励，在此表示谢意！

由于原作者所处国家的政治、经济和文化背景等与我国不同，对书中所持观点，敬请广大读者在阅读过程中注意加以分析和鉴别。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助，对我国经济管理专业的教学能有所促进。

欢迎广大读者给我们提出宝贵的意见和建议；同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

清华大学出版社

2013. 1



世纪之交，中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进，以及经济全球化的激烈挑战。无论是无远弗界的因特网，还是日益密切的政治、经济、文化等方面的国际合作，都标示着 21 世纪的中国是一个更加开放的中国，也面临着一个更加开放的世界。

教育，特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来，尤其是 20 世纪 90 年代之后，为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合，为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者，我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例，2000 年，学院顾问委员会成立，并于 10 月举行了第一次会议，2001 年 4 月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和中国几家顶尖企业的最高领导人，其阵容之大、层次之高，超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中，教师和学生与国外的交流机会大幅度增加，越来越深刻地融入全球性的教育、文化和思想观念的时代变革中，我们的管理教育工作者和经济管理学习者，更加真切地体验到这个世界正发生着深刻的变化，也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展，闭关锁国、闭门造车是绝对不行的，必须同国际接轨，按照国际一流的水准来要求自己。正如朱镕基同志在清华大学经济管理学院成立十周年时所发的贺信中指出的那样：“建设有中国特色的社会主义，需要一大批掌握市场经济的一般规律，熟悉其运行规则，而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段，结合中国的国情，办成世界第一流的经管学院。”作为达到世界一流的一个重要基础，朱镕基同志多次建议清华的 MBA 教育要加强英语教学。我体会，这不仅因为英语是当今世界交往中重要的语言工具，是连接中国与世界的重要桥梁和媒介，而且更是中国经济管理人才参与国际竞争，加强国际合作，实现中国企业的国际战略的基石。推动和实行英文教学并不是目的，真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通和对抗的能力。按照这一要求，清华大学经济管理学院正在不断推动英语教学的步伐，使得英语不仅是一门需要学习的核心课程，而且渗透到各门专业课程的学习当中。

课堂讲授之外，课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段，而且是对学习

者思维方式的有效训练。

我们知道,就阅读而言,学习和借鉴国外先进的管理经验和掌握经济理论动态,或是阅读翻译作品,或是阅读原著。前者属于间接阅读,后者属于直接阅读。直接阅读取决于读者的外文阅读能力,有较高外语水平的读者当然喜欢直接阅读原著,这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏,同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础,但又不能完全独立阅读国外原著的读者来说,外文的阅读能力是需要加强培养和训练的,尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书,他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间,他就会在无形中减弱自己的竞争能力。因此,我们认为,有一定外语基础的读者,都应该尝试一下阅读外文原版,只要努力并坚持,就一定能过得了这道关,到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时,我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为,原汁原味的世界级大师富有特色的表达方式背后,反映了思维习惯,反映了思想精髓,反映了文化特征,也反映了战略偏好。知己知彼,对于跨文化的管理思想、方法的学习,一定要熟悉这些思想、方法所孕育、成长的文化土壤,这样,有朝一日才能真正“具备国际战略头脑”。

以往,普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元,多则上百美元,一般读者只能望书兴叹。随着全球经济合作步伐的加快,目前在出版行业有了一种新的合作出版的方式,即外文影印版,其价格几乎与国内同类图书持平。这样一来,读者可以不必再为书价发愁。清华大学出版社这些年在这方面一直以独特的优势领先于同行。早在1997年,清华大学出版社敢为人先,在国内最早推出一批优秀商学英文版教材,规模宏大,在企业界和管理教育界引起不小的轰动,更使国内莘莘学子受益良多。

为了配合清华大学经济管理学院推动英文授课的急需,也为了向全国更多的MBA试点院校和更多的经济管理学院教师和学生学习上的支持,清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书,也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新;祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的勉力经营下早日中兴。

赵纯均 教授

清华大学经济管理学院

## Preface

### Why the Need for This New Edition?

The global economic recession has created a business world today that is quite different and more complex than it was just two years ago when the previous edition of this text was published. Thousands of businesses have vanished, and consumers have become extremely price sensitive and oftentimes reluctant purchasers of products and services. Very tight credit markets, high unemployment, and millions of new entrepreneurs have also changed the business landscape. Business firms that have survived the last three years of global economic turmoil are today leaner and meaner than ever before. Gaining and sustaining competitive advantage is harder than ever. Social networking and e-commerce have altered marketing to its core since the prior edition. This new edition reveals how to conduct effective strategic planning in this new world order.

Since the prior edition, thousands of liquidations, bankruptcies, divestitures, mergers, alliances, and partnerships captured the news. Corporate scandals highlighted the need for improved business ethics and corporate disclosure of financial transactions. Downsizing, rightsizing, and reengineering contributed to a permanently altered corporate landscape. Thousands of firms began doing business globally, and thousands more closed their global operations. Thousands prospered, and yet thousands failed in the last two years as the global recession spared few. Long-held competitive advantages have eroded as new ones formed. This new edition captures the complexity of this world business environment.

Both the challenges and opportunities facing organizations of all sizes today are greater than ever. There is less room than ever for error in the formulation and implementation of a strategic plan. This new edition provides a systematic effective approach for developing a clear strategic plan, even in the worst of times. Changes made in this edition are aimed squarely at illustrating the effect of new business concepts and techniques on strategic-management theory and practice.

Due to the magnitude of recent changes affecting companies, cultures, and countries, every page of this edition has been updated. The first edition of this text was published in 1986. Since then, this textbook has grown to be one of the most widely read strategic-management books, perhaps the most widely read, in the world. This text is now published in nine languages.

### What Is New in This Edition?

This edition includes exciting new features, changes, and content designed to position this text as the clear leader and best choice for teaching strategic management. Here is a summary of what is new in this edition:

- A new Chapter 10, “Business Ethics/Social Responsibility/Environmental Sustainability”; there is extensive new coverage of ethics and sustainability because this text emphasizes that “good ethics is good business.” Unique to strategic-management texts, the natural environment discussion is strengthened in this edition to promote and encourage firms to conduct operations in an environmentally sound manner. Respect for the natural environment has become an important concern for consumers, companies, society, and AACSB-International.
- A new Chapter 11, “Global/International Issues”; there is extensive new coverage of cultural and conceptual strategic-management differences across countries. Doing business globally has become a necessity, rather than a luxury in most industries because nearly all strategic decisions today are affected by global

issues and concerns. Every case company in this edition does business globally, providing students ample opportunity to evaluate and consider international aspects of doing business.

- A new boxed insert at the beginning of each chapter showcases a company that has done exceptionally well in the 2008–2010 global economic recession and reveals their strategy.
- Hundreds of new examples abound in every chapter.
- A new cohesion case on McDonald's Corporation (2010); this is one of the most successful, well-known, and best managed global companies in the world; students apply strategy concepts to McDonald's at the end of each chapter through new Assurance of Learning Exercises.
- Thirty-two new tables in the chapters to better capture key strategic-management concepts.
- A revised comprehensive strategic management model to reflect the new chapters.
- Extensive new narrative on strategic management theory and concepts in every chapter to illustrate the new business world order.
- On average, 15 new review questions at the end of each chapter.
- Forty-eight new Assurance of Learning Exercises at the end of chapters that apply chapter concepts; the exercises prepare students for strategic-management case analysis.
- Twenty-four new color photographs bring the edition to life and illustrate companies/concepts.
- All new current readings at the end of each chapter; new research and theories of seminal thinkers in strategy development, such as Ansoff, Chandler, Porter, Hamel, Prahalad, Mintzberg, and Barney are provided in the chapters; practical aspects of strategic management, however, are still center stage and the trademark of this text below.
- Twenty-nine new cases—grouped by industry; great mix of profit/nonprofit, large/small, and manufacturing/service organizations; all the cases have a 2009–2010 time setting; all the cases are “comprehensive” in the sense that each focuses on multiple business functions, rather than addressing one particular business problem or issue; all the cases are undisguised and feature real organizations in real industries using real names and real places (nothing is fictitious in any case); all the cases feature an organization “undergoing strategic change,” thus offering students up-to-date issues to evaluate and consider; all the cases are written in a lively, concise writing style that captures the reader's interest and establishes a time setting, usually in the opening paragraph; all the cases provide excellent quantitative information such as numbers, ratios, percentages, dollar values, graphs, statistics, and maps so students can prepare a more specific, rational, and defensible strategic plan for the organization; all the cases provide excellent information about the industry and competitors.

This edition continues to offer many special time-tested features and content that have made this text so successful for over 20 years. Historical trademarks of this text that are strengthened in this edition are described below.

### **Chapters: Time-Tested Features**

- This text meets AACSB-International guidelines that support a practitioner orientation rather than a theory/research approach. It offers a skills-oriented approach to developing a vision and mission statement; performing an external audit; conducting an internal assessment; and formulating, implementing, and evaluating strategies.
- The author's writing style is concise, conversational, interesting, logical, lively, and supported by numerous current examples throughout.



- A simple, integrative strategic-management model appears in all chapters and on the inside front cover of the text. This model is widely used for strategic planning among consultants and companies worldwide. One reviewer said, “One thing I have admired about David’s text is that he follows the fundamental sequence of strategy formulation, implementation, and evaluation. There is a basic flow from mission/purposes to internal/external environmental scanning to strategy development, selection, implementation, and evaluation. This has been, and continues to be, a hallmark of the David text. Many other strategy texts are more disjointed in their presentation, and thus confusing to the student, especially at the undergraduate level.”
- A Cohesion Case follows Chapter 1 and is revisited at the end of each chapter. This Cohesion Case allows students to apply strategic-management concepts and techniques to a real organization as chapter material is covered, which readies students for case analysis in the course.
- End-of-chapter Assurance of Learning Exercises effectively apply concepts and techniques in a challenging, meaningful, and enjoyable manner. Eighteen exercises apply text material to the Cohesion Case; 10 apply textual material to a college or university; another 10 exercises send students into the business world to explore important strategy topics. The exercises are relevant, interesting, and contemporary.
- There is excellent pedagogy in this text, including notable quotes and objectives to open each chapter, and key terms, current readings, discussion questions, and experiential exercises to close each chapter.
- There is excellent coverage of strategy formulation issues, such as business ethics, global versus domestic operations, vision/mission, matrix analysis, partnering, joint venturing, competitive analysis, governance, and guidelines for conducting an internal/external strategy assessment.
- There is excellent coverage of strategy implementation issues such as corporate culture, organizational structure, outsourcing, marketing concepts, financial analysis, and business ethics.
- A systematic, analytical approach is presented in Chapter 6, including matrices such as the SWOT, BCG, IE, GRAND, SPACE, and QSPM.
- The chapter material is again published in a four-color format.
- A chapters-only paperback version of the text is available.
- Custom-case publishing is available whereby an instructor can combine chapters from this text with cases from a variety of sources or select any number of cases desired from the 29 cases in the full text.
- For the chapter material, the outstanding ancillary package includes a comprehensive *Instructor’s Manual*, computerized test bank, and PowerPoints.

\*The comprehensive strategic-management model is displayed on the inside front cover of the text. At the start of each chapter, the section of the comprehensive strategy model covered in that chapter is highlighted and enlarged so students can see the focus of each chapter in the basic unifying comprehensive model.

\*The Case Information Matrix and Case Description Matrix provided in the preface reveal (1) topical areas emphasized in each case and (2) contact and location information for each case company. These matrices provide suggestions on how the cases deal with concepts in the 11 chapters.

## Cases: Time-Tested Features

- This edition contains the most current set of cases in any strategic-management text on the market. All cases include year-end 2009 financial data and information.
- The cases focus on well-known firms in the news making strategic changes. All cases are undisguised, and most are exclusively written for this text to reflect

- current strategic-management problems and practices. These are all “student-friendly” cases.
- Organized conveniently by industry (usually two competing firms per industry), the cases feature a great mix of small business, international, and not-for-profit firms.
  - All cases have been class tested to ensure that they are interesting, challenging, and effective for illustrating strategic-management concepts.
  - All the cases provide complete financial information about the firm, as well as an organizational chart and a vision and mission statement for the organization if those were available.
  - Customized inclusion of cases to comprise a tailored text is available to meet the special needs of some professors.
  - For the cases, the outstanding ancillary package includes an elaborate *Case Solutions Manual* and support from the [www.strategyclub.com](http://www.strategyclub.com) Web site.
  - All of the cases are comprehensive in the sense that each provides a full description of the firm and its operations rather than focusing on one issue or problem such as a plant closing. Each case thus lends itself to students preparing a three-year strategic plan for the firm.

## Special Note to Students

Welcome to strategic management. This is a challenging and exciting capstone course that will allow you to function as the owner or chief executive officer of different organizations. Your major task in this course will be to make strategic decisions and to justify those decisions through oral and written communication. Strategic decisions determine the future direction and competitive position of an enterprise for a long time. Decisions to expand geographically or to diversify are examples of strategic decisions.

Strategic decision-making occurs in all types and sizes of organizations, from Exxon and IBM to a small hardware store or small college. Many people’s lives and jobs are affected by strategic decisions, so the stakes are very high. An organization’s very survival is often at stake. The overall importance of strategic decisions makes this course especially exciting and challenging. You will be called upon in this course to demonstrate how your strategic decisions could be successfully implemented.

In this course, you can look forward to making strategic decisions both as an individual and as a member of a team. No matter how hard employees work, an organization is in real trouble if strategic decisions are not made effectively. Doing the right things (effectiveness) is more important than doing things right (efficiency). For example, many American newspapers are faltering as consumers increasingly switch to interactive media for news.

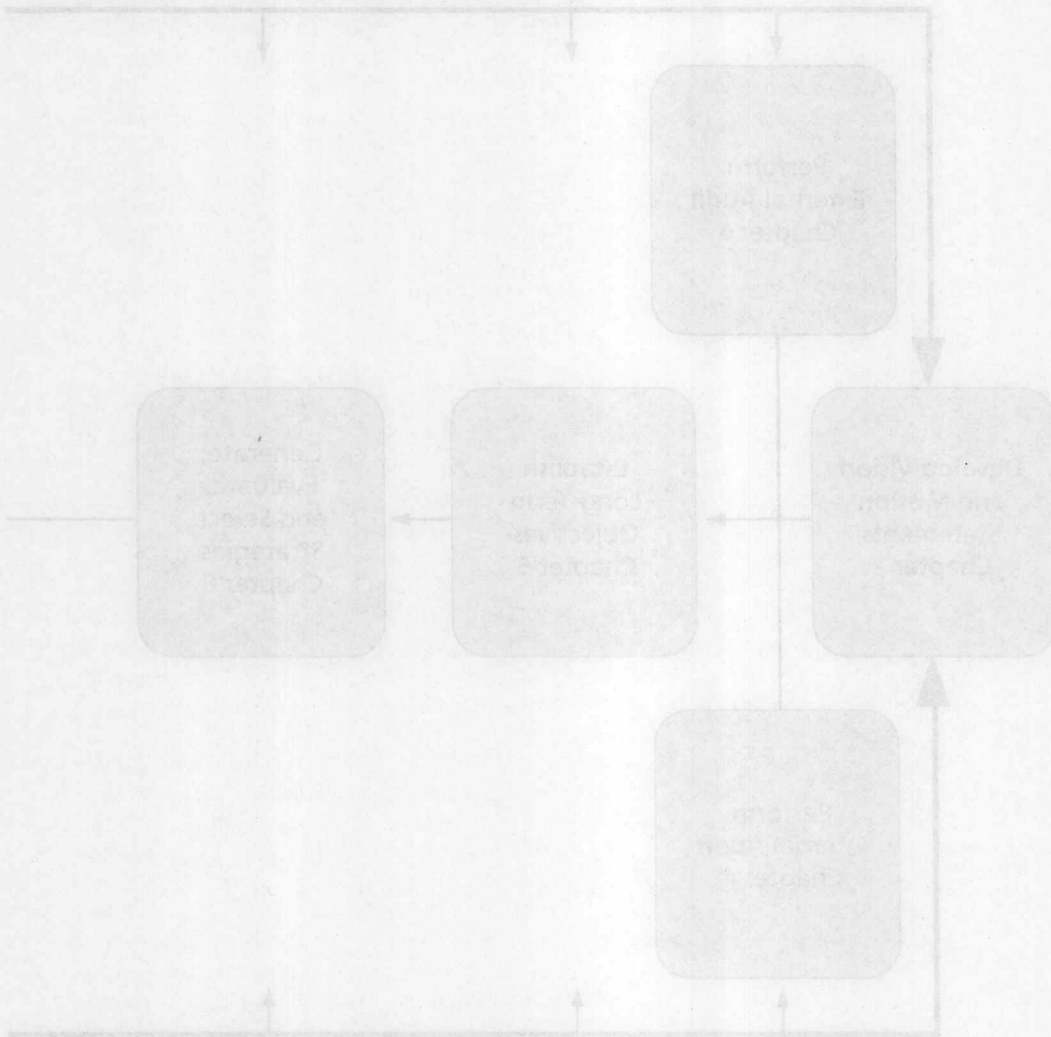
You will have the opportunity in this course to make actual strategic decisions, perhaps for the first time in your academic career. Do not hesitate to take a stand and defend specific strategies that you determine to be the best, based on tools and concepts in this textbook. The rationale for your strategic decisions will be more important than the actual decision, because no one knows for sure what the best strategy is for a particular organization at a given point in time. This fact accents the subjective, contingency nature of the strategic-management process.

Use the concepts and tools presented in this text, coupled with your own intuition, to recommend strategies that you can defend as being most appropriate for the organizations that you study. You will also need to integrate knowledge acquired in previous business courses. For this reason, strategic management is often called a capstone course; you may want to keep this book for your personal library.

A trademark of this text is its practitioner and applications orientation. This book presents techniques and content that will enable you to actually formulate, implement, and

evaluate strategies in all kinds of profit and nonprofit organizations. The end-of-chapter Assurance of Learning Exercises allow you to apply what you've read in each chapter to the new McDonald's Cohesion Case and to your own university.

Definitely visit the Strategic Management Club Online at [www.strategyclub.com](http://www.strategyclub.com). The templates and links there will save you time in performing analyses and will make your work look professional. Work hard in this course and have fun. Good luck!



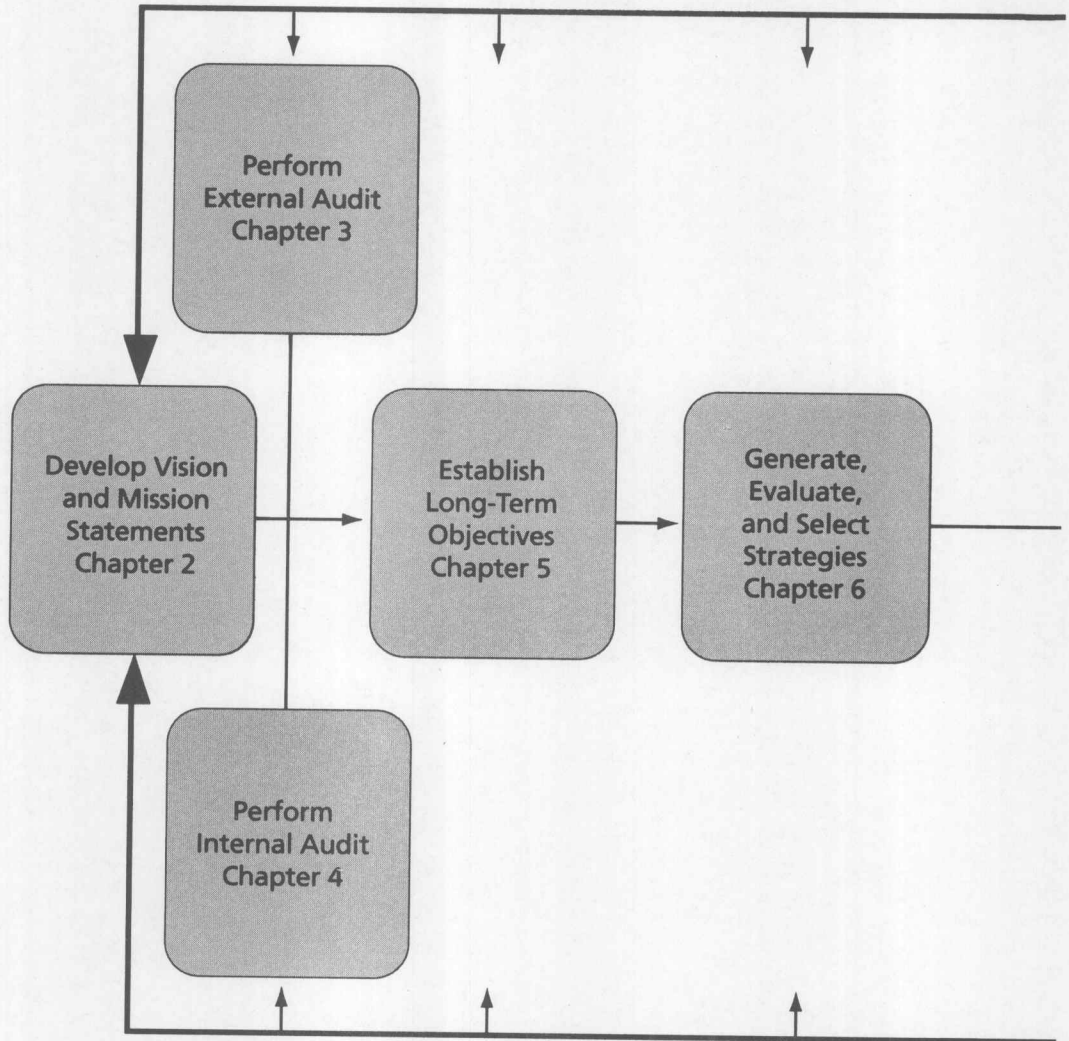
Chapter 11

Strategy Formulation

USED WIDELY AMONG BUSINESS AND ACADEMIA WORLDWIDE

# Comprehensive Model of the

## Chapter 10:



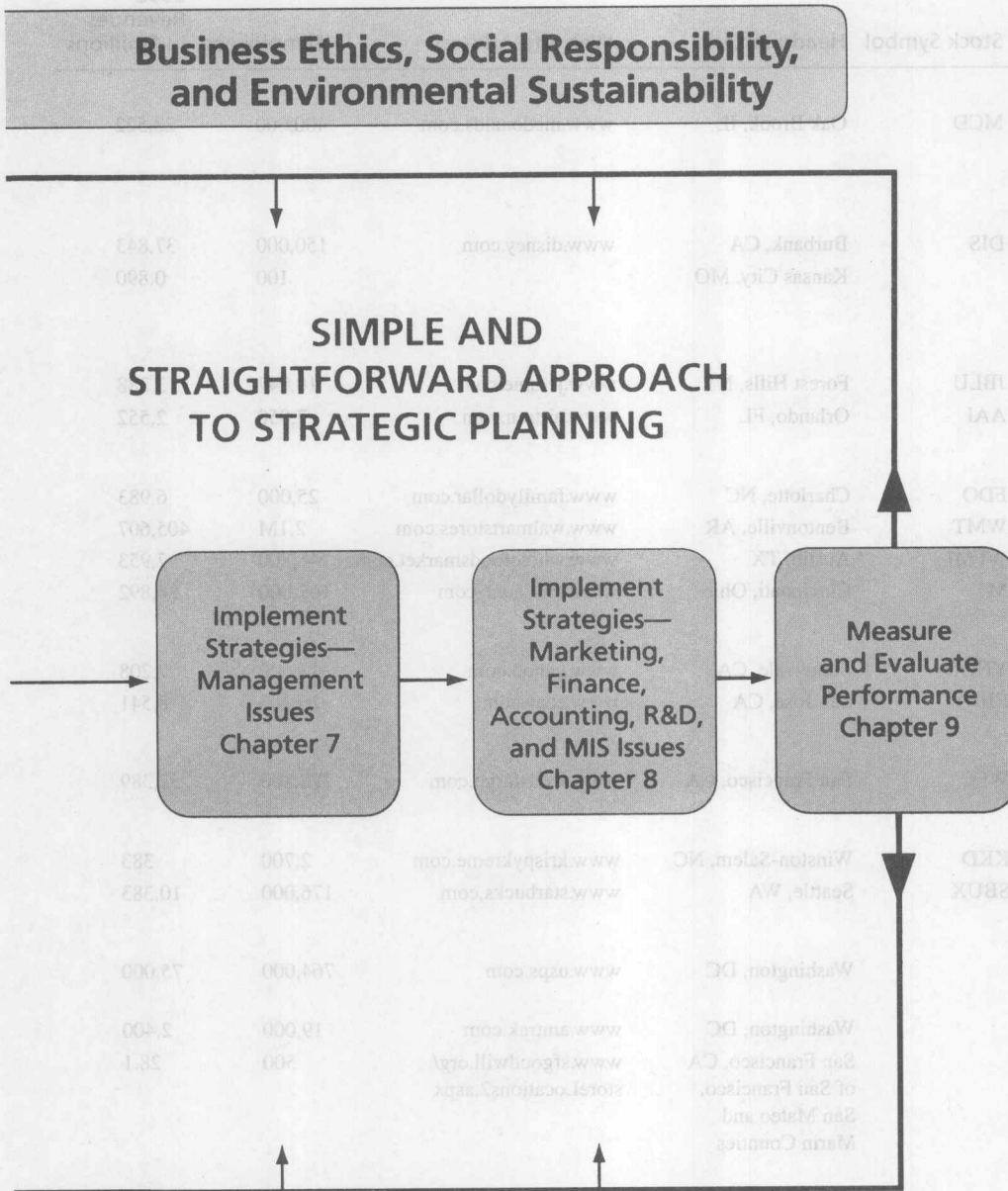
## Chapter 11:

Strategy  
Formulation

USED WIDELY AMONG BUSINESSES  
AND ACADEMIA WORLDWIDE



# Strategic Management Process



**Global/International Issues**

**USED TO INTEGRATE AND ORGANIZE ALL CHAPTERS IN THIS TEXT**

## Case Information Matrix

Case Company	Stock Symbol	Headquarters	Web Site Address	#Employees	2008 Revenues in \$millions
Cohesion Case McDonald's Corp.	MCD	Oak Brook, IL	www.mcdonalds.com	400,000	23,522
<b>SERVICE FIRMS</b>					
<b>Hospitality/Entertainment</b>					
1. Walt Disney Co.	DIS	Burbank, CA	www.disney.com	150,000	37,843
2. Merryland Amusement Park		Kansas City, MO		100	0.890
<b>Airlines</b>					
3. JetBlue Airways	JBLU	Forest Hills, NY	www.jetblue.com	10,047	3,388
4. AirTran Airways	AAI	Orlando, FL	www.airtran.com	7,850	2,552
<b>Retail Stores</b>					
5. Family Dollar Stores	FDO	Charlotte, NC	www.familydollar.com	25,000	6,983
6. Wal-Mart Stores	WMT	Bentonville, AR	www.walmartstores.com	2.1M	405,607
7. Whole Foods Market	WFMI	Austin, TX	www.wholefoodsmarket.com	46,800	7,953
8. Macy's	M	Cincinnati, Ohio	www.macysinc.com	167,000	24,892
<b>Internet Based</b>					
9. Yahoo	YHOO	Sunnyvale, CA	www.yahoo.com	13,600	7,208
10. eBay Inc.	EBAY	San Jose, CA	www.ebay.com	16,200	8,541
<b>Financial</b>					
11. Wells Fargo	WFC	San Francisco, CA	www.wellsfargo.com	272,800	52,389
<b>Restaurants</b>					
12. Krispy Kreme	KKD	Winston-Salem, NC	www.krispykreme.com	2,700	383
13. Starbucks Corporation	SBUX	Seattle, WA	www.starbucks.com	176,000	10,383
<b>Nonprofit</b>					
14. The United States Postal Service -		Washington, DC	www.usps.com	764,000	75,000
15. Amtrak (NRPC) -		Washington, DC	www.amtrak.com	19,000	2,400
16. Goodwill Industries		San Francisco, CA of San Francisco, San Mateo and Marin Counties	www.sfgoodwill.org/storeLocations2.aspx	500	28.1
<b>MANUFACTURING</b>					
<b>Transportation</b>					
17. Harley-Davidson	HOG	Milwaukee, WI	www.harley-davidson.com	10,100	5,971
18. Ford Motor	FORD	Dearborn, MI	www.ford.com	213,000	146,277
<b>Food</b>					
19. Kraft Foods	KFT	Norfield, IL	www.kraft.com	98,000	42,201
20. Hershey Foods	HSY	Hershey, PA	www.hersheys.com	12,800	5,132

(continued)

## Case Information Matrix (continued)

Case Company	Stock Symbol	Headquarters	Web Site Address	#Employees	2008 Revenues in \$millions
<b>Personal Care</b>					
21. Johnson & Johnson	JNJ	New Brunswick, NJ	www.jnj.com	118,700	63,747
22. Avon Products	AVP	New York, NY	www.avon.com	42,000	10,690
<b>Beverage</b>					
23. Molson Coors	TAP	Denver, CO	www.molsoncoors.com	14,000	4,774
<b>Brewing</b>					
24. PepsiCo	PEP	Purchase, NY	www.pepsico.com	198,000	43,251
<b>Health Care</b>					
25. Pfizer	PFE	New York, NY	www.pfizer.com	81,800	48,296
26. Merck	MRK	Whitehouse Station, NJ	www.merck.com	55,200	23,850
<b>Sports</b>					
27. Nike	NKE	Beaverton, OR	www.nike.com	32,500	18,627
28. Callaway Golf	ELY	Carlsbad, CA	www.callawaygolf.com	2,700	1,117
<b>Energy</b>					
29. Chevron	CVX	San Ramon, CA	www.chevron.com	67,000	273,005

(continued)

**Case Description Matrix**

Topical Content Areas (Y = Yes and N = No)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
<b>Cohesion Case – McDonald’s Corp.</b>	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	N
<b>Service Firms</b>														
<b>Hospitality/Entertainment</b>														
1. Walt Disney Company	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	N
2. Merryland Amusement Park	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N
<b>Airlines</b>														
3. JetBlue Airways	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	N
4. AirTran Airways	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N
<b>Retail Stores</b>														
5. Family Dollar Stores	Y	Y	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N
6. Wal-Mart Stores	Y	Y	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N
7. Whole Foods Market	Y	Y	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N
8. Macy’s	Y	Y	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N
<b>Internet Based</b>														
9. Yahoo	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	N
10. eBay Inc.	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	N
<b>Financial</b>														
11. Wells Fargo	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y
<b>Restaurants</b>														
12. Krispy Kreme	Y	Y	N	Y	Y	Y	Y	Y	Y	N	N	Y	Y	N
13. Starbucks Corporation	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y
<b>Nonprofit</b>														
14. The United States Postal Service	Y	Y	N	N	Y	Y	Y	Y	Y	N	Y	Y	Y	N
15. Amtrak	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N
16. Goodwill Industries of San Francisco, San Mateo and Marin Counties	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N
<b>Manufacturing Firms</b>														
<b>Transportation</b>														
17. Harley-Davidson	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	N
18. Ford Motor	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	N
<b>Food</b>														
19. Kraft Foods	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	N	Y	Y	N
20. Hershey Foods	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N
<b>Personal Care</b>														
21. Johnson & Johnson	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	N
22. Avon Products	Y	Y	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N
<b>Beverage</b>														
23. Molson Coors Brewing	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
24. PepsiCo	Y	N	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N
<b>Health Care</b>														
25. Pfizer	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y
26. Merck	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	N

(continued)



**Case Description Matrix (continued)**

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
<b>Sports</b>														
27. Nike	Y	N	Y	N	Y	Y	Y	Y	Y	N	Y	Y	Y	N
28. Callaway Golf Company	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	N
<b>Energy</b>														
29. Chevron	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	N

1. Year-end 2006 Financial Statements Included?
2. Is Organizational Chart Included?
3. Does Company Do Business Outside the United States?
4. Is a Vision or Mission Statement Included?
5. E-Commerce Issues Included?
6. Natural Environment Issues Included?
7. Strategy Formulation Emphasis?
8. Strategy Implementation Included?
9. By-Segment Financial Data Included?
10. Firm Has Declining Revenues?
11. Firm Has Declining Net Income?
12. Discussion of Competitors is Provided?
13. Case Appears in Text for the First Time Ever?
14. Is Firm Headquartered Outside the United States?