

# *On Competition*

*Updated and Expanded Edition*

*Michael E. Porter*

A Harvard Business Review Book

# Contents

---

*Introduction* xi

## **Part I Competition and Strategy: Core Concepts**

- 1 *The Five Competitive Forces That Shape Strategy* 3  
MICHAEL E. PORTER
- 2 *What Is Strategy?* 37  
MICHAEL E. PORTER
- 3 *How Information Gives You Competitive Advantage* 73  
MICHAEL E. PORTER AND VICTOR E. MILLAR
- 4 *Strategy and the Internet* 97  
MICHAEL E. PORTER
- 5 *From Competitive Advantage to Corporate Strategy* 133  
MICHAEL E. PORTER

## **Part II The Competitiveness of Locations**

- 6 *The Competitive Advantage of Nations* 171  
MICHAEL E. PORTER
- 7 *Clusters and Competition: New Agendas for Companies, Governments, and Institutions* 213  
MICHAEL E. PORTER

- 8 *Competing Across Locations: Enhancing  
Competitive Advantage Through a Global  
Strategy* 305

MICHAEL E. PORTER

**Part III Competitive Solutions to Societal Problems**

- 9 *Green and Competitive: Ending the  
Stalemate* 347  
MICHAEL E. PORTER AND CLAAS VAN DER LINDE
- 10 *The Competitive Advantage of the Inner City* 373  
MICHAEL E. PORTER
- 11 *Redefining Competition in Health Care* 405  
MICHAEL E. PORTER AND ELIZABETH OLMSTED  
TEISBERG

**Part IV Strategy, Philanthropy, and Corporate Social  
Responsibility**

- 12 *Philanthropy's New Agenda: Creating Value* 431  
MICHAEL E. PORTER AND MARK R. KRAMER
- 13 *The Competitive Advantage of Corporate  
Philanthropy* 451  
MICHAEL E. PORTER AND MARK R. KRAMER
14. *Strategy and Society: The Link Between  
Competitive Advantage and Corporate Social  
Responsibility* 479  
MICHAEL E. PORTER AND MARK R. KRAMER

**Part V Strategy and Leadership**

15 *Seven Surprises for New CEOs* 507

MICHAEL E. PORTER, JAY W. LORSCH, AND NITIN  
NOHRIA

*Index* 527

*About the Contributors* 542