Crafting and Executing Strategy

Concepts and Cases

UNIVERSITAT LIECHTENSTEIN Bibliothek

PART OWE Concepts and Techniques for Crafting and Executing Strategy

Section A: Introduction and Overview

- 1 What Is Strategy and Why Is It Important? 50
- 2 Charting a Company's Direction: Vision and Mission, Objectives, and Strategy 68

Section B: Core Concepts and Analytical Tools

- 3 Evaluating a Company's External Environment 96
- 4 Evaluating a Company's Resources, Capabilities, and Competitiveness 138

Section C: Crafting a Strategy

- 5 The Five Generic Competitive Strategies: Which One to Employ? 182
- 6 Strengthening a Company's Competitive Position: Strategic Moves, Timing, and Scope of Operations 214
- 7 Strategies for Competing in International Markets 250
- 8 Corporate Strategy: Diversification and the Multibusiness Company 292
- 9 Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy 338

Section D: Executing the Strategy

- Building an Organization Capable of Good Strategy Execution: People, Capabilities, and Structure 374
- 11 Managing Internal Operations: Actions That Promote Good Strategy Execution 406
- 12 Corporate Culture and Leadership: Keys to Good Strategy Execution 436

PART TWO Cases in Crafting and Executing Strategy

Section A: Crafting Strategy in Single-Business Companies

- 1 Afrigator: A Killer Start-up in Africa C-2
- 2 Competition in Energy Drinks, Sports Drinks, and Vitamin-Enhanced Beverages C-17
- 3 Competition in the Golf Equipment Industry in 2009 C-30
- 4 Dell Inc. in 2008: Can It Overtake Hewlett-Packard as the Worldwide Leader in Personal Computers? C-51
- 5 Atlassian: Supporting the World with Legendary Service C-81
- 6 Nintendo's Strategy in 2009: The Ongoing Battle with Microsoft and Sony C-95
- 7 TomTom: New Competition Everywhere! C-107
- 8 Apple Inc. in 2010 C-122
- 9 Google's Strategy in 2010 C-136
- 10 Research In Motion: Managing Explosive Growth C-156
- 11 Problems at China Airlines C-172
- 12 Canadian Solar C-189
- 13 Cemex'sCost of'Globalised' Growth—The Cash Crunch? C-212
- 14 Corona Beer: Challenges of International Expansion C-228
- 15 Globalization of Komatsu: Digging Out of Trouble C-239

Section B: Crafting Strategy in Diversified Companies

- 16 PepsiCo's Diversification Strategy in 2008 C-255
- 17 Adidas in 2009: Has Corporate Restructuring Increased Shareholder Value? C-271

Section C: Implementing and Executing Strategy

- 18 Robin Hood C-286
- 19 Shangri-La Hotels C-288
- 20 Toyota Motor Company: Losing Its Quality Edge? C-304
- 21 Starbucks' Strategy and Internal Initiatives to Return to Profitable Growth C-326

Section D: Strategy, Ethics and Social Responsibility

- 22 Rhino Capture in Kruger National Park C-361
- 23 Coca-Cola India's Corporate Social Responsibility Strategy C-377
- 24 Detecting Unethical Practices at Supplier Factories: The Monitoring and Compliance Challenges C-396

Indexes

Company II

Name 112

Subject 118