



Contents

Foreword	xi
Preface	xiii
Acknowledgments	xv

PART ONE The Nature of Business Strategy

<i>Strategic and Natural Competition</i> , Bruce D. Henderson, 1980	2
---	---

PART TWO The Development of Business Strategy

Foundations 9

<i>The Experience Curve Reviewed: History</i> , Bruce D. Henderson, 1973	12
--	----

<i>The Experience Curve Reviewed: Why Does It Work?</i> , Bruce D. Henderson, 1974	15
--	----

<i>The Experience Curve Reviewed: Price Stability</i> , Bruce D. Henderson, 1974	18
--	----

<i>The Pricing Paradox</i> , Bruce D. Henderson, 1970	24
---	----

<i>The Market-Share Paradox</i> , Bruce D. Henderson, 1970	27
--	----

<i>More Debt or None?</i> , Bruce D. Henderson, 1972	29
--	----

<i>The Rule of Three and Four</i> , Bruce D. Henderson, 1976	31
--	----

<i>The Product Portfolio</i> , Bruce D. Henderson, 1970	35
---	----

<i>The Real Objectives</i> , Bruce D. Henderson, 1976	38
---	----

Milestones 40

<i>Life Cycle of the Industry Leader</i> , Bruce D. Henderson, 1972	43
---	----

<i>The Evils of Average Costing</i> , Richard K. Lochridge, 1975	46
--	----

<i>Specialization or the Full Product Line</i> , Michael C. Goold, 1979	48
---	----

<i>Stalemate: The Problem</i> , John S. Clarkeson, 1984	51
---	----

<i>Strategy in the 1980s</i> , Richard K. Lochridge, 1981	56
---	----

<i>Revolution on the Factory Floor</i> , Thomas M. Hout and George Stalk, Jr., 1982	59
<i>Time—The Next Source of Competitive Advantage</i> , George Stalk, Jr., 1988	63
<i>Competing on Capabilities: The New Rules of Corporate Strategy</i> , George Stalk, Jr., Philip B. Evans, and Lawrence E. Shulman, 1992	82
<i>Reengineering Bumps into Strategy</i> , Jonathan L. Isaacs, 1994	99
<i>Strategy and the New Economics of Information</i> , Philip B. Evans and Thomas S. Wurster, 1997	102

PART THREE **The Practice of Business Strategy**

<i>The Customer: Segmentation and Value Creation</i>	125
<i>Segmentation and Strategy</i> , Seymour Tilles, 1974	127
<i>Strategic Sectors</i> , Bruce D. Henderson, 1975	129
<i>Specialization</i> , Richard K. Lochridge, 1981	131
<i>Specialization: Cost Reduction or Price Realization</i> , Anthony J. Habgood, 1981	133
<i>Segment-of-One® Marketing</i> , Richard Winger and David Edelman, 1989	135
<i>Discovering Your Customer</i> , Michael J. Silverstein and Philip Siegel, 1991	139
<i>The New Vertical Integration</i> , John R. Frantz and Thomas M. Hout, 1993	142
<i>Total Brand Management</i> , David C. Edelman and Michael J. Silverstein, 1993	145
<i>From the Insight Out</i> , Michael J. Silverstein, 1995	149
<i>Capitalizing on Anomalies</i> , Lawrence E. Shulman, 1997	151
<i>Breaking Compromises</i> , George Stalk, Jr., David K. Pecaut, and Benjamin Burnett, 1997	154
<i>Time-Based Competition</i>	159
<i>The Time Paradigm</i> , George Stalk, Jr., 1988	160
<i>Make Decisions Like a Fighter Pilot</i> , Mark F. Blaxill and Thomas M. Hout, 1987	164
<i>Time and Quality</i> , Gary Reiner and Matthew Ericksen, 1990	167
<i>A New Product Every Week? Lessons from Magazine Publishing</i> , Gary Reiner and Shikhar Ghosh, 1988	170

<i>Rules of Response</i> , George Stalk, Jr., 1987	173
<i>Time-Based Results</i> , Thomas M. Hout and George Stalk, Jr., 1993	175
Performance Measurement	179
<i>Profit Center Ethics</i> , Bruce D. Henderson, 1971	180
<i>The Story of Joe (A Fable)</i> , Bruce D. Henderson, 1977	183
<i>Controlling for Growth in a Multidivision Business</i> , Patrick Conley, 1968	185
<i>Making Performance Measurements Perform</i> , Robert Malchione, 1991	188
<i>Economic Value Added</i> , Eric E. Olsen, 1996	191
Resource Allocation	195
<i>Cash Traps</i> , Bruce D. Henderson, 1972	196
<i>The Star of the Portfolio</i> , Bruce D. Henderson, 1976	199
<i>Anatomy of the Cash Cow</i> , Bruce D. Henderson, 1976	200
<i>The Corporate Portfolio</i> , Bruce D. Henderson, 1977	203
<i>Renaissance of the Portfolio</i> , Anthony W. Miles, 1986	206
<i>Premium Conglomerates</i> , Dieter Heuskel, 1996	209
Organizational Design	213
<i>Profit Centers and Decentralized Management</i> , Bruce D. Henderson, 1968	214
<i>Unleash Intuition</i> , Richard K. Lochridge, 1984	217
<i>Network Organizations</i> , Todd L. Hixon, 1989	221
<i>The Myth of the Horizontal Organization</i> , Philippe J. Amouyal and Jill E. Black, 1994	224
<i>The Activist Center</i> , Dennis N. Rheault and Simon P. Trussler, 1995	227
<i>Organizing the Global Company</i> , Xavier Mosquet and Mark F. Blaxill, 1996	230
Leadership and Change	235
<i>Why Change Is So Difficult</i> , Bruce D. Henderson, 1968	236
<i>Leadership</i> , Bruce D. Henderson, 1968	238
<i>How to Recognize the Need for Change</i> , Carl W. Stern, 1983	241
<i>Sustained Success</i> , Alan J. Zakon and Richard K. Lochridge, 1984	244

<i>Strategy and Learning</i> , Seymour Tilles, 1985	249
<i>Let Middle Managers Manage</i> , Jeanie Duck, 1991	253
<i>Jazz vs. Symphony</i> , John S. Clarkeson, 1990	256
PART FOUR Business Thinking	
<i>Business Thinking</i> , Bruce D. Henderson, 1977	260
<i>Brinkmanship in Business</i> , Bruce D. Henderson, 1968	263
<i>Business Chess</i> , Rudyard L. Istvan, 1984	267
<i>What Is "Japanese" About the Kaisha?</i> , James C. Abegglen and George Stalk, Jr., 1985	272
<i>Probing</i> , Jonathan L. Isaacs, 1985	276
<i>Creative Analysis</i> , Anthony W. Miles, 1987	278
<i>The Seduction of Reductionist Thinking</i> , Jeanie Duck, 1992	280
PART FIVE Social Commentary	
<i>Failure to Compete</i> , Bruce D. Henderson, 1973	285
<i>To Create an Energy Shortage</i> , Bruce D. Henderson, 1973	286
<i>Inflation and Investment Return</i> , Bruce D. Henderson, 1974	287
<i>Conflicting Tax Objectives</i> , Bruce D. Henderson, 1975	289
<i>Dumping</i> , Bruce D. Henderson, 1978	291
<i>Adversaries or Partners?</i> , Bruce D. Henderson, 1983	292
<i>The Promise of Disease Management</i> , Joshua Gray and Peter Lawyer, 1995	296
Index	305