

CONTENTS

1. Introduction and Overview, 3

PART I The Competitive Environment

2. Efficient Markets, 17
3. Understanding the Impediments to Entry, 37
4. Groups Within Industries, 61

PART II Inside the Organization

5. Competing for Advantage, 81
6. Setting and Implementing Goals, 104
7. Organizational Design and Strategic Planning, 133
8. The Corporate Portfolio, 150
9. Vertical Linkages, 167
10. Mergers and Acquisitions, 182

PART III Rivalry

11. Rivalry Among Firms, 203
12. Understanding Rivalry: Game Theory, 219
13. Product Positioning and Strategic Marketing, 232
14. Competitive Pricing, 249
15. Competitive Research & Development and Innovation, 269
16. Regulatory Issues in Strategic Planning, 287

PART IV The Planning Process

17. The Strategic Planning Process, 309
 - Appendix 1 Some Case Suggestions, 315*
 - Appendix 2 Financial Ratio Analysis, 317*
 - Appendix 3 Using Statistics To Determine Advantage, 321*
 - Appendix 4 A Discussion of Portfolio Techniques, 329*
 - Notes, 332*
 - Glossary, 362*
 - Index, 369*