

Contents

Preface

vii

PART
ONE

Strategic Choices in Competitive Markets

1. Managing in Turbulent Markets	3
• Choices and Challenges in Turbulent Markets	5
• Successful Market Management	14
• When Strategy Matters	19
2. Strategies for Competing	21
• Business Definition	25
• Strategic Thrust	28
• Performance Objectives	32
• Attributes of a Sound Strategy	34
• The Payoff from a Sound Strategy	41

PART
TWO

Processes for Developing Market-Driven Strategies

3. Making Strategic Decisions	45
• Approaches to Strategy Development	46
• Adaptive Planning: Integrating the Approaches	55
• Plans That Can Be Implemented	60
4. Adaptive Planning	62
• Situation Assessment	65

• Real-Time Issues Management	75
• Negotiating Objectives and Resources	79
• Completing the Planning Process	85

PART THREE

Assessing the Competitive Position

5. Understanding Competitive Markets: Their Structure and Attractiveness	89
• Defining the Market	90
• Finding Attractive Segments	98
• Market Attractiveness	107
• Choosing the Market Arena and Target Segment	122
6. Assessing Advantages	124
• The Concept of Competitive Advantage	128
• Customer-Oriented Assessments	138
• Competitor-Centered Assessments	147
• Integrated Assessments of Competitive Advantage	157

PART FOUR

Choosing Arenas and Advantages

7. Deciding How to Compete	163
• Strategies for Competing	164
• Strategies for Enhancing Customer Value	173
• Cost Competitive Strategies	184
• Changing the Competitive Strategy	191
8. Deciding Where to Compete: Focusing and Sustaining the Advantage	193
• Segmentation Focus Strategies	196
• Choosing the Scope of Market Coverage	200
• Sustaining the Advantage	205
• Defending the Advantage	212
• Lessons for Strategy	217

9. Gaining Access to Markets	219
• Channel Design Decisions	220
• The Turbulent Channel Environment	226
• Developing a Channel Strategy	239
• Navigating the Turbulent Channel Environment	252
10. Responding to Global Markets	253
• Assessing the Extent of Globalization	256
• Choosing Strategies for Competing Globally	264
• Deciding How to Participate	270
• Implementing Global Strategies	276
• Meeting the Global Challenge	282

PART

FIVE

Renewing the Strategy

11. Charting New Directions:	
Conditions for Successful Renewal	287
• Staying Close to the Market	290
• Setting the Strategic Direction	292
• Sticking to the Knitting	295
• Innovating under Time Pressure	297
• Ensuring Organizational Support	299
• The Conditions for Success	302
12. Setting the Growth Direction	304
• Growth Objectives	307
• Strategic Purpose	309
• Growth Path	316
• Method of Participation	326
• Toward a Strategic Guidance System	328

PART

SIX

Issues in Implementing Market-Driven Strategies

13. Choosing Market Strategies	333
• The Process of Valuing Market Strategies	334
• Why Value Analysis Is Not Strategy Analysis	342

• Misleading Signals from Value Analysis	349
• Finding a Role for Value Analysis	353
14. Building a Market-Driven Organization:	
The Key to Competing Effectively	356
• Perspectives on Market-Driven Organizations	357
• Becoming Market-Driven	363
• Toward Market-Driven Strategies	374
Notes	377
Index	395