

MICHAEL MOESGAARD ANDERSEN & FLEMMING POULFELT

DISCOUNT BUSINESS STRATEGY

HOW THE NEW MARKET LEADERS
ARE REDEFINING BUSINESS STRATEGY

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Discount Business Strategy Michael Moesgaard Andersen, Flemming Poulfelt, 2009-08-28 What people are saying about Discount Business Strategy Michael Andersen and Flemming Poulfelt provide a provocative discussion of the rapidly growing role of discounters across numerous industries how they operate how they create uniqueness and how they can destroy value for incumbents Understanding the specific moves and tools that the authors analyze will be valuable for attackers and incumbents alike Adrian J Slywotzky Director Mercer Management Consulting USA This book is very timely dealing with today's most critical strategic issue how to provide more value to the consumer through aggressive discounting Those players in manufacturing and distribution who master this will be the winners many established firms will fall by the wayside A similar set of issues are facing many nations today Europe vs Asia Peter Lorange President IMD Switzerland Andersen and Poulfelt have researched one of the most important themes in today's business world how fundamentally new business models have wiped out establishments not with new products or technologies but by creating new rules for conventional industries Read this book and learn how to recognize the disruption of your industry before it is too late Sigurd Liljenfeldt Senior Partner Monitor Group France This book asks if a firm can have its cake and eat it too that is maintain high quality at low prices My favourite example and shopping place is big box Costco Ikea is another A must read for a broad audience concerned about corporate survival Professor Larry E Greiner Marshall School of Business University of Southern California USA The aspiration to adopt the right strategy still prevails over the business world But is there a single best strategy for a company Can an organization create sustainable competitive advantage from an off the peg strategy And are most companies likely to craft a strategy that genuinely creates uncontested market space and makes the competition irrelevant The answer to all these questions is probably No And the rising tide of companies like Dell CostCo Skype and Linux means that asking them at all may soon be futile While strategists have foundered in old paradigms a new breed of competitors has emerged Value destroyers Old style thinking understood value destruction when it was confined to an industry and driven by a new product or technology But what are the implications when the destruction stems from a new way of thinking from a strategy that simultaneously creates value The implications are enormous Every company in every industry is potentially at risk This risk or opportunity is precisely the reason for this book and its focus on exploring why and how some companies have bridged the gap between differentiator and cost leader strategies to emerge as winners in hypercompetitive markets and what this entails in terms of value destruction and creation Discounting organizations are here to stay are you

Beyond Strategy Michael Moesgaard Andersen, Flemming Poulfelt, 2014-05-23 Why is it that some companies turn out to be more successful when doing the opposite of what is prescribed in many of the current books on management and strategy Interestingly many of the companies depicted as very successful companies in the standard literature end up not faring well over time probably because they somehow end up in a dangerous autopilot mode What this

suggests is that the conventional literature cookbook isn't telling us the whole story. Even if companies have temporarily developed from an ugly duckling to a white swan, the popular recipes for success may be clipping such companies' wings. Conversely, companies adhering to disruptive business models are seen to be more agile and to possess a higher degree of actionability. Such next generation companies are labeled black swans. They thrive because they are bold and embrace the great unknowns of tomorrow with open minds and eyes. At the same time, they are able to take advantage of incumbents' fears, risk aversion, and blindness to what's coming. Beyond Strategy delves into the inner workings of such black swans as Apple, Aravind, Emirates, Huawei, Natura, Ryanair, and Tata, and addresses the rise and fall of Nokia. The authors provide explosive evidence of black swan companies working against the norms to enter uncharted waters, determined not to adhere to the best practice of others but rather to create a genuine next generation practice. Next generation companies and their underlying philosophies are here to stay, are you? *Short Introduction to Strategic Management* Torben Juul

Andersen, 2013-07-09. The *Short Introduction to Strategic Management* provides an authoritative yet accessible account of strategic management and its contemporary challenges. It explains the roots and key rationales of the strategy field, discussing common models, tools, and practices to provide a complete overview of conventional analytical techniques in strategic management. Andersen extends the discussion to consider dynamic strategy making and how it can enable organizations to respond effectively to turbulent and unpredictable global business environments. There is a specific focus on multinational corporate strategy issues relevant to organizations operating across multiple international markets. Written in a clear and direct style, it will appeal to students and practising managers and executives alike. *Return on Strategy* Michael Moesgaard, Morten Froholdt, Flemming Poulsen, 2009-12-04. Why is it that many companies meticulously following recipes on management and strategy fail? Did Google, Skype, Ryanair, Huawei, and a number of other successful companies buy into a well thought out strategy and adhered to that over time? How do companies deliberately opt out of the recipe game and opt into the out of the box thinking fare? In short, why is it that some companies achieve a higher Return on Strategy than others? Whereas Return on Investment (RoI) has attracted increased attention over the last couple of decades, little if any attention is being paid to whether companies do at all achieve Return on Strategy (RoS) and how. This book provides an overview of contemporary strategy literature and recipes brushed up with a view to identifying explanations as to how recipes have seldom worked as intended. One out of several reasons rests on the fact that recipes do not take the so-called X factor into account. With the X factor as the starting point, the book examines a sample of 50 global companies, of which some have achieved a remarkable high Return on Strategy and others failed. The 50 companies covers most continents as some are from North America, some are from the European continent, and others are from different parts of the emerging Asian region, threatening companies from the Western hemisphere. The book explains the reason behind success and failures and provides practical tools as to how companies may increase their Return on Strategy. In the toolbox, you will find a framework on how to

increase the Return on Strategy as well a number of dynamic positioning tools road maps and bearing points Invariably more and more companies including consultants business leaders and MBAs now work diligently in order to increase their Return on Strategy and the best of them are here to stay successfully are you *Strategic Organization Development* Therese F. Yaeger, Peter F. Sorensen, 2009-10-01 This second volume in the Contemporary Trends in Organization Development and Change Series addresses one of the most complex and important issues for management and organization development today how to plan for and create an organization capable of not only competing but excelling in an almost impossibly turbulent and uncertain environment The book brings together a series of articles by practitioner scholars Those authors who have the responsibility for helping their organization create the future and who also have the responsibility of helping us conceptually understand the process of strategic OD In this book you can sense the value of both of these voices the practitioner and the scholar These authors include organization development executives from global Fortune 500 organizations major community service organizations major academic contributors to the field and OD practitioners from major consulting firms Each author makes a unique contribution by providing strategies for planning the future implementing change and creating organizational capabilities for sustained success New and current models for strategic organization development and candid discussions of issues difficulties and ways of coping with unanticipated events are provided This book is dedicated to contributing to a better understanding and sharing of how major corporations community service organizations and OD consultants are experiencing and working with one of the most important organizational problems of today how to manage change for success **The British National Bibliography** Arthur James Wells, 2007 *Marketing Management and Strategy* Peter Doyle, 1994 Providing a practical guide to marketing decision making and to developing marketing strategy this text focuses on the issues of most concern to senior executives The role of marketing in the modern organization is explored through a review of important concepts and techniques that managers need in order to analyze today's markets and capitalize on emerging opportunities organization and how this affects profit growth and security The development and implementation of marketing strategy through effective product pricing and distribution communications and service policies is then examined *Kraks blaa bog*, 2012 Marketing Strategy and Plans David Johnston Luck, O. C. Ferrell, 1985

Designing Strategy George C. Sawyer, 1986-03-06 This unique approach to the design of long term strategy instructs readers to plan a company's long term strategy beginning with the product assessing its market position price and unique appeal and using it as a springboard for the entire long range strategic plan It outlines a model of excellence highlighting its purposes leadership commitment and relevance and includes tips on how management can handle its people better and analyze risk more rationally with this new framework Topics include the market as a basis for strategy strategic blindness managing opportunity day by day operations and people and performance **Leverage Competencies** Frederick C. Militello, Michael D. Schwalberg, 2000 **Informationweek**, 2002 Wiley IAS 2001 for Windows Barry J. Epstein, Abbas

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