

CONTEMPORARY  
STRATEGY  
ANALYSIS  
TEXT AND CASES

NINTH EDITION

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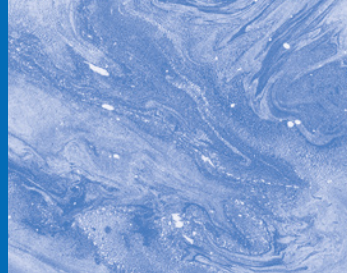
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# PREFACE TO NINTH EDITION



*Contemporary Strategy Analysis* equips managers and students of management with the concepts, frameworks, and techniques needed to make better strategic decisions. My goal is a strategy text that reflects the dynamism and intellectual rigor of this fast-developing field of management and takes account of the strategy issues that companies face today.

*Contemporary Strategy Analysis* endeavors to be both rigorous and relevant. While embodying the latest thinking in the strategy field, it aims to be accessible to students from different backgrounds and with varying levels of experience. I achieve this accessibility by combining clarity of exposition, concentration on the fundamentals of value creation, and an emphasis on practicality.

This ninth edition maintains the book's focus on the essential tasks of strategy: identifying the sources of superior business performance and formulating and implementing a strategy that exploits these performance drivers. At the same time, the content of the book has been revised to reflect recent developments in the business environment and in strategy research and to take account of feedback from instructors.

Distinctive features of the ninth edition include:

- an explicit guide of how to apply strategy analysis in order to generate strategy recommendations (see “Applying Strategy Analysis” in Chapter 1);
- further development of the role of stakeholder orientation and corporate social responsibility within a value creating view of the firm (see “Beyond Profit: Values and Corporate Social Responsibility” in Chapter 2);
- an increased emphasis on inter-industry linkages including complements, business ecosystems, and platform strategies, especially in digital markets (Chapters 4 and 9);
- a more comprehensive treatment of strategy implementation; while maintaining an integrated approach to strategy formulation and strategy implementation (the chapters on strategic change, technology, mature industries, global strategies, and diversification address both the formulation and implementation of strategy), Chapters 6, 14, and 15 offer a systematic approach to strategy execution;
- greater emphasis on cooperative strategies, especially strategic alliances (Chapter 15).

There is little in *Contemporary Strategy Analysis* that is original: I have plundered mercilessly the ideas, theories, and evidence of fellow scholars. My greatest debts are to my colleagues and students at the business schools where this book has been

developed and tested, notably Georgetown University, Bocconi University, London Business School, City University's Cass Business School, Cal Poly, UCLA's Anderson School, and Mumbai International School of Business. I have also benefitted from feedback and suggestions from professors and students in the many other schools where *Contemporary Strategy Analysis* has been adopted. I look forward to continuing my engagement with users.

I am grateful for the professionalism and enthusiasm of the editorial, production, and sales and marketing teams at John Wiley & Sons, Ltd, especially to Steve Hardman, Juliet Booker, Joshua Poole, Catriona King, Deb Egleton, Joyce Poh, Tim Bettsworth, and Dom Wharram—I couldn't wish for better support.

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