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Case 2: Strategic Focus "You press the button; we do the rest." So, went the advertising slogan coined by Kodak in the late 19th century. As the history goes, Eastman Kodak, a 130-year-old company is undergoing a radical transformation due to the rapid convergence of traditional photography with consumer electronics.

Through handpicked cases from a variety of areas and business houses, this book illustrates how strategic management can be used to achieve better operational performance and strengthen their services by aligning business goals with performance measures.

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Most business schools use case studies in their courses. However, these are typically based on past cases and assigned to students to solve. This book describes a new approach for teaching with case studies, which was developed and applied successfully at TUM School of Management. In this approach, student teams write and solve their own case study on a topic concerning current and future businesses. A case can thus be on their own startup or a strategic decision of existing companies. During the course, the students receive intensive coaching while selecting and developing the case topic by the course advisors as well as feedback by industry experts and executives for whom the case is actually a burning question. The authors present 17 cases covering strategic questions for startups and technology companies such as Deutsche Post, BMW, Ryanair, Lufthansa, Stadtwerke München, Fielmann, adidas, Siemens, Caribou Biosciences, eon, Airbus, Unicredit and UBS.

""This book explores the application of strategy conceptual models and theories in the current competitive business world"--Provided by publisher"--

Case Studies in Strategic Planning shows you how to do systematic strategic planning in real-life cases, regardless of your level of expertise. The simplified version of this methodology and its analysis tools, based on fundamentals, are easily understood and universally applied to any type of business for developing strategic plans. More important

Renault, Samsung, Lacoste This book provides opportunities to discover a selection of issues recently faced by 10 major French companies. Each case offers in a clear and structured manner: a case presentation sheet including the problem statement, learning objectives, as well as the main themes and marketing tools used throughout the case; a narrative reviewing important information

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about the company and its environment, leading to the problem to be investigated; a series of questions guiding the draft of a structured solution; a detailed solution outlining the main strategic recommendations. Based on real issues and written in collaboration with the companies, the 10 field-based case studies allow applying marketing principles, theories and models: segmentation, positioning, marketing plan, as well as designing strategies at the product, price, place and promotion levels. Learning by doing, applied to marketing!"

Strategic management is very well documented in business books and in the literature, but that does not make the task any easier. Because formulating and implementing strategy is so taxing, and the environmental signals are so intangible, strategic planning is a responsibility that is easy to avoid. The solution proposed in this book is a project management framework to advance organizational strategy. In this book, you'll find not only a description of how use the project management framework to advance strategic management, but also a case study that illustrates the positive impact.

This book shows how strategic management can be practiced in the context of flexibility. It discusses strategic formulation and implementation perspectives and practices, including vision and mission, general environment analysis, industry analysis, competitive advantage, resource and capability view, generic strategies, business level strategy, corporate level strategy, international strategy, change and turnaround, strategic implementation, and strategic controls, as well as flexibility embedded in these concepts. It can be used as a primary textbook for managerial programs for executives, and as a supplementary case textbook for core MBA courses. Exploring "Strategic

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Formulation” and “Strategic Implementation” concepts from a flexibility perspective, it is also an excellent companion to leading strategic management textbooks.

Thorough yet concise, **ESSENTIALS OF STRATEGIC MANAGEMENT**, Third Edition, is a brief version of the authors' market-leading text **STRATEGIC MANAGEMENT: AN INTEGRATED APPROACH**. Following the same framework as the larger book, **ESSENTIALS** helps students identify and focus on core concepts in the field in a more succinct, streamlined format. Based on real-world practices and current thinking, the text's presentation of strategic management features an increased emphasis on the business model concept as a way of framing the issues of competitive advantage. Cutting-edge research, new strategic management theory, and a hands-on approach allow students to explore major topics in management, including corporate performance, governance, strategic leadership, technology, and business ethics. In addition, a high-quality case program examines small, medium, and large companies--both domestic and international--so that students gain experience putting chapter concepts into real-world practice in a variety of scenarios. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

When facing a difficult management challenge, wouldn't it be great if you could turn to a panel of experts to help guide you to the right decision? Now you can, with books from the Judgment Calls series. Drawn from the pages of Harvard Business Review, these interactive, solutions-oriented guides allow readers to access the wisdom of leading experts as they tackle familiar and perplexing business situations. These engagingly written books will help managers improve problem-solving skills and make better judgment calls under fire. A preface provides an overview and sets the context

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for using these provocative case studies as learning tools in corporate classrooms. A relevant chapter from an HBE volume introduces the topic as a refresher course. Finally, an appendix of resources such as executive summaries, guiding questions, and a list of further reading rounds out the book. Judgment Calls provide insight into a variety of real world difficulties and offer solutions that managers will find both sound and practical. Our ideal reader is the business traveler who's thinking about this very issue, sees the book in the airport, and throws it in his or her briefcase to read on the plane. This volume, tentatively titled "Growing for Broke and Other Stories From the Frontines of Management" looks at growth strategy. How do you grow your business without sending it flying off the rails? When should you stick to your core? All this and more!

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