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*What Is
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**KENNEDI
POWELL**

*The Five
Competitive
Forces That*

<i>Shape</i>	position	Porter thus
<i>Strategy</i> What	rooted in	traces the
Is Strategy	systems of	economic
Harvard	activities that	basis of
Business	are much	competitive
Strat	more difficult	advantage
egy, it follows	to match.	down to the
for Porter, is a	Harvard	level of the
matter of	Business	specific
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your	Harvard	company
company's	Business	performs. What
best position	Review What Is	Is Strategy? -
relative not	Strategy? -	Harvard
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pressures	Harvard	Review
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forces in your	Executive	company's
competitive	Summary.	overall
environment.	In contrast,	success
What Is	the essence of	depends on its
Strategy,	strategy is	ability to
Again? -	choosing a	compete—and
Harvard	unique and	more than
Business	valuable	90% of
Review	position	competition
In	rooted in	occurs at the
contrast, the	systems of	business unit
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strategy is	are much	Strategic
choosing a	more difficult	thinking must
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two areas: the structure and health of an industry, and the company's position within the industry.

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STRATEGY?
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November-
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1996 63 The
Japanese
triggered a
global
revolution in
opera-tional
effectiveness
in the 1970s
and 1980s,
pioneering
practices such
as total
quality

management
and con-
tinuous
improvement.
As a result,
Japanese
manufac-
turers enjoyed
substantial
cost and
quality
advantages
for many
years.What is
StrategyStrate
gy. Some
companies
perform better
than others,
and keep
innovating so
they grow and
thrive over
time. This has
been true
throughout
the history of
business. Yet
until the
1980s, terms
like strategic
positioning

and
competitive
advantage
were absent
from the
corporate
lexicon. Even
today, many
leaders and
managers fail
to grasp the
fundamental
concepts that
shape
competitive
strategy,
causing
strategic
missteps with
costly
results.Strateg
y - Harvard
Business
SchoolMichael
Porter -
Harvard
Business
Review.
Strategy Rests
on Unique
Activities • is
about being

different. • deliberately choosing a different set of activities to deliver a unique mix of value. • choosing to perform activities differently than rivals. • is the creation of a unique and valuable position,...Wh at is a Strategy? Michael Porter - Harvard Business ReviewOperati onal effectiveness and strategy are both essential to superior performance, which, after all, is the	primary goal of any enterprise. But they work in very different ways. Michael E. Porter is the C. Roland Christensen Professor of Business Administration at the Harvard Business School in Boston, Massachusetts . 61What is Strategy?The Role of Leadership. Strategy is about choosing what to do as well as what not to do. Deciding which target group of customers, varieties, and	needs the company should serve is fundamental to developing a strategy. Strategy is also however, in deciding not to serve other customers or needs and not to offer certain features or services.Porte r, M. E. 1996. What is a strategy? Harvard Business ...Porter, M. E. 1996. What is a strategy? Harvard Business Review (November- December): 61-78. Published on
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What, Who,	Faculty &	the jargon and
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competitive advantage to corporate strategy Harvard Business Review, May/June 1987, vol. 65 no 3, pp43-59 The competitive advantage of nations Harvard Business Review, Mar/Apr 1990, vol. 68 no 2, pp73-93 What is strategy? What Is Strategy Harvard Business Here's my definition: A business strategy is a set of guiding principles that, when

communicated and adopted in the organization, generates a desired pattern of decision making. *What is a Strategy? Michael Porter - Harvard Business Review* Competition in global industries (ed) Boston, Mass.: Harvard Business School Press, 1986 Journal Articles From competitive advantage to corporate strategy Harvard Business Review, May/June

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just to pricing pressures from rivals but to all the forces in your competitive environment.

Porter, M. E. 1996. What is a strategy?

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Michael Porter - Harvard Business Review. Strategy Rests on Unique Activities • is about being different. • deliberately choosing a different set of activities to deliver a unique mix of value. • choosing to perform activities

differently than rivals. • is the creation of a unique and valuable position,...

Harvard Business Review: The Gap Between Strategy and ...

In contrast, the essence of strategy is choosing a unique and valuable position rooted in systems of activities that are much more difficult to match. Harvard Business School Harvard Business Review

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Business Strategy. A company's overall success depends on its ability to compete—and more than 90% of competition occurs at the business unit level.

Strategic thinking must encompass two areas: the structure and health of an industry, and the company's position within the industry. Page Content. What is

Strategy?

Harvard Business Review: The Gap Between Strategy and Execution This HBR Insight Center collection, sponsored by Brightline, cuts through the jargon and hand-waving and gives executives clear, actionable advice on how to close the gap between strategy and execution.

What Is Strategy
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 Executive Summary. In contrast, the essence of

strategy is choosing a unique and valuable position rooted in systems of activities that are much more difficult to match. Porter thus traces the economic basis of competitive advantage down to the level of the specific activities a company performs. *Demystifying Strategy: The What, Who, How, and Why* Find new ideas and classic advice on strategy, innovation

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Porter, M. E. 1996. What is a strategy?

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But they work in very different ways. Michael E. Porter is the C. Roland Christensen.

Professor of
Business
Administration
at the Harvard
Business
School in
Boston,
Massachusetts
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Strategy -
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School

The Role of
Leadership.
Strategy is
about
choosing what
to do as well
as what not to
do. Deciding
which target
group of
customers,
varieties, and
needs the
company
should serve
is
fundamental
to developing
a strategy.

Strategy is
also however,
in deciding not
to serve other
customers or
needs and not
to offer
certain
features or
services.

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The Real Story
of the Fake
Story of One
of Europe's
Most
Charismatic
CEOs. A
growth
strategy
doesn't have
to be
complicated.
Grit, a
combination
of passion and
perseverance,
predicts

success in
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perfect
example is
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where the grit
of individual...

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Japanese
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effectiveness
in the 1970s
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practices such

as total quality management and continuous improvement. As a result, Japanese manufacturers enjoyed substantial cost and quality advantages for many years. What Is Strategy, Again? - Harvard

Business Review Strategy. Some companies perform better than others, and keep innovating so they grow and thrive over time. This has been true throughout the history of business. Yet until the 1980s, terms like strategic positioning

and competitive advantage were absent from the corporate lexicon. Even today, many leaders and managers fail to grasp the fundamental concepts that shape competitive strategy, causing strategic missteps with costly results.