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*aircraft to
computers-have
become global in
scale and scope. As
a consequence,
creating a global
competitive
advantage has
become a key
strategic issue for
many companies.
Crafting a global
strategy requires
making decisions*

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*about which
strategy elements
can and should be
globalized and to
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the firm from
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every page of
the 17th
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overriding
objectives were
to inject new
perspectives
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thinking,
strengthen
linkages to the

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edition retains
the same
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structure of
the prior
edition, every
chapter has
been totally
refreshed. And
the chapter
content
continues to be
solidly

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concepts and
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structure of

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the prior
edition, every
chapter – indeed
every paragraph
and every line
– has been re-
examined,
refined, and
refreshed. New
content has
been added to
keep the
material in

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size. Scores of
new examples
have been

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enrich

understanding
of the content
and to provide
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of strategy in
action. The
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and gives
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teaching that

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been written,
many books
fail to take
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the influences*

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revisions ever. The newest member of the author team, Margie Peteraf, led a thorough re-examination of every paragraph on every page of the 17th edition chapters. The overriding objectives were to inject new perspectives and

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the best academic thinking, strengthen linkages to the latest research findings, modify the coverage and exposition as needed to ensure squarely on-target content, and give every chapter a major facelift. While this 18th edition retains the same

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revisions ever. The newest member of the author team, Margie Peteraf, led a thorough re-examination of every paragraph on every page of the 17th edition chapters. The overriding objectives were to inject new perspectives and the best academic thinking, strengthen linkages to the latest research

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findings, modify the coverage and exposition as needed to ensure squarely on-target content, and give every chapter a major facelift. While this 18th edition retains the same 12-chapter structure of the prior edition, every chapter has been totally refreshed. And the chapter content continues to be solidly

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*mainstream and
balanced, mirroring
both the best academic
thinking and the
pragmatism of real-
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management. Known
for its cases and
teaching notes, this
edition provides an
unparalleled case line
up of 28 cases. (1) 25 of
the 28 cases are brand
new or extensively*

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updated for this edition,

(2) The selection of cases is diverse, timely, and thoughtfully-crafted and complements the text presentation pushing students to apply the concepts and analytical tools they have read about. (3) Many cases involve high-profile companies. (4) And there's a

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*This Element discusses
the concept and
applications of strategy
tools. Strategy tools are
frameworks,
techniques, and*

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methods that help individuals and organizations to create their strategies. After a brief overview of different ideas on strategy and strategic thinking, we move on to define and discuss what strategy tools are and elaborate on the promise and perils of using them to implement strategic

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*management. We
review the most
commonly used, classic
tools and techniques,
but also less well-
known tools of the
strategy trade, as
proposed by scholars
writing in the leading
strategy journals. We
conclude by offering
suggestions on how to
improve strategic
design and the*

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*effectiveness of the
resultant strategy
through the selective
use of the most
appropriate tools.*

*Overall, this Element
provides a quick
overview of the tools
that are available to
those tasked with
creating organizational
strategies and making
strategic decisions.*

This title responds head-

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requests by business
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include the clearest presentation of the value-price-cost framework. Our co-author, Margaret Peteraf, a highly regarded researcher, helped integrate both the resource-based view of the firm from the perspective of both single-business and

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