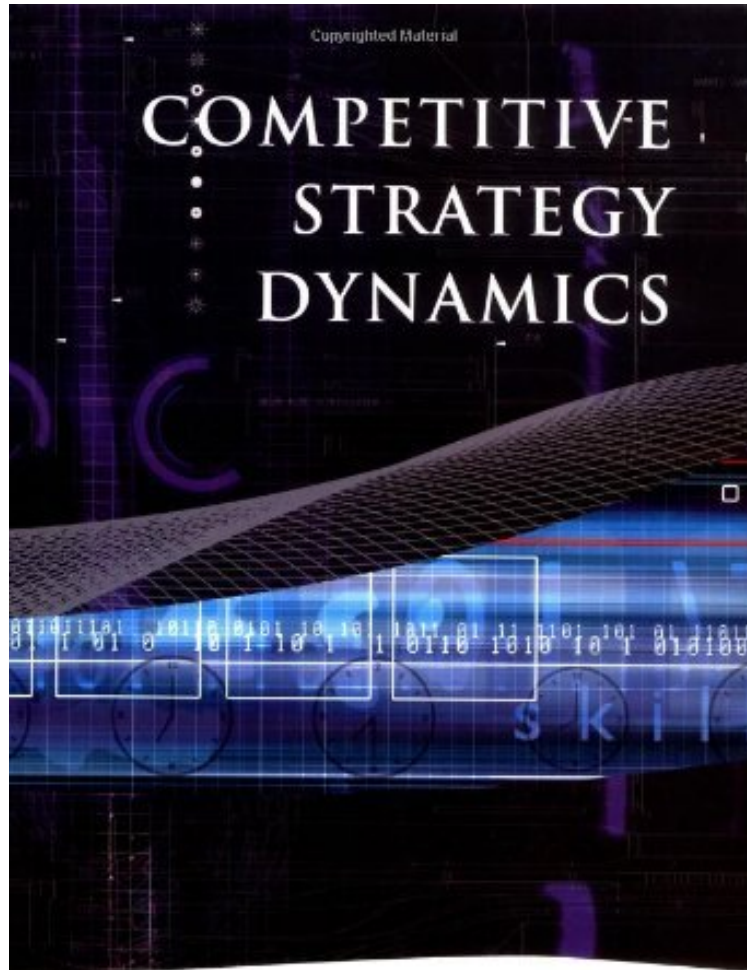


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## Competitive Strategy Dynamics

*Kim Warren*

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**Kim Warren : Competitive Strategy Dynamics** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Competitive Strategy Dynamics:

2 of 3 people found the following review helpful. A refreshingly new approach to strategy! By A CustomerOK, this is an MBA text book but it is still very readable for any business manager. It is so much more practical than blue sky theoretical, guru-speak. I actually worked out what I should do with my team, which is more help than I've had from a dozen other books by former CEOs! The basic idea is really simple - performance comes from resources like "customers". We have to not only win customers but not lose them too... understanding why we win and lose customers is all about tracking the changes to business resources over time. The book shows how to "resource map" your business and then use the map to work out a way forward. It's got something to say on marketing, rivalry and industry

changes. The really interesting part is trying to combine "soft factors" like customer reputation, into a business plan. Definitely worth thinking about if nothing else. 6 of 8 people found the following review helpful. A good follow on book.....By An avid reader This is a good follow on book specifically addressing the strategic management issues. To really understand and apply this book, one must have read "Business Dynamics by Sterman". Otherwise this is a good book giving a very refreshing approach to strategy management that has strong underlying mathematical foundations. Another plus for this book is by using system dynamics, that has been around for 40+ years and still going strong, as the underlying approach, it has made its shelf life longer (unlike most management theories that end up as "flavor of the week"). A must for anyone interested to read, know about, practice strategic management 7 of 7 people found the following review helpful. Systems dynamics for top management By A Customer This is an excellent book for business managers not for expert models developpers. Much has been written on system dynamics that can hardly be applied to the world of business. Warren has translated a complicated theory into a graspable subject with a step-by-step approach that will help senior management integrate system dynamics into their thinking. It is then up to managers to require the help of expert consultants to build the model, the object of most of the litterature on system dynamics.

This book offers a practical, fact-based approach to explain how enterprises deliver performance over time. Rigorous methods explain how to quantify the growth, decline and interdependence within the organisation's resources and capabilities as well as the continuous interactions with competitors and other external factors. These methods create clear and practical pictures of the strategic architecture driving earnings and other performance outcomes, not just for commercial firms, but for non-profit cases too. Management is then well-equipped to answer three crucial questions in their strategy development : why has the business performed as it has to date? where is performance headed in the future if we carry on as now? and how can we alter this future for the better? The book provides the basis for an entire course on the time-based perspective on competitive strategy, connecting strongly to established static frameworks. Alternatively it offers a vital missing component for existing courses in strategy and general management, as well as a key reference text for professionals in corporate development, consulting and business analysis.

"...many valuable ideas..." (Long Range Planning, Vol 37 2004) From the Inside Flap Professionals and students of strategy are hungry for reliable, fact-based approaches to analyzing business performance and developing strategy. They especially need to understand what drives performance through time, not only to communicate and persuade others of desirable initiatives, but also to provide a sound basis for investors to value firms and their plans. Common approaches to Strategy are often derived from statistical methods, and are inadequate for responding to this need for time-based understanding. In contrast, the notion that business resources accumulate and deplete as time passes is readily understood by management, and is also amenable to rigorous analysis. Kim Warren explains these underlying principles in terms that managers and students can understand, and through frameworks that educators can teach. The book is built around a wide range of illustrative examples, and supported by short descriptions of real cases. The approach is as applicable to non-profit and governmental cases as to commercial firms. From the Back Cover The complexity and dynamism of modern industries and businesses has exposed shortcomings in the strategy tools currently in widespread use. Senior management is in urgent need of a practical, fact-based, but rigorous approach for understanding how their organizations function, interact with competitors and their market place, and deliver performance over time. The Strategy Dynamics approach offers a means for accomplishing this task, and building a more confident and prosperous path into the future. Kim Warren provides a very clear and accessible introduction to the Strategy Dynamics approach in Competitive Strategy Dynamics. He offers powerful but usable frameworks to explain and deliver the key concern of senior managers and investors - business performance through time. In addition to tangible factors such as customers and staff, he shows how to deal with the unavoidable influence of 'soft' factors such as morale, quality, reputation and capabilities. He also explains how the Strategy Dynamics approach is relevant and applicable to all contexts - new venture development, rapid growth, maturity, decline, rivalry, market entry and so on. Competitive Strategy Dynamics has been written for MBA and Executive Education courses in strategic management, business policy and international management, but the concepts are relevant, too, in other subjects, such as marketing, organizational behavior and new venture development. It is also an important tool for strategy consultants and practising managers, whether in large or small firms, manufacturing or service sectors, public service or not-for-profit organizations.