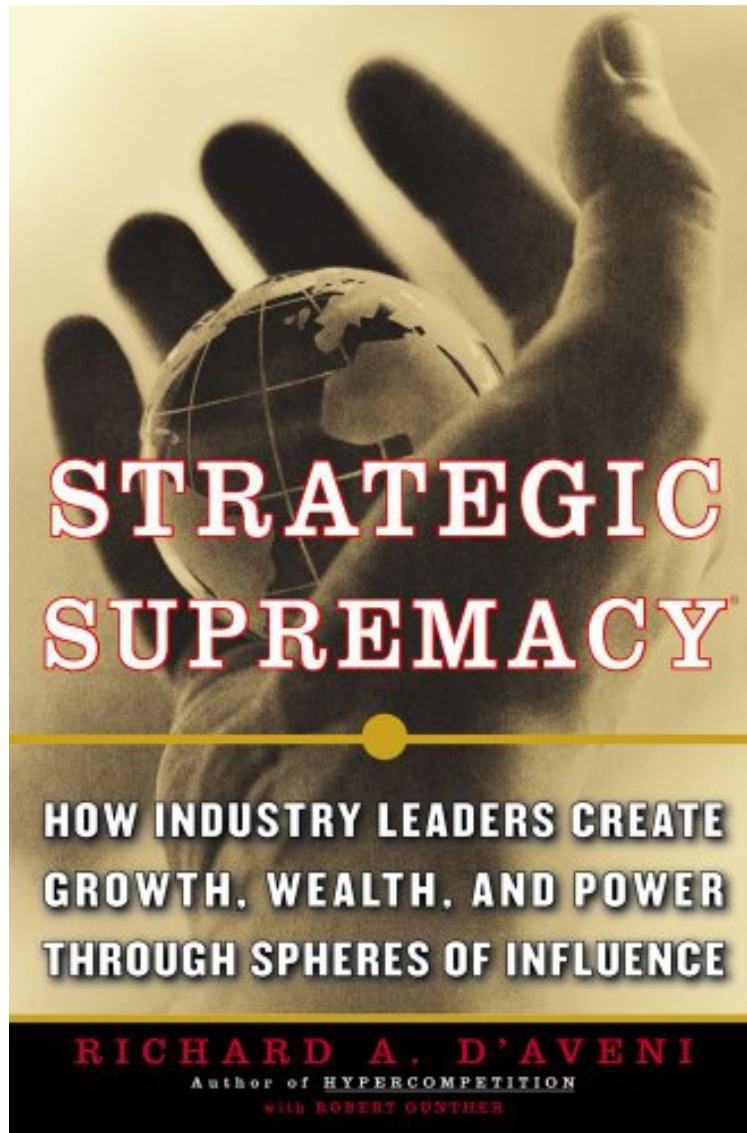


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Strategic Supremacy: How Industry Leaders Create Spheres of Influence from Their Product Portfolios to Achieve Preeminence

Richard A. D'aveni

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Richard A. D'aveni : Strategic Supremacy: How Industry Leaders Create Spheres of Influence from Their Product Portfolios to Achieve Preeminence before purchasing it in order to gauge whether or not it would be worth my time, and all praised Strategic Supremacy: How Industry Leaders Create Spheres of Influence from Their Product Portfolios to Achieve Preeminence:

7 of 10 people found the following review helpful. For startups and small businesses By A Customer This book was

incredibly readable. At times, even witty. It provides a big picture context but, at the same time, puts business trends and examples in a context so you can see whether they are really applicable to your company or situation. As someone who runs a startup, too much theory can bog me down so I liked that each chapter also included practical applications and checklists like, for example, ways to rethink your portfolio or to reduce your vulnerability. I guess my overall take is that Strategic Supremacy has an agenda that is bigger than just promoting a new, one-size-fits-all business strategy. It makes it very clear how defined and yet dynamic any company has to be right now - and it provides a very practical template for breaking away from traditional thinking and looking at my business and my industry in a new way.⁶ of 12 people found the following review helpful. Strategic Supremacy By A Customer Both in style and content this is a heavily theoretical, academic work. The concept of spheres of influence does little to advance the discussion beyond what could be achieved using conventional portfolio models and competitive theory. The constant reliance on historical, non business related examples only increases the abstract nature of D'Aveni's argument. D'Aveni is unable to provide examples of companies who have followed the approach he describes and thus his argument is weakened by a lack of coherent or consistent case studies. He is forced to rely on a series of vignettes that attempt to justify small parts of his argument. As an academic exercise in reviewing similarities across social, military and business history, Strategic Supremacy offers some interesting insights. As a tool for understanding the competitive environment and developing strategies it does not, in my opinion, offer a great deal that current tools cannot provide.⁸ of 10 people found the following review helpful. Gotta be smart to like this one! By A Customer This book take the "core philosophy" one step further. You gotta be a strategy geek though to really understand it. If the wonderful book BUILT TO LAST taught you how to work from the core, then this book teaches you how to protect your core. This book is revoultinary because the author really sees things in a new way. This book has helpt me understand me and my competitors. I understand what the core of my business is, and my competitors, the diffrence comes how we interact and work from the coreit proves how complex business strategy really is. This book helps you undertand it!

Are upstart competitors taking deadly aim at your company's products and markets? Richard A. D'Aveni, author of the famous attacker's handbook *Hypercompetition*, presents coun-terrevolutionary strategies and tactics that any industry leader or established company can use to defend itself against revolutionaries, disrupters, or hypercompetitors. The secret lies in making the rules, not breaking them, D'Aveni says, because rule makers still rule. Arguing that "profits and prosperity come not from revolution but stability and orderly change," D'Aveni presents a commanding framework that will enable any resource-rich or clever defender to gain Strategic Supremacy by being first to define the playing field. D'Aveni demonstrates how global powerhouses such as Disney, Microsoft, and Procter Gamble have achieved preeminence by reconceptualizing their product portfolios as powerful competitive arsenals he calls "spheres of influence." Essentially a new way to compete by restructuring portfolios around a core geographic/product market, spheres enable any company to influence the behavior and positioning of rivals. In immensely readable prose, D'Aveni describes how prevailing spheres of influence can be used to create legal business equivalents to a "concert of powers" and other industry structures that mix cooperation with competition. Just one of the potent functions of a corporate sphere, D'Aveni shows, is to contain competitors of equal size (as NBC contained ABC). Spheres can also be used to stabilize an entire industry's global power system. A glance at the detailed table of contents will provide a sense of the wealth of new information contained in this essential handbook of global warfare, including "how-to" tools the reader will need to measure and map the pattern of competitive pressure in any industry and to interpret the meaning and strategic implications of these pressure patterns for his or her position within the industry's power hierarchy.

From Publishers Weekly In a glib, predominantly theoretical exercise, Dartmouth Business School professor D'Aveni sets out to demonstrate how extremely large ("multiproduct, multilocation") corporations can obtain even more influence than they already possess. Drawing on world history as much as business history, D'Aveni contends that corporations need to spend more time establishing and developing their "sphere of influence," or the core market or markets that they own. By concentrating on that sphere, which should include adjacent markets, they can do two things simultaneously extend their reach and protect their core. His message is that firms will either shape this sphere or be forced to react to competitors who try to shape it for them: "As both the Roman Empire and Microsoft found, the evolution of their spheres was a process of... shifting their spherical growth strategies to circumvent the obstacles placed in their way by rival great powers." It is an intriguing argument, but it would have been more appealing if illustrated by in-depth case studies. Examples of companies that have followed these strategies, even unknowingly, are few, and the ones D'Aveni includes are unconvincing. If a reader is not in the upper ranks of a multibillion-dollar multinational company, it is difficult to translate his theory into reality. Presumably even tiny firms could follow this strategy, but they will be hard-pressed to learn how, given D'Aveni's abstract, academic approach. Copyright 2001 Cahners Business Information, Inc. From Library Journal This handbook on company global warfare offers tools that will help companies thrive in the face of competition. D'Aveni (strategic management, Amos Tuck Sch. of Business Administration, Dartmouth; *Hyper-Competition*) and his coauthors show how companies of any size can measure and map patterns of competitive pressure and interpret the meaning and strategic implications of these patterns in light of

the industry's power hierarchy. He presents strategies and tactics that large corporations can use to create periods of dynamic stability, conquering chaos and shaping a world or industry in which they are the center. He also adds historical highlights to illustrate his ideas about how to douse disruptions, contain competitors, and master the art of competitive configuration, using case studies of today's airline, beer, media, PC, and automobile industries. A very detailed table of contents will lead readers to topics they are most interested in, and chapter notes at the end of the book provide additional references for further study. For most business collections. Susan C. Awe, Univ. of New Mexico, Albuquerque Copyright 2001 Reed Business Information, Inc. From Booklist D'Aveni, an academic and strategy consultant, and his associates offer a book about strategic supremacy for superstars in hot industries as well as industries more mature and less hot. Defining strategic supremacy as "the ability to continually create, use, share, distribute, redistribute, preserve, stabilize, counter, circumvent and direct the pattern of power in [an] industry," they caution that if companies don't gain strategic supremacy in their markets, others will. We learn that the struggle for supremacy is a dynamic process involving the continual creation of superlative value for a company's core customers while using its strength to influence the behavior of rivals in defining the playing field. Using historical highlights and actual corporate examples, the authors illustrate the rebuilding and reshaping of competitive environments and conclude with a self-assessment exercise for readers to judge their own strategic supremacy quotient. This book is written for managers and can serve as an infomercial for D'Aveni's consulting activities while also influencing the academic community. Mary Whaley Copyright copy; American Library Association. All rights reserved