

Strategic Management: Concepts, 4e

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Detailed List of New Features

- New A-head section on “Changes over Time: Entry Choices and Industry Dynamics” in Chapter 3.
- New A-head section on “The Value Chain and Strategic Activity Systems” in Chapter 4.
- New A-head section “Platform Strategy” in Chapter 7.
- New A-head section “Organizing for Innovation” in Chapter 11 (closed and open innovation).
- All new or updated and revised ChapterCases (including: Tesla, Sheryl Sandberg at Facebook, Airbnb, Uber vs. Lyft, IKEA, and Zappos).
- All new or updated and revised Strategy Highlights (two per chapter).
- New or fully updated and revised MiniCases (four new, 18 revised and updated).
- Fully updated and revised full-length cases, including most popular cases such as Apple, McDonald’s, Best Buy, Amazon, Facebook, Delta Air Lines, Alphabet’s Google, etc.

Chapter by Chapter Changes

Chapter 1

- New ChapterCase: “Tesla’s Secret Strategy.”
- New Strategy Highlight: “Teach for America: How Wendy Kopp Inspires Future Leaders.”
- Improved chapter flow through moving the updated section on “Vision, Mission, and Values” into Chapter 1 (from Chapter 2).

Chapter 2

- New ChapterCase: “Sheryl Sandberg: Leaning in at Facebook.”
- Improved chapter flow through moving the updated section on “Stakeholder Strategy” into Chapter 2 (from Chapter 1).

Chapter 3

- New ChapterCase: “Airbnb: Disrupting the Hotel Industry.”
- New A-head section on “Changes over Time: Entry Choices and Industry Dynamics.”

•Improved chapter flow through moving the updated section on industry and firm effects into Chapter 3 (from Chapter 1). PREFACE xvii rot27628_fm_i-xxxi xvii 11/23/17 04:07 PM

Chapter 4

- New A-head section on “The Value Chain and Strategic Activity Systems.”
- New Strategy Highlight: “When Will P&G Play to Win Again?”

Chapter 5

- New section on “the Why, What, Who, and How of Business Models Framework.” Extended and updated discussion of business models to include new popular applications and examples, with a more in-depth discussion.
- Extended and updated discussion of competitive advantage and firm performance using the ongoing competition between Apple and Microsoft as an example throughout the chapter, including comparing the same two companies along different metrics and approaches to assess competitive advantage. Added a stronger dynamic element.

Chapter 6

- New section on the learning curve concept applied to Tesla’s manufacturing process with real-world data and graphic illustration.

Chapter 7

- New A-head section “Platform Strategy.”
- New Strategy Highlight “Standards Battle: Which Automotive Technology Will Win?”

Chapter 8

- Updated and revised ChapterCase featuring Amazon’s corporate strategy through vertical integration and diversification.
- Updated and expanded section on parent-subsidiary relationship, featuring GM and (former) subsidiaries Opel and Vauxhall in Europe.

Chapter 9

- New ChapterCase: “Little Lyft Gets Big Alliance Partners,” featuring the smaller ride-hailing competitor’s astute use of strategic alliances with strong partners such as GM and Alphabet’s Waymo to compete against Uber.
- New Strategy Highlight “How Tesla Used Alliances Strategically”.

Chapter 10

- New section on “Globalization 3.1: Retrenchment?”
- Updated and revised ChapterCase: “Sweden’s IKEA: The World’s Most Profitable Retailer,” highlighting IKEA’s strategy on competing in both developed and emerging economies across the world.
- New Exhibit 10.4 juxtaposing: “Advantages and Disadvantages of International Expansion”.
- Updated and revised Strategy Highlight: “Walmart Retreats from Germany, and Lidl Invades the United States,” highlighting how disruptors of the German grocery industry (Aldi and Lidl) are challenging Walmart on its home turf. xviii PREFACE rot27628_fm_i-xxxi xviii 11/23/17 04:07 PM

Chapter 11

- New A-head Section “Organizing for Innovation” (closed and open innovation).
- New Strategy Highlight: “Sony vs. Apple: Whatever Happened to Sony?”
- New Exhibit 11.11 juxtaposing: “Advantages and Disadvantages of Different Organizational Structures”.

Chapter 12

- Updated and revised ChapterCase: “Uber: Most Ethically Challenged Tech Company?” including co-founder and long-time CEO Travis Kalanick’s forced resignation in the wake of several ethics scandals.
- Updated and revised Strategy Highlight: “Why the Mild Response to Goldman Sachs and Securities

Fraud?”

MINICASES

- Added four new: Yahoo, IBM, Dollar Shave Club, and Disney.
- Updated and revised the most popular 18 MiniCases from the third edition.
- Stronger focus on non-U.S. firms, especially on global competitors from Asia and Europe.
- Stronger focus on U.S. companies competing in China and India, facing strong domestic competitors.

FULL-LENGTH CASES

- All cases—including the new and revised cases plus all cases from the previous editions that were authored by Frank T. Rothaermel—are available through McGraw-Hill Create:
<http://www.mcgrawhillcreate.com/Rothaermel>.
- Added five new, author-written full-length Cases: Netflix, Starbucks, Uber, Walmart, and Disney.
- Added one new, full-length Case: SpaceX by David R. King
- Revised and updated the most popular cases including: Amazon, Apple, Alphabet’s Google, Best Buy, Facebook, McDonald’s, Tesla, Delta Air Lines, and UPS in India, among others.
- Updated and revised the popular case “The Movie Exhibition Industry” by Steve Gove.
- Case Strategic Financial Analyses (SFAs) include financial data in e-format for analysis.

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