

PRINCIPLES FOR ACHIEVING AND  
SUSTAINING SUPERIOR PERFORMANCE



# HOW INDUSTRIES E·V·O·L·V·E

ANITA M. McGAHAN

HARVARD BUSINESS SCHOOL PRESS

# How Industries Evolve Principles For Achieving And Sustaining Superior Performance

**Katrin Zwirgmaier**



## **How Industries Evolve Principles For Achieving And Sustaining Superior Performance:**

How Industries Evolve Anita Marie McGahan, 2004 An insightful Model for Understanding Industry Change From Xerox to K Mart to Sotheby's great companies have failed to translate extraordinary innovation into better profitability Why does this happen Anita M McGahan argues that great companies fail to profit from investments in innovation when they break their industries rules for how change can take hold In this book she shows how to develop a strategy that is aligned with the rules of industry change By understanding and operating within the rules executives can better appreciate the tradeoffs that are unique to each company's evolutionary path and consequently improve performance by making smarter more profitable strategic bets How Industries Evolve is based on extensive statistical studies of 700 global industries and more than twenty five case studies McGahan identifies four models of industry evolution progressive creative radical and intermediating and shows how a company can diagnose which model most closely describes the trajectory of change in its industry The book then explains how company strategists can use their understanding of this model to carefully coordinate choices about R D alliances internal venturing leadership style compensation modularization and time to market By supporting executives efforts to recognize and respond to shifts in industry structure this book will ultimately help companies to achieve and sustain superior performance

The Essential Manager James W. Cortada, 2015-01-07 This book discusses the evolution of management as a profession over the past two decades and how it continues to evolve It goes on to describe the new style of management and makes recommendations for what today's and tomorrow's managers must know and how to work Offers ways to think about your role as a manager in order to optimize your effectiveness toward uncertain and turbulent changes Discusses current realities in which management currently operates Provides a historical background of managerial practices and how they've evolved in the present workplace

Wiley Guide to Fair Value Under IFRS James P. Catty, 2010-04-09 Your one indispensable guide to all the Fair Value requirements of IFRS A complete guide to the complex valuation requirements of IFRS this book includes chapters on theoretical and practical applications with extensive examples illustrating the required techniques for each application Appropriate for anyone involved professionally with finance managers accountants investors bankers instructors and students this guide draws on a stellar panel of expert contributors from fourteen countries who provide international coverage and insight into a diverse range of topics including Fair Value in implementing IFRS Market Approach Income Approach Capitalization and Discounting Methods Economic and Industry Conditions Cost of Capital Financial Statement Analyses Impairment Testing Intellectual Property Rights patents copyrights trademarks Projecting Financial Statements Liabilities Customer Relationships Share based Payment Plant and Equipment Guide to Fair Value Under IFRS is the first international valuation book of its kind Fully compliant with the Certified Valuation Analyst curriculum it provides detailed guidance as to how fair value is to be determined and fills numerous gaps in common understanding of IFRS requirements

How Societies Embrace Information Technology James W.

Cortada,2010-03-02 This book discusses how computers are shaping contemporary society with a tight focus on the role of corporations and governments It is aimed at government policymakers interested in economic development and at private sector managers who routinely make decisions to acquire and use information technology now a worldwide expenditure of over 2 trillion annually The book will also interest a wide range of academics concerned with the sociology history economics and the effects of IT on contemporary society and to the general trade market      **The Granularity of Growth** Patrick Viguerie,Sven Smit,Mehrdad Baghai,2011-01-13 While growth is a top priority for companies of all sizes it can be extremely difficult to create and maintain especially in today s competitive business environment The Granularity of Growth will put you in a better position to succeed as it reveals why growth is so important what enables certain companies to grow so spectacularly and how to ensure that growth comes from multiple sources as you take both a broad and a granular view of your markets      *The New Oxford Handbook of Economic Geography* Gordon L. Clark,Maryann P. Feldman,Meric S. Gertler,Dariusz Wójcik,2018 The first fifteen years of the 21st century have thrown into sharp relief the challenges of growth equity stability and sustainability facing the world economy In addition they have exposed the inadequacies of mainstream economics in providing answers to these challenges This volume gathers over 50 leading scholars from around the world to offer a forward looking perspective of economic geography to understanding the various building blocks relationships and trajectories in the world economy The perspective is at the same time grounded in theory and in the experiences of particular places Reviewing state of the art of economic geography setting agendas and with illustrations and empirical evidence from all over the world the book should be an essential reference for students researchers as well as strategists and policy makers Building on the success of the first edition this volume offers a radically revised updated and broader approach to economic geography With the backdrop of the global financial crisis finance is investigated in chapters on financial stability financial innovation global financial networks the global map of savings and investments and financialization Environmental challenges are addressed in chapters on resource economies vulnerability of regions to climate change carbon markets and energy transitions Distribution and consumption feature alongside more established topics on the firm innovation and work The handbook also captures the theoretical and conceptual innovations of the last fifteen years including evolutionary economic geography and the global production networks approach Addressing the dangers of inequality instability and environmental crisis head on the volume concludes with strategies for growth and new ways of envisioning the spatiality of economy for the future      *The Evolution of a New Industry* Israel Drori,Shmuel Ellis,Zur Shapira,2013-01-09 The Evolution of a New Industry traces the emergence and growth of the Israeli hi tech sector to provide a new understanding of industry evolution In the case of Israel the authors reveal how the hi tech sector built an entrepreneurial culture with a capacity to disseminate intergenerational knowledge of how to found new ventures as well as an intricate network of support for new firms Following the evolution of this industry from embryonic to mature Israel Drori Shmuel Ellis and Zur Shapira develop a

genealogical approach that relies on looking at the sector in the way that one might consider a family tree The principles of this genealogical analysis enable them to draw attention to the dynamics of industry evolution while relating the effects of the parent companies initial conditions to their respective corporate genealogies and imprinting potential The text suggests that genealogical evolution is a key mechanism for understanding the rate and extent of founding new organizations

comparable to factors such as opportunity structures capabilities and geographic clusters *High Performance Companies* Nitin Pangarkar,2011-10-11 The easy to adopt strategies that make companies from Coca Cola to Starbucks perennial over performers and that you can use too High Performance Companies complements the frameworks for strategy making detailed in many existing books proposing a number of rules of thumb or principles that companies can consider when making their day to day decisions which in turn will determine their actual strategies These principles traverse a wide range of scenarios such as strategic changes implemented by companies resource allocation decisions especially towards building durable assets and resource acquisition through inorganic means The book adopts a reader friendly approach by teasing out the lessons to be found in detailed cases studies from interesting companies The writing minimizes jargon while maintaining rigor especially with regard to the applicability and relevance of the strategic principles to different business contexts Cites extensive evidence in support of the proposed arguments without sacrificing readability Combines both short and long case studies within each chapter to demonstrate the general applicability of the principles presented Uses a variety of examples ranging from well known companies such as Coca Cola Singapore Airlines and Starbucks to relatively lesser known companies such as Illinois Tool Work SAS Institute and Heng Long Leather to show that the principles presented are applicable everywhere Providing valuable new insight into what makes a business successful and how to replicate this in a company of any size High Performance Companies is an essential addition to the library of any manager or student of business

**Industry 4.0** Tessaleno Devezas,João Leitão,Askar Sarygulov,2017-02-28 This book presents the latest research perspectives on how the Industry 4 0 paradigm is challenging the process of technological and structural change and how the diversification of the economy affects structural transformation It also explores the impact of fast growing technologies on the transformation of socioeconomic and environmental systems and asks whether structural and technological change can generate sustainable economic growth and employment Further the book presents the basic innovations new technologies materials energy etc and industrial policies that can lead to such a structural change *The Oxford Handbook of Innovation Management*

Mark Dodgson,David M. Gann,Nelson Phillips,2014 While innovation is widely recognised as being critical to organisational success and the well being of societies it requires careful management to ensure that innovation processes have the best possible impact This volume provides a wide range of perspectives on the nature of innovation management and its influences Quantitative Techniques for Competition and Antitrust Analysis Peter Davis,Eliana Garcés,2009-11-16

This book combines practical guidance and theoretical background for analysts using empirical techniques in competition

and antitrust investigations Peter Davis and Eliana Garc s show how to integrate empirical methods economic theory and broad evidence about industry in order to provide high quality robust empirical work that is tailored to the nature and quality of data available and that can withstand expert and judicial scrutiny Davis and Garc s describe the toolbox of empirical techniques currently available explain how to establish the weight of pieces of empirical work and make some new theoretical contributions The book consistently evaluates empirical techniques in light of the challenge faced by competition analysts and academics to provide evidence that can stand up to the review of experts and judges The book s integrated approach will help analysts clarify the assumptions underlying pieces of empirical work evaluate those assumptions in light of industry knowledge and guide future work aimed at understanding whether the assumptions are valid Throughout Davis and Garc s work to expand the common ground between practitioners and academics

*Networking and Telecommunications: Concepts, Methodologies, Tools, and Applications* Management Association, Information Resources,2010-01-31 This multiple volume publications exhibits the most up to date collection of research results and recent discoveries in the transfer of knowledge access across the globe Provided by publisher

**An Autecological Theory of the Firm and its Environment** Colin Jones,Gimme Walter,2017-06-30 The process of firm level adaptation and survival have historically been of great interest to researchers of firms However these researchers have previously been denied an ecological framework within which to study the processes through which individual firms respond to and indeed modify their individual environments This book remedies this situation providing the first comprehensive introduction to organisational autecology or the study of individual firms and the environments they interact with and typically modify to ensure their survival In addition to establishing the theoretical and philosophical foundations of organisational autecology the empirical application of this new approach is demonstrated and its future application to the domain of organisational studies is contemplated

**The Management of Technological Innovation** Mark Dodgson,David M. Gann,Ammon Salter,2008-02-07 The management of technological innovation MTI is one of the most important challenges facing businesses today Innovation has become the fundamental driver of competitiveness for firms of all sizes in virtually all business sectors and nations The first edition of this book has become one of the most popular texts for students of innovation and technology management This new edition sees David Gann and Ammon Salter join Mark Dodgson as authors drawing on their combined experience of 60 years of researching and teaching MTI It combines the most relevant theoretical analysis with contemporary and historical empirical evidence to provide a comprehensive yet concise and readable guide to the challenges of MTI By explaining the innovation process the book reveals the broad scope of MTI and its importance for company survival growth and sustainability It describes how MTI has to be managed strategically and how this is successfully achieved by formulating and implementing strategy and delivering value Chapters provide frameworks tools and techniques and case studies on managing innovation strategy communities and networks R D design and new product and service development operationsand production and

commercialization Based on robust analysis the book provides a wide range of empirical evidence from a huge diversity of case studies with around fifty case studies newly written for this edition It analyses MTI in all parts of the world in companies large and small and in services manufacturing and resource based business sectors This new edition has been fully revised and updated to reflect the latest teaching and research and to ensure its continuing relevance to the contemporary world of MTI It will be an important resource for academics students and managers throughout the world is a recommended text for students of innovation and technology management at postgraduate and undergraduate level and is particularly valuable for MBA courses

**Inverting the Paradox of Excellence** Vivek Kale,2014-07-14 Over time overemphasis and adherence to the same proven routines that helped your organization achieve success can also lead to its decline resulting from organizational inertia complacency and inflexibility Drawing lessons from one of the best models of success the evolutionary model Inverting the Paradox of Excellence explains why your organization must proactively seek out changes or variations on a continuous basis for ensuring excellence by testing out a continuum of opportunities and advantages In other words to maintain excellence the company must be in a constant state of flux The book introduces the patterns and anti patterns of excellence and includes detailed case studies based on different dimensions of variations including shared values variations structure variations and staff variations It presents these case studies through the prism of the variations idea to help you visualize the difference of the case history approach presented here The case studies illustrate the different dimensions of business variations available to help your organization in its quest towards achieving and sustaining excellence The book extends a set of variations inspired by the pioneering McKinsey 7S model namely shared values strategy structure staff style staff skills systems and sequence It includes case history segments for Toyota Acer eBay ABB Cisco Blackberry Tata Samsung Volvo Charles Schwab McDonald s Scania Starbucks Google Disney and NUMMI It also includes detailed case histories of GE IBM and UPS

**Computerworld** ,2004-10-04 For more than 40 years Computerworld has been the leading source of technology news and information for IT influencers worldwide Computerworld s award winning Web site Computerworld com twice monthly publication focused conference series and custom research form the hub of the world s largest global IT media network

*The Digital Hand, Vol 3* James W. Cortada,2007-11-06 In The third volume of The Digital Hand James W Cortada completes his sweeping survey of the effect of computers on American industry turning finally to the public sector and examining how computers have fundamentally changed the nature of work in government and education This book goes far beyond generalizations about the Information Age to the specifics of how industries have functioned now function and will function in the years to come Cortada combines detailed analysis with narrative history to provide a broad overview of computings and telecommunications role in the entire public sector including federal state and local governments and in K 12 and higher education Beginning in 1950 when commercial applications of digital technology began to appear Cortada examines the unique ways different public sector industries adopted new technologies showcasing the manner in which their

innovative applications influenced other industries as well as the U S economy as a whole He builds on the surveys presented in the first volume of the series which examined sixteen manufacturing process transportation wholesale and retail industries and the second volume which examined over a dozen financial telecommunications media and entertainment industries With this third volume The Digital Hand trilogy is complete and forms the most comprehensive and rigorously researched history of computing in business since 1950 providing a detailed picture of what the infrastructure of the Information Age really looks like and how we got there Managers historians economists and those working in the public sector will appreciate Cortada s analysis of digital technology s many roles and future possibilities

**Rough Diamonds** Seung Ho Park, Gerardo R. Ungson, Nan Zhou, 2013-05-24 Discover the four traits of the best performing but least known breakout firms in BRIC countries Rough diamonds are the best performing firms in the BRIC Brazil Russia India China countries These firms compare favorably with the top 500 firms and the top 25 manufacturing firms in their countries and comparable firms worldwide exceeding them profit margins and return on assets over an extended time period This book outlines who these firms are and explains their exemplary performance through the Four Cs for Sustaining High Performance Capitalizing on late development Creating Market Inclusive Niches Crafting Operational Excellence and Cultivating Profitable Growth Offers a description of the four major traits that high performance companies in Brazil Russia India and China have in common Contains company profiles from BRIC countries that have proved to be successful Written Sam Park the president at Skolkovo Ernst Young for Emerging Market Studies and Chair Professor of Strategy at Moscow School of Management Skolkovo This important resource outlines the four traits of the best performing but least known breakout firms in BRIC countries

**Big Bang Disruption** Larry Downes, Paul Nunes, 2014 It used to take years or even decades for disruptive innovations to dethrone dominant products and services But now any business can be devastated virtually overnight by something better and cheaper Software based products are replacing physical goods And every service provider must compete with cloud based tools that offer customers a better way to interact Today start ups with minimal experience and no capital can unravel your strategy before you even begin to grasp what s happening Never mind the innovator s dilemma This is the innovator s disaster And it s happening in nearly every industry The good news is that any business can master the strategy of the start ups In our summary of Big Bang Disruption Strategy in the Age of Devastating Innovation Larry Downes and Paul Nunes identify four key stages of the new innovation life cycle helping you spot potential disruptors in time And they offer twelve rules for defending your markets launching disruptors of your own and getting out while there s still time

Back cover **Unitary Developmental Theory and Organization Development, Volume 2** Myles Sweeney, 2022-11-30 This book introduces Unitary Developmental Theory UDT to the field of organization development The second of two volumes it introduces the UDT model and examines its application to organization development and change management The book presents UDT comprising seven developmental levels showing how using its methodical progression can help to avoid issues



such as unsustainable growth and change failure while examining how the model improves collaboration digital transformation change management and team development It shows how the model clinically transforms concepts such as culture which is often cited as the cause of failure for change re defining it as habituated maturation stage and simplifying culture change accordingly This book is designed to accompany Volume 1 which details the psychology of the model and its equal applicability to mental health recovery Showing how UDT can be used as an overarching model to optimize organization development this book will be of great interest to researchers scholars and postgraduate students from the fields of organizational psychology organization development and change management

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