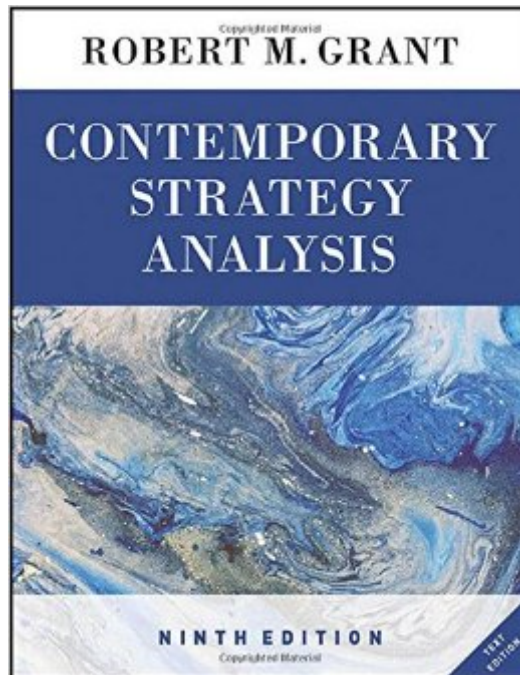


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# Contemporary Strategy Analysis Text Only



## Synopsis

Robert M. Grant combines a highly accessible writing style with a concentration on the fundamentals of value creation and an emphasis on practicality in this leading strategy text. In this new edition several topics have increased emphasis including: platform-based competition and 'ecosystems' of related industries; the role of strategy making processes/practices; mergers, acquisitions and alliances; and additional emphasis on strategy implementation.

## Book Information

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## Customer Reviews

I used this book during my MBA in City University Business School, London and found it extremely helpful. It covers most of ground and guides the reader through different approaches showing them their pros and cons. It takes the magic out of many complicated concepts and make them accessible. In some few parts it lacks detail but if taken as an introductory book to business strategy, it serves that purpose well. As a strategy consultant, I always keep it on my shelf with my favorite "The Mind Of The Strategist".

Great book by someone who is serious about the subject! No "The Art of Strategy according to Lord Nelson" or the like. After reading the book, the reader will be able to think about strategy and judge strategic thinking as applied to real cases. But, better still, it will make the reader curious about strategy and willing to look further into some of the many good references given in the book.

This book was used as our main textbook for Business 184 class taught by Dr. P. Skilton. As an actual user of this book, I believe that the details this book provided are unique in the way that they offer good understanding on what business strategy is about. The book answers the ultimate question, "What is strategy?" by distinguishing strategy from plans and tactics. Additionally, it provides insights to different types of strategies, advantages/disadvantages of each, and actual cases of usage. However, this is not to say that the book is without shortcomings, it creates some confusion in a few tables (and I still believe it's in Ch.2...for those of you doing projects for Dr. Skilton's class, watch out cuz that's one thing he is gonna ask you to do for SURE!). Yet, I believe the real merit in this book could only be discovered through reading the book. >\_

This is an excellent text. There are some errors, I suspect because it is the first printing of this edition. The author explains concepts that students confuse (like Key Success Factors) very well and puts Michael Porter's 5 Forces Model in context. Something few other textbooks bother to do so students tend to use it incorrectly. The cases and examples in the text are also useful.

This book is heavy on economics but strategy formulation typically does not need much economics. Prof. Grant has two major errors: 1) discrediting SWOT analysis, a tool which has been, and still is, a major yet simple tool in consulting world. The problem with Prof. Grant is that he may not be familiar with a 9-cell SWOT and renders judgment based on a 4-cell SWOT which has some limitations; 2) He criticizes Porter's five forces model because he wants to add complementers alongside substitutes as a sixth factor. Complementers are, basically, suppliers hence could be integrated with suppliers constituting the bargaining power of suppliers. Contesting SWOT is shortsighted but challenging Porter's five forces model is foolhardy and misplaced.

This book is a core reading in a UK distance-learning MBA programme to which I am enlisted. The author successfully covers the main areas of current strategic thinking in a style that is easy-to-understand and jargon free. I'm glad that the author pays particular attention to organisational resourced-based capabilities and their alignment to key success factors as an enabler for successful implementation (strategic implementation being the main area where many organisations fail).

I got this book as part of my MBA studies in the UK. The whole course on Strategy leverages this book as a reader throughout and it is truly a wonderful collection tools, techniques and models for

the student and business manager alike. A must have for people involved in defining and setting strategy

I bought this book because I was hoping it would provide me with good guidance in terms of how to use analysis techniques that would support my strategy consulting work. It has a heavy economists' leaning. This is both good and bad. It is good in that it gives some tried and true ways of understanding contemporary strategy. It is bad in that it misses out on the many ways and means by which non-economists understand contemporary strategy and is very thick in terms of its descriptions. It is not a "how to" book, that is for sure. Since competition today often seems to defy economic logic, this economic approach can only go so far. And there is still no better economist's approach than Professor Michael Porter's materials and this book certainly adds little to that great body of work.

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