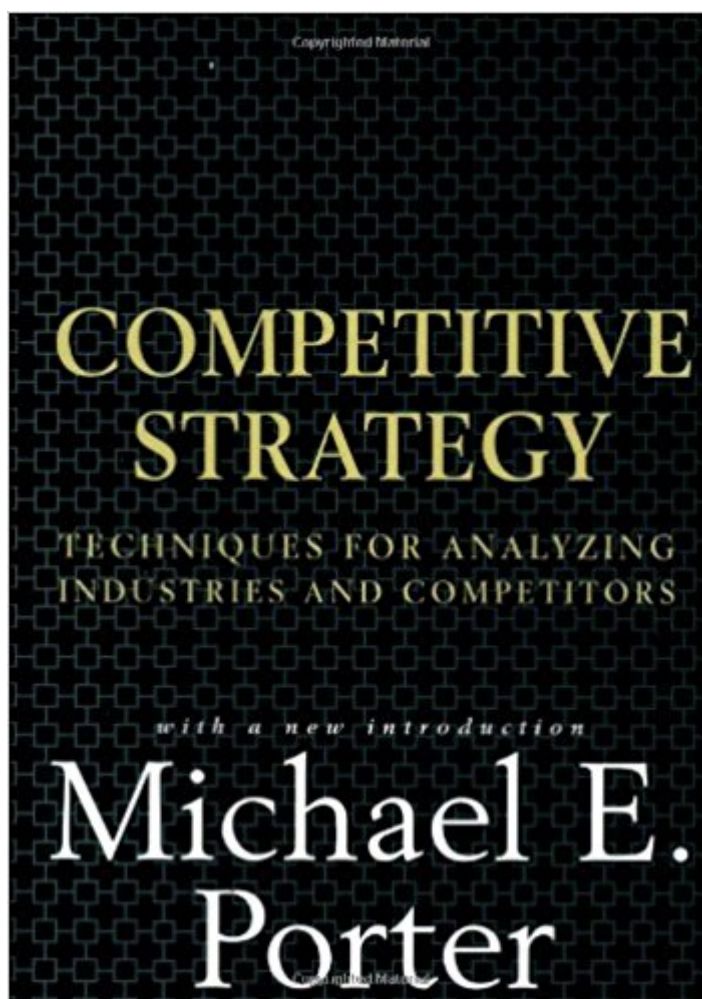


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# Competitive Strategy: Techniques For Analyzing Industries And Competitors



## Synopsis

Now nearing its sixtieth printing in English and translated into nineteen languages, Michael E. Porter's *Competitive Strategy* has transformed the theory, practice, and teaching of business strategy throughout the world. Electrifying in its simplicity—like all great breakthroughs—Porter's analysis of industries captures the complexity of industry competition in five underlying forces. Porter introduces one of the most powerful competitive tools yet developed: his three generic strategies—lowest cost, differentiation, and focus—which bring structure to the task of strategic positioning. He shows how competitive advantage can be defined in terms of relative cost and relative prices, thus linking it directly to profitability, and presents a whole new perspective on how profit is created and divided. In the almost two decades since publication, Porter's framework for predicting competitor behavior has transformed the way in which companies look at their rivals and has given rise to the new discipline of competitor assessment. More than a million managers in both large and small companies, investment analysts, consultants, students, and scholars throughout the world have internalized Porter's ideas and applied them to assess industries, understand competitors, and choose competitive positions. The ideas in the book address the underlying fundamentals of competition in a way that is independent of the specifics of the ways companies go about competing. *Competitive Strategy* has filled a void in management thinking. It provides an enduring foundation and grounding point on which all subsequent work can be built. By bringing a disciplined structure to the question of how firms achieve superior profitability, Porter's rich frameworks and deep insights comprise a sophisticated view of competition unsurpassed in the last quarter-century.

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## Customer Reviews

Fortune Three overarching game plans that work in one industry after another explain how thousands of real-world competitors come out on top. The New York Times American executives are grasping for a logic to global competition. Mr. Porter...has given them one. Choice Few books warrant the too-common publisher's blurb "landmark." This one does. Highest recommendation. Strategic Management Journal Represents a quantum leap...may well be one of the most important contributions to the discipline of strategic management. Journal of Business Strategy Any manager who studies and uses the materials in this book should be able to devise more successful strategies. Philip Kotler S.C. Johnson & Son, Distinguished Professor of International Marketing, Northwestern University Porter's books on competitive strategy are the seminal works in the field.

Michael E. Porter, one of the world's leading authorities on competitive strategy and international competitiveness, is the C. Roland Christensen Professor of Business Administration at the Harvard Business School. In 1983, Professor Porter was appointed to President Reagan's Commission on Industrial Competitiveness, the initiative that triggered the competitiveness debate in America. He serves as an advisor to heads of state, governors, mayors, and CEOs throughout the world. The recipient of the Wells Prize in Economics, the Adam Smith Award, three McKinsey Awards, and honorary doctorates from the Stockholm School of Economics and six other universities, Porter is the author of fourteen books, among them Competitive Strategy, The Competitive Advantage of Nations, and Cases in Competitive Strategy, all published by The Free Press. He lives in Brookline, Massachusetts.

Definitely a must read for business students and maybe marketing managers. Although I wouldn't call it the "bible" of the business world because as you'll notice, some of the concepts are clearly outdated. Nonetheless, Porter introduces strategies that as a basis, still are highly functional today, even in our high tech world. I particularly enjoy reading his predictions on product life cycles and theories about strategy and performance (p.159). Porter also introduces other important strategies on lowest cost, differentiation, and focus. These bring structure to the task of strategic positioning. He shows how competitive advantage can be defined in terms of relative cost and relative prices,

linking it directly to profitability, and presents a whole new perspective on how profit is created and divided. I work in marketing and have found his strategic concepts highly relevant.

Classic book! After reading it, I just realized that every modern marketing text book I have read (I'm a marketing major) is actually based on this one. I'm very impressed, this is the original.

good product . i like it

This is the classic text - in both a positive and negative sense. Porter's framework for competitive analysis, and his description of courses of action and the five forces of competitive landscape remain critically important, topical and useful. In fact, many B-Schools have this as required reading, or the strategy book they use draws on this source text for competitive analysis. On the other side of the coin, the version of the book I have is from about 1980, and the examples are a bit dated, and the world has changed quite a bit since then. It is easy to get wrapped up in the successes and failures of the companies that Porter calls out as having superior competitive positions back in 1980 and looking at where they are (or aren't) today. In summary - the framework for analysis is still relevant and very useful, the examples are very dated, but if you are doing any level of competitive analysis, you will be almost expected to have read and used this book - the Bible of Competitive Strategic thought.

This book is a checklist, a great checklist for anyone doing analysis on industries or companies. Porter is a hard to miss if you work in this area, so you might as well get through this book, and you'll know what everyone is talking about, and you'll also get a good framework that ensures that your analysis doesn't skip important points. Reading Art of War and those kinds of books gives you another kind of strategy, which is very useful in combination with the things Porter gives you. Basically, I think Porter has done a great job of "summarizing" the strategy-process, and this is why the book is so famous, and it is also why I give it 4 and not 5 stars. With sound theory and thorough work you will get the same insights as with Porter's framework, and you will also be better equipped to deal with the peculiarities in every situation. Nevertheless, many people don't have time/the interest for more than a summary, so for them this book is great. And for the rest it's great to get through it to learn the "common language" that is prevalent in the industry of strategy and analysis today.

This is one of the best books you'll find in terms of the latest tips for business strategy. The author has a lot of knowledge on the field!

Hard to get through it even if it is a classic in the business field.

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