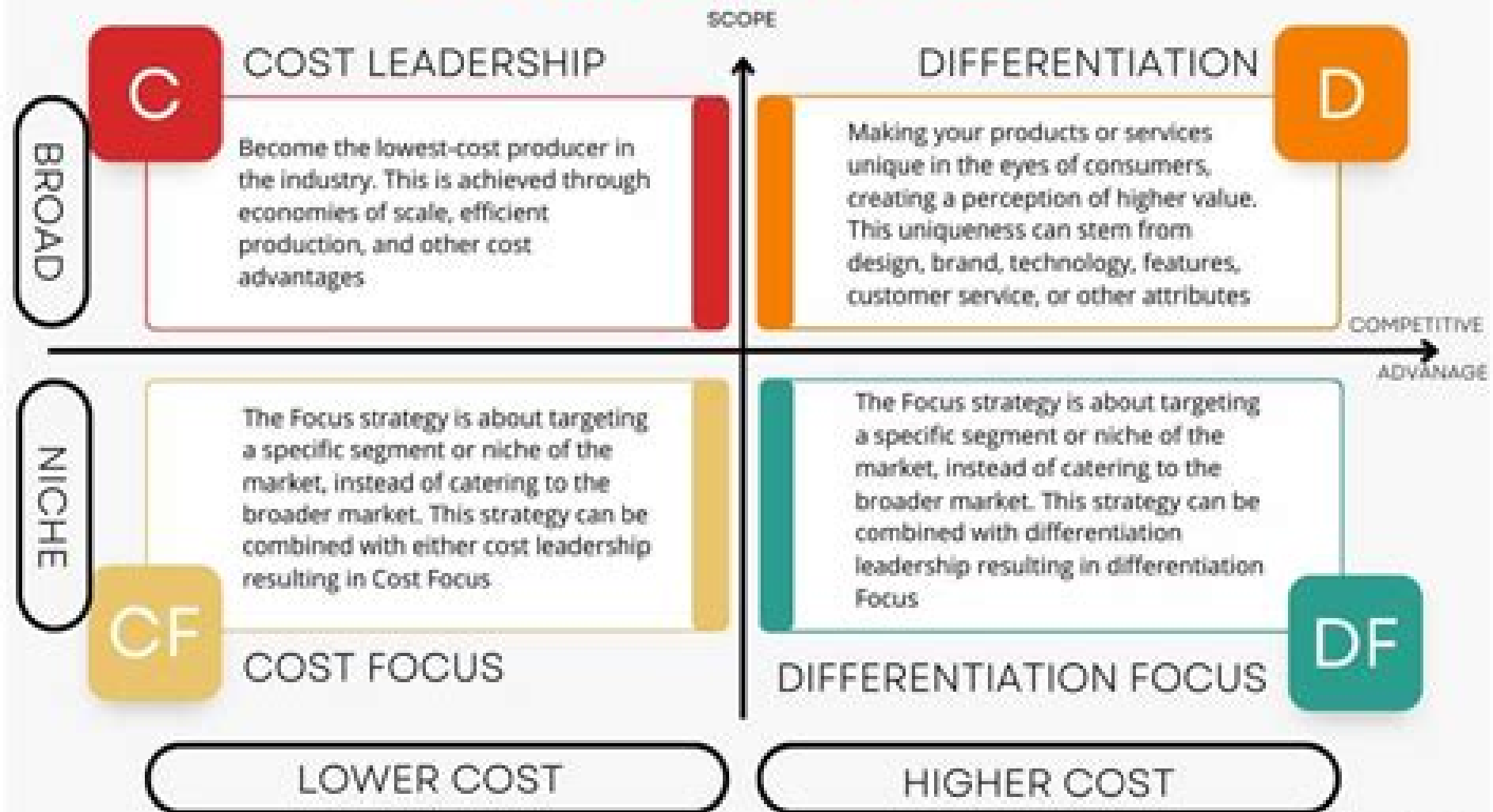


# PORTER'S GENERIC STRATEGIES



# Michael Porter Generic Strategies

**Jean-Pierre Jeannet, Hubert D.  
Hennessey**



## **Michael Porter Generic Strategies:**

**Porter's (1980) Generic Strategies, Performance and Risk** Jan Eldring, 2008-12-03 Inhaltsangabe Introduction In the summer of 2006 the board of Volkswagen announced the withdrawal from the luxury class market in North America due to unsatisfactory results with the Phaeton The Phaeton is Volkswagen's most prestigious project that should attack luxury carmakers as Mercedes or BMW More importantly the Phaeton should upgrade Volkswagen as a brand moving away from the image as a people's carmaker to a high end carmaker for business people as well Unfortunately the customers did not perceive Volkswagen as a producer of luxury class cars even though tests have shown that the Phaeton could actually compete against Mercedes or BMW on a technical level After drawing a balance the board decided to withdraw the Phaeton from the North American market On the other hand there are also success stories within the car manufacturing industry Porsche for example is able to outperform its competitors by bringing products to the market that set high value on quality and status Thereby Porsche became the most profitable carmaker in the world The other extreme is Toyota They outperform its competitors by bringing products to the market that are priced well below market average This case from the car manufacturing industry illustrates a good example in order to introduce the reader to the complex topic of corporate strategy and strategic choice Firms such as Porsche and Toyota lie at the edges of the strategic spectrum whereas Volkswagen underperforms since several years because their products neither appeal to quality conscious nor price sensitive customers However Volkswagen is able to generate profits that defend its position as the biggest car manufacturer in Europe although the firm cannot be assigned to one of the extreme points in the strategic spectrum as for example Porsche or Toyota Apparently these three firms can be separated on behalf of their strategic choice The question then ultimately arises why firms choose a certain strategy Why is Volkswagen not trying to compete on price with Toyota or trying to compete on outstanding products with Porsche Certainly that is easier said than done since definitions of successful strategies have not led to consensus yet in the academic world Several researchers formed the foundation for successful corporate strategies Among others Miles and Snow proposed defender prospector analyzer and reactor strategies that determine the success of a firm Their typology has been

**Designing and Executing Strategy in Aviation Management** Triant G. Flouris, Sharon L. Oswald, 2006 Designing and Executing Strategy in Aviation Management is designed to provide an intensely practical guide to this critically important topic Comprehensive in coverage and easy to read in style it allows both professionals and students to understand the principles and practicalities of crafting and executing business strategies with an aviation context

**An Analysis of Michael E. Porter's Competitive Strategy** Pádraig Belton, 2017-07-05 First published in 1980 Competitive Strategy contradicted the accepted wisdom of the time that said firms should focus on expanding their market share Instead Porter claimed they should analyze the five forces that mold the environment in which they compete new entrants substitute products buyers suppliers and industry rivals

**Strategy** Geoff Goldman, Cecile Nieuwenhuizen, 2006

This book introduces learners to the fundamental concepts of strategic management of a small business in the context of increasing globalisation. The text is designed to provide learners with the tools to analyse, formulate and implement strategies that will enhance the performance of any small business.

**Competitive Strategy** Michael E. Porter, 2008-06-30. 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 presenting 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.

*Strategic Management* Alexandra Kossowski, 2007. Seminar paper from the year 2003 in the subject Business Economics, Business Management, Corporate Governance, grade B 66%. University of Wales Institute Cardiff, Welsh School of Hospitality, Tourism and Leisure, course Strategic Management. 15 entries in the bibliography, language English.

abstract: Strategy is the direction and scope of an organisation over the long term, which achieves advantage for the organisation through its configuration of resources within a changing environment and to fulfil stakeholder expectations.

Johnson and Scholes 2002, p10: Strategy plays an important, if not the most important, role in an organisation. Not only concerning competition, but regarding all aspects of the business. Competition has always been the greatest fear of every businessman. Trying to think ahead of the competitors is the only option a successful business owner has. Developing a strategy, adapting and improving it, and ensuring that employees are aware of the business mission are only a few criteria which help to gain competitive advantage.

Professor Michael Porter developed the so-called model of generic competitive strategies, which will be explained in the first part of this report. Later on, the report will outline problems which occur in Professor Porter's model. The second part of the report applies Porter's concept to a tourism organisation and analyses its

relevance for the chosen business      **Michael Porter's Competitive Advantage Theory: Focus Strategy for SMEs** Max Zapf, 2011-05-09 Research Paper postgraduate from the year 2008 in the subject Business economics Business Management Corporate Governance grade A University of Applied Sciences Chur course MSc Entrepreneurship language English abstract This report was commissioned to examine whether small and medium enterprises SMEs that target only a few market segments will promote their products and services more effectively than SMEs that target the mass market The research draws attention to Porter's generic theory of competitive advantage by mainly concentrating on the third of his competitive advantage strategies the focus strategy Theory as well as a practical survey was used in order to falsify or approve the research question Theory revealed Porter's focus strategy to have several key advantages over a mass market strategy which make firms pursuing such a strategy more effective in their product promotion efforts First a focused firm does not have to devote substantial resources into being all things to all people entailing less expenditure of time and money in comparison to a mass market strategy Second empirical evidence was found that customers do value specialized firms due to their focused capabilities Third a focused firm is less likely to be overwhelmed by great amount of different customer request and is more likely to identify and adapt to market changes in a quick time manner Besides the advantages of a focus strategy the research question is only supported when the SME makes bigger rivals to accommodate their existence in the segment's by creating circumstances in which the cost for the bigger rival in fighting the SME exceeds the cost of accommodating the SME 27 SMEs from South Germany have returned completed questionnaires which were used to find practical evidence for answering the research question Results revealed several tendencies which partly support theory First SMEs that pursue a focus strategy are more likely to do this with a differentiation focus and secondly and most importantly they tend to have fewer problems in attracting and retaining customers There was no indication that focused SMEs are more likely to see and adapt to market changes on an early stage and there was also no tendency visible whether SMEs with a focus strategy are less likely to be overwhelmed with customer requests In conclusion theory supports the research question only when the firm is able to adequately implement the focus strategy      **Management Eighth Edition Paperback, Custom Publication** Griffin, Terry, Miriam Griffin, 2004-06      **Management** John R. Schermerhorn, 2006 8th ed update has expanded theme Personal management a career focus Memorandum      *Michael Porter's Competitive Advantage Theory* Max Zapf, 2011 Research Paper postgraduate from the year 2008 in the subject Business economics Business Management Corporate Governance grade A University of Applied Sciences Chur course MSc Entrepreneurship language English abstract This report was commissioned to examine whether small and medium enterprises SMEs that target only a few market segments will promote their products and services more effectively than SMEs that target the mass market The research draws attention to Porter's generic theory of competitive advantage by mainly concentrating on the third of his competitive advantage strategies the focus strategy Theory as well as a practical survey was used in order to falsify or approve the

research question Theory revealed Porter's focus strategy to have several key advantages over a mass market strategy which make firms pursuing such a strategy more effective in their product promotion efforts First a focused firm does not have to devote substantial resources into being all things to all people entailing less expenditure of time and money in comparison to a mass market strategy Second empirical evidence was found that customers do value specialized firms due to their focused capabilities Third a focused firm is less likely to be overwhelmed by great amount of different customer request and is more likely to identify and adapt to market changes in a quick time manner Besides the advantages of a focus strategy the research question is only supported when the SME makes bigger rivals to accommodate their existence in the segment's by creating circumstances in which the cost for the bigger rival in fighting the SME exceeds the cost of accommodating the SME 27 SMEs from South Germany have returned completed questionnaires which were used to find practical evidence for answering the research question Results revealed several tendencies which partly support theory First SMEs that pursue a focus strategy are more likely to do this with a differ

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*Competitive Business Strategy and Process Innovation in the Foundry Industry* Dean Manning Schroeder, 1985

Strategic Management: Creating Competitive Advantages Gregory Dess, G.T. (Tom) Lumpkin, Alan Eisner, 2007-11

Strategic Management Creating Competitive Advantage 4th Edition by the prestigious authors Dess Lumpkin Eisner provide solid treatment of traditional topics in strategic management as well as thorough coverage of contemporary topics such as digital internet strategies innovation corporate entrepreneurship knowledge management and intellectual assets This text's accessible writing style and wealth of new and updated illustrations which clarify the most difficult topics make this text the best resource for your students

*Formulation, Implementation, and Control of Competitive Strategy* John A.

Pearce, Richard Braden Robinson, 1991

*Management* Ricky W. Griffin, 1996 Key themes treated are the global character of the field of management quality the balance of theory and practice and that management is a generic activity not confined to large businesses Examples used discuss management in both small and large businesses as well as in not for profit organizations

**Management** Robbins, Stephen P., Stuart-Kotze, Robin, 1994

*Essentials of Strategic*

*Management* J. David Hunger, Thomas L. Wheelen, 1997 This text gives a concise presentation of key concepts and theories of strategic management Examples are cited from a wide range of businesses as well as from different management levels The book is designed to allow lecturers to cover strategy theory quickly and then move on to analysis

**Global Marketing**

**Strategies** Jean-Pierre Jeannet, Hubert D. Hennessey, 2001

**Fundamentals of Management** Stephen P. Robbins, David A. De Cenzo, 1998 Provides a foundation for understanding key management issues The text maintains a functional focus and

presents up to date research studies in the field It is organized around four traditional management functions planning organizing leading and controlling This edition includes two chapter on Technology and the design of work processes and Managing teams Multiple choice questions at the end of each chapter reinforce all of the chapter objectives and are designed to impart critical thinking skills by facilitating increasing levels of thinking from knowledge to comprehension and finally to application An Internet exercise at the end of each chapter requires students to locate information and investigate a variety of issues

*Concepts of Strategic Management* Fred R. David, 1995 A component of Strategic Management by the same author this text focuses on the study of concepts involved in strategic management It incorporates three themes globalization the natural environment and technology and presents concepts in strategy formulation implementation and evaluation

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