Index

A1 Plazas, 87–88
Absorptive capacity, 308–309
Abu Dhabi National Oil Cooperation (ADNOC), 141
Abu Dhabi Urban Planning Council (UPC), 141
Academic discipline, strategic management as, 46
Acceleration, 311
Access-based positioning, 124
Accounting analysis, 212
Accumulating resources, 293
Acquisition(s), 246–251
premium, 246
Adham, K. A., 368
Administrative or political distance, 256
Adriano, D., 321
Advanced economies, 18
Affordability, 23
Afrotouch Brands, 29–30
estimated cost implication, 34–35
expansion alternatives, 32–33
growth, 30–31
new business opportunities, 31–32
technical expertise, 33–34
Agency problems, 249
Aggregators, 8
Air India, 202
Air India Limited (AIL), 202
Akmaliah, R. S., 368
Al Dhahare Agriculture Company, 141
Al-Ahram Weekly, 329
Alcohol, Thailand regulation of, 266–271
Alphabet Inc., 167
Amazon, 167
Ambani, D. H. (Reliance Group), 74
Ambidexterity, 306–307
ambidexterity/prototyping, 166–168
Analogous strategic management process, 123
Analytical process, 125
Ancillary revenue initiatives, 210
Ancillary services, 20
Anglo-Thai Corporation, 161
Annual objectives, 119–120
Anochie, G., 29
Apple, 23
Argentina’s wine industry, 428–429
Arkan and Emirates Steel, 141
ARPA.net, 161
Asset(s), 240
choices, 399
At-risk customers, 313
Attractiveness test, 236
Australasian United Steam Navigation Company (AUSN), 105, 160
Australia’s wine industry, 426–427
Automatic Tank Gauging Systems (ATGs), 83
Aviation turbine fuel (ATF), 199
Back-end processing businesses, 382
Backward integration, 229–230
Balaji Shipping Lines, 153
Balancing, 293
Bangkok Beer and Beverages Co., Ltd (BB&B Co., Ltd), 260
licensing regulations, 271–272
Thailand regulation of alcohol, 266–271
Thailand’s wine industry, 263, 267–269
top management, 261–262
wine consumption in Thailand, 272–275
wine industry structure, 263–266
Bankruptcy, 241
Banks, 377
Bargaining power of buyers, 191
of suppliers, 191
“Base of the Pyramid” projects, 27
Behavioral decision theory (BDT), 300–302
Best-cost provider strategy, 345–346
Better-off test, 236
BEWAC Motor Corporation, 160
Bharat Petroleum Corporation, 91
BI vessel, 41
Big data, 168
Bing (soldier), 52
Blending, 293
Blue ocean, 395
key characteristics, 395–396
red ocean vs., 396
“Blue Ocean Strategy” development, 364
Borrowing, 293
Boston Consulting Group Portfolio Matrix, 165
Bottom-up–pilot approach, 412
Boundary rules, 298
“Brand Chile”, 438
Brand livery and identity, 86
“BRIC strategy”, 3
Broad differentiation strategy, 345
Bundling, 16
Business, 43–45
behavior, 117
business-level strategies, 127
core competences, 122
information services, 2
landmark in United Arab Emirates, 137–154
leaders, 43–44
“Business model canvas” template, 404
Business models, 7, 26–27, 43, 132, 133, 405
blue ocean, 395–397
components, 401
definitions, 397–399, 403
dimensions, 402–403
elements, 401
strategic circumstances, 400
strategic options and choices, 406
strategy execution, 406–415
structure, 399–405
transformation from old to new business models, 397

See also Generic strategies

Business process re-engineering (BPR), 178

Business strategy, 2, 45, 50, 126, 127, 128, 168
3 C’s model, 174, 175
3 S’s model, 177–179
7 C’s model, 181–182
7 S’s model, 176–177
9 S’s model, 180–181
contemporary strategy concepts, 182–186

Eight Strategic Laws of Gravity, 179–180
for emerging markets, 11, 17
equity research and valuation, 198–219
evolution, 173
execution system, 133
five forces model, 174–176
Inchcape plc., 220–224
industry competitive analysis, 186–192
navigation system analysis, 172–173
structural analysis, 192–195
SWOT analysis, 168–172
tier 1 markets, 12–13, 17–21
tiers 2–3 markets, 13–15
tiers 2–3 strategies and tactics, 21–24
tiers 4–5 markets, 15–17, 25–27
world economic population pyramid, 11–12

Business-to-business (B2B) firms, 21
sectors, 15–16
space, 20
Buyers, bargaining power of, 191

Calcutta and Burma Steam Navigation Company (CBSNC), 40

Campion Motors Group, 160
Cantril, R., 317
Capabilities, 290–295
Capital requirements, 187
Cargill Company, 115
Carthage, 47–48
Cash flow, 165
Celcom, 369
CEMEX, 16–17
Centre for Aviation assessment (CAPA), 199
Change, 409–411
Chief executive officer (CEO), 30, 44, 413, 414, 415
Chief Financial Officer, 30
Child-friendly media, 25
Chilean wine industry, 420
Chile’s national wine industry, 424–425
competition, 426–431
consumers, 431–436
contribution to developing country’s image, 438
economic importance of industry, 436–438
exports, 424
global consumption, 422–424
objectives, 421–422
primary wine exporting countries, 425
production, 423, 424
surface area planted to vine, 423
world wine consumption total and per capita, 422–423
China market, 7
City retail outlets, 77
Co-evolution, 308
Co-opting, 293, 295
Coalition programme, 210–211
Command over resources, 9
Company-owned company-operated outlets, 77
Company-owned dealer-operated outlets, 77
Company’s management team, 30
Company’s resources, 284
Company’s strategy, 51
Competencies, 290–295
Competitive advantage, 120–124
Competitive marketplace—strategy, 132–133
Competitive parity, 122
Competitive position (CP), 295
Competitive strategy, 11, 45, 183, 345–346
Competitors, cooperation/alliance among, 243–245
Complementing resources, 293
Complete Knock Down (CKD), 32
Compound annual growth rate (CAGR), 199
Comprehensive paradigms, 302
absorptive capacity, 308–309
ambidexterity, 306–307
continuous morphing, 307–308
dynamic capabilities
perspective, 306
fit among four paradigms, 309–310
strategic conflict view, 305
See also Strategic paradigms
Concentrating resources, 293
Concerns, 209–210
Conglomerate diversification, 238
Connectivity, 311
Conserving resources, 293, 295
Consolidation, 311
Conspicuous consumption, 272
Consulting firms, 2
Consumer(s), 431
durables, 18
education, 25
image of Chile in target consumer market, 435–436
wine, 431–435
Contemporary business, 43, 311
Contemporary corporate strategies, 225–227
BB&B Co., Ltd, 260–275
defensive strategies, 239–241
diversification strategies, 233–239
global strategies, 251–257
integration strategies, 227–230
intensive strategies, 231–233
strategy vehicles, 241–251
Contemporary entrepreneurs, 44
Contemporary military organizations, 58
Contemporary schools, 68–70
Contemporary strategic business concepts, 51
Contemporary strategy concepts, 182
Hamel and Prahalad, 185–186
Henry Mintzberg, 184–185
Michael Porter, 183–184
Contextual ambidexterity, 307
Continuous adaptation, 122
Continuous morphing, 307–308
Contracts, 243
Controlling management, 111
Convergence, 293, 311
Cooperation/alliance among competitors, 243–245
Core business, 45
Core competence, 294
Core customers, 313
Index
DiGi, 369, 370, 383
Digitized value, 166–167
Direct method of delivery, 369
Directorate general of hydrocarbons (DGH), 99
Discouraging competitor investment, 180
Distributors, 8
Diversification, 233–234 decisions, 234
discount, 240
levels and types, 235
related, 236–238
strategies, 225, 233
unrelated, 238–239
Divest strategies, 166
Divestiture strategy, 240–241
Domestic market share in percentage, 201
Domestic rail system, 148
Dominant paradigms, 46
Driveway salesman (DSM), 85
Drucker, P., 249–250
Drucker’s strategic thinking approach, 123
Dynamic capabilities, 292, 306
E-commerce initiatives, 210
e-Pay Malaysia, 368
businesses, 379
company formation and development, 373–375
e-Pay electronic airtime reload process, 376
e-Pay pos-terminal system platform, 381
e-Pay slip, 372
e-Pay system, 377
generic prepaid scratch card, 372
Malaysian Mobile Phone Industry, 369–371
problems, 382–385
Sdn Bhd, 368
strategies for future, 385
telcos dominance, 368–369
terminal payment platform and other payment businesses, 371–382
EBITDA, 203
Economic components of emerging markets, 4–6
Economic distance, 256
Economic growth, 6, 109, 140
Economic perspective, 152
Economic Union of West African States (ECOWAS), 257
Economic value, 120–121
firm, 121–122
Economies of scale, 187
“Economizing”, 309–310
Economy-wide regulators, 8
Edge retail group, 329
Efficiency, 140
Egyptian retail food industry, 321–323
Eight Strategic Laws of Gravity, 179–180
Emerging markets strategy, 1, 3
Afrotouch Brands, 29–35
business strategy for, 11–17
characteristics, 1–3
economic components, 4–6
Inchcape plc., 36–41
institutional aspects, 6–8
social aspects, 8–10
Emmanuel, E., 29
End customers, 377
Engineering—industrial viewpoint, 177–178
Enterprise strategy. See Corporate strategy
Enterprises, 51
Entrepreneurial wine makers, 263
Environmental analysis, 288
Environment—strategy—structure—operations (ESSO), 134
business model development, 133
Envisioned future, 115–116
Ephemeralization, 311
Equity research and valuation, 198–219
Ethical values, 118
Etihad deal, synergy from, 208
ancillary revenue initiatives, 210
domestic outlook, 208
initiatives, 210
international operations, 208
IT initiatives, 210
JPPL, 210–211
negatives, 209
opportunities, risks, concerns and threats, 209–210
outlook/restructuring measures, 211–212
risks, 209
Etihad Rail Company, 137, 144
analysis of logistics services, 153
board of directors and function, 139
case synopsis, 137–138
challenges facing Rail project, 144–145
PESTLE analysis, 152–153
Porter’s five forces, 150–151
Rail project, 140–144
“Safety principle”, 138–139
strategic aspects, 148–150, 151
strategic assessment, 153–154
strategic plan Rail, 146–148
strategic view, 145–146
theoretical perspective, 150
transportation industry in UAE, 139–140
European Union (EU), 257
Exclusive distribution rules, 21
Exit rules, 298
Expediting success, 295
Export markets, 437
External business growth, 120
External environment, 111
External factor, 171
External opportunities, 168
Extracting, 293
Fa (doctrine), 52
Fake products, 21
Fallah Mohamed al Ahbabi, 139
Fannie Mae Company, 115
Farm fuel outlets, 77
Federal Authority for Land and Marine Transport (NTA), 141
Fill & fly outlets, 82
Financial aspects and time constraints, 147
Financial information of Jet Airways, 215–219
Financial objectives, 119–120
Financial performance (2014–2015), 203
Financial performers in Indian Airlines, 203–204
Financial position (FP), 295
Financial services, 23
Financial statement analysis, 212
Financial transactions, 8
Firm resources, 292, 293
“First for Food”, 318
Fit, strategic ingredients, 124
Five forces model, 174–176, 194
Flexible consequence, 399
Focus, 293
Focused strategy, 346, 347
“Food, family and home” store, 329–330
Food and beverage (F&B), 271–272
Forward integration, 228–229
Fragmented retail environments, 24
Frames of reference for considering strategic options, 407
France’s wine industry, 274, 430
Franchising agreements, 243
Free cash flow, 249
Friedman, Milton (economist), 182
Friendly merger process, 246
Friendly takeover process, 246
Functional strategy, 126–128
Functional unit managers, 131–132
Fundación Imagen de Chile, 421
Funding, 152
Funnel-shaped strategy development process, 408
Future upgradeable truck stop (FUTS), 82
Game theory, 305
GCC Rail Map, 143
Generic strategies, 185–186, 345, 346
cost leadership, 347–349
generic competitive strategies, 360–361
niche/focus, 355–356
organizational requirements, 359
Porter’s five generic strategies, 347
pricing strategies, 356–358
product differentiation, 349–355
risks and dangers, 359, 362
similarities and differences, 358–364
simultaneous pursuit of differentiation and low cost, 365
“stuck in the middle” firm, 362–364
See also Integration strategies
Geographic distance, 256
Gilman, R., 101
Global economy, 220
Global industries, 251
Global leadership, 112
Global level, 257
Global standardization strategy, 259
Global strategy, 11, 251, 256, 259
evolution, 251–253
framework, 254–257
Globalization, 245, 310
Go Air, 202
Google, 163, 167
Governance choices, 399
Government, 193
Government of India (GOI), 73, 76, 91
Grand strategy matrix, 286–288
Grave social deprivations, 8–9
Gravity theory of trade flows, 257
Great Depression, 104
Great Recession (2008), 113, 397–398
Group’s market capitalization, 161
Growth, 120
growth–share matrix, 165
Gulf Cooperation Council (GCC), 137, 146, 257
Hamel, G., 185–186
Hannibal’s strategic planning evaluation, 47, 48
Harvard Business School, 168
He Yousif Saleh Al Suwaidi, 139
Heterogeneity of resources, 290
Hewlett-Packard Company, 115
High Speed HSD (HSD), 73, 76, 82
Hindustan Petroleum Corporation, 91
Hologram labeling, 21
Horizontal integration, 230, 258
Hostile takeover, 246
How-to rules, 298
Human development, 2
Human development index (HDI), 9, 10
Human resources, 292
i-talk, 383
Ibrahim, M. A., 334
“Ideal” process, 59
Identify and develop services, 147–148
Inchcape plc., 36–41, 101, 157, 220–224, 440
corporate growth and expansion in early 2000s, 337–344
corporate Inchcape, 157–161
prosperity, followed by uncertain times, 101–107
recovery after crisis, 440–446
unprecedented 2008, 388–393
“Inchcape versatility”, 223
Income-constrained buyers, 22
Indian aviation, 198
industry structure and development, 200
LCC, 199
Indian Oil Corporation (IOC), 91
Indigo airlines, 201
IndiGo Airways, 203–204
Industrial organization approach, 286
Industry competition, 234
Industry competitive analysis, 186
bargaining power of buyers and suppliers, 191
intensity of rivalry among existing competitors, 189–190
pressure from substitute products, 190–191
sixth competitive force, 192
threat of entry, 187–189
Industry growth rate, 192
Industry position (IP), 295
Industry structure(s), 289–290
and development, 200
and environmental opportunities, 194
Industry value chain, 180
Inflation, 152
Information analyzers and advisors, 8
security, 152–153
Institutional aspects of emerging markets, 6–8
Institutional voids (IVs), 2, 7–8
Intangible value, 166–167
Integration strategies, 225, 227, 258
backward, 229–230
forward, 228–229
horizontal, 230
See also Generic strategies
Intel, 308
Intensity of rivalry among existing competitors, 189–190
Intensive strategies, 225, 231
market development, 232
market penetration, 231–232
product development, 232–233
product proliferation, 233
Inter-firm cooperation, 437
Internal environment, 111
Internal factor, 171
Internal threats, 168
International Finance Corp. (IFC), 3
International Monetary Fund (IMF), 4
International operations, 208
Internationalization strategy, 436
Internet access, 22
internet-based social media, 371
Intrapreneurs development, 167
Intrapreneurship development, 167
Invest strategies, 166
IT initiatives, 210
Italy’s wine industry, 430–431
Jamal Magid Bin Thaniah, 139
Jet Airways (India) Ltd., 198, 206
company analysis, 213
comparison based on services, 204–206
financial information, 215–219
fleet, 206–208
Indian aviation, 198–200
jet financial performance comparing with peer group, 202–204
operating highlights, 214
peer comparison, 200–202
synergy from Etihad deal, 208–212
Jet Konnect, 204
Jet privilege initiatives (JPPL), 210–211
Joint Operation Planning and Execution System, 58
Joint venture, 245–246
“Just good enough” strategy, 22, 24, 25
Key Management System, 85
Key performance indicators (KPIs), 126
Key value items (KVIs), 332
Kiosks, 24
Knowledge, 9
Korean consumer electronics brands, 24
L’Oréal Company, 121
Leadership styles, 415, 416
Leading management, 111
Learning curve, 356–357
Leverage, 293
Liberalization, 2
Licensing, 243
difficulties, 317
regulations, 271–272
Liquidation, 258
strategy, 241
Livingston, G., 101
Local adaptation, 253
Local offices, operating units, 129
Local wine makers, 263
Localization strategy, 253, 259
Logistics performance index (LPI), 141
Logistics services analysis, 153
London Stock Exchange, 159
Long-term advantage, 122
liquidity, 173
objectives, 119–120, 125
oriented analysis, 111
processes, 166
return on investment, 327–328
Longevity, 9
Lost Arrow Corporation
  Company, 115
Low cost carriers (LCC), 199
Low-cost
  model, 22
  pricing strategies, 349
  provider strategy, 345
Magic Triangle, 403–404
Malaysian central bank, 378
Malaysian Mobile Phone Industry,
  369–371
Management structure, 54
  “Management-speak” vocabulary,
    222
Managerial hubris, 249
Manning norms at Reliance
  Petroleum Outlets, 84
Market
  control and leadership, 179
  development strategy, 232, 258
  niche strategy, 346
  penetration, 231–232, 258
  segmentation, 78–79
  share maximization, 358
  skimming, 358
  success, 285
Market-based view (MBV), 46,
  284, 285
  environmental analysis, 288
  grand strategy matrix, 286–288
  industry structures, 289–290
See also Resource-based view
  (RBV)
Marketplace, 43, 52
Mary Kay Cosmetics Company,
  115
Mattar Mohammed Al Tayer, 139
Maule Region, 437
Maxis, 369
Maynard, J. (economist), 182
McKinsey & Company, 115
McKinsey model, 176
Medium-term return on
  investment, 327
Mega trends, 310–314
Mehta, S., 198
Memorandum of understanding
  (MoU), 141, 153
Merck Company, 115, 119
Mergers, 246–251
  “Metro Express”, 323
Micro-entrepreneurs, 17
  “Microfranchises”, 16
  “Middle classes”, 6
Middle-income population
  segments, 6
Military
  command hierarchy, 54
  similarities, 51–59
  strategies, 46, 47, 52
Ministry of Petroleum (MOP), 73
Mintzberg, H., 184–185
  “Misriyatna” formation, 334
Mission, 114
  core purpose, 115
  statement, 410
Mobile number portability (MNP),
  369, 370, 383
Mobile phones market, 384
Mobile virtual network operators
  (MVNOs), 370
Mohamed Hareb Al Yousef, 139
Mohamed Saeed Al Danhani, 139
Monetization models, 22
Monopoly position, 151
Monopsony, 176
Moog, 21
Morale, 44–45
Motor Spirit (MS), 82
Mubarak, H., 334–335
Multifunction terminals, 369
Multinational Corporation (MNC), 255, 318
Multinational organization, 254–255
MyCard, 381
Nasser Ahmed Khalifa Al Suwaidi, 139
National Economic and Social Development Board, 266
National Transport Authority (NTA), 139
National TV, 370
Navigation system analysis, 172–173
Needs-based positioning, 124
“Neighborhood store” concept of convenience and value, 329
Nestlé, 18
Network approach, 402
New Zealand’s wine industry, 428
Niche/focus, 355–356
Nike Company, 115
Nonequity alliances, 243
Nonprice competitive strategies, 231
Nonprofit customers, 313
Nonscale cost advantages, 188
Nordstrom Company, 119
Norita Ahmad, 137
Norms, 8, 288
North American Free Trade Agreement (NAFTA), 257
O’Higgins region, 437
O’Neill, J., 3
Objectives, 118–120
examples of company’s strategic objectives, 121
Oil Development Act, 99
Oil Industry Development Board (OIDB), 99–100
One-dimensional business unit definition, 127
Online education tools, 24
Operating income, 203
Operating model, 402
Operational effectiveness, 184
Operational excellence activity, 125
Operational planning, 53
Operations strategy, 126
Operations management, 128
Opportunities, 168, 209–210
Organic business growth, 120
Organizational investment, 180
Organizational resources, 292
Organizational structure, 44
Organizations, 119–120, 402
Organizing framework, 110
Organizing management, 111
Orient Express Lines, 153
Ownership shares, 245
Pacific Theatres Company, 115
Packaging, 14, 18
Pay-as-you-go models, 23
Payoff, 305
PB valley, 263–264
Peer comparison, 200–202
Peninsula & Oriental Steam Navigation Company (P&O), 103–104
Perception, 350, 351
management, 11
PESTLE analysis, 152–153
Petroleum business future at RIL, 73–100
Petroleum Retail Business Market, 77–78
Index

Racela, O. C., 260
Rail transportion, 145
Ramanchi, R., 198
Rank system, 43
Rationalization, 311
Ready-to-drink shot (RTD shot), 260
Real-time strategic response, 109
Recovering resources, 295
Recycling, 293, 295
Red oceans, 395, 396
Regional level, 257
Regulatory Board, 93
Regulatory framework for petroleum business in India, 99–100
Related diversification, 236–238
Relative market share, 165
Reliable suppliers, 332
Reliance Group, 74–75
Reliance Industries Limited (RIL), 75–76
A1 Plazas, 87–88
actions taken by RIL on coping with MSD prices deregulation, 96
brand livery and identity, 86
differential practices adopted by competitors, 91–95
inflection point for, 97–100
integrating retail network by, 81
measures by RIL to win confidence of customers, 97
operational and organizational changes done by, 96–97
petroleum business future at, 73
Petroleum Retail Business Market, 77–78
Pre-authorization of transactions, 85–86
process, 76
Q&Q Assurance, 83–85
regulatory framework for petroleum business in India, 99
Reliance Group, 74–75
Reliance’s Market Entry, 78–79
Reliance’s Petroleum Business Unit, 76
Retail Outlet formats on highways, 81
Retail Outlets, 77
service differentiation, 79–81
unexpected turn of events, 89–91
Resource allocation, 186
Reputation, 353
Research and development (R&D), 13
Resistance to change, 409
Resource-based view (RBV), 46, 284, 285, 290
further perspectives, 297–299
resources, capabilities, and competencies, 290–295
SPAcE matrix, 295–297
See also Market-based view (MBV)
Resource(s), 290–295
advantages, 285
heterogeneity, 292
imitability, 293
Restrictive government policy, 188
Restructuring, 226
Retail behaviors and norms, 15
Retail brands, 90
Retail network integration by RIL, 81–86
Retail outlets, 77
formats on highways, 81
Retailers, 377
Retention, 288
Retrenchment strategy, 239–240
Return on capital employed, 76, 204
Return on Equity (ROE), 204
Return on investment maximization, 147–148
Return on Net Worth (RoNW), 204
Revenue model, 402
Reverse innovations, 252–253
Revolutionary strategies, 123–124
Rigid consequence, 399
Risks, 209–210
and dangers for generic strategies, 359, 362
Rivalry among existing competitors, 189–190
Road and Transportation Authority (RTA), 141
“Rolling” forecast, 59
Rowe, D., 329
Rubach M., 317
Sabre system, 210
Sachs, G., 3
Safaricom, 23
Safety, 140
campaign, 146
principle, 138–139
Sainsbury’s in Egypt, 317, 335
Egyptian retail food industry, 321–323
entry mode, 329–330
entry to Egypt, 323–329
food expenditures in Egypt, 324–325
grocery retailers, 320
group profit and loss account, 318–319
international organizational structure, 328
marketing, 331–333
number of retail food outlets and Sainsbury’s major competitors, 326–327
other issues, 333–335
staffing, 330–331
Sales districts, operating units, 129
Samsung Electronics, 23, 24
Scientific management approaches, 60
Sebora, T. C., 317
Second Punic War, 47
Sequential ambidexterity, 307
Service agents, 19
Service contexts, 19
Service differentiation, 79–81
Shared responsibility—participative approach, 412
“Shared value”, 25–27
Shareholders, 44
Shielding, 293, 295
Shift supervisor (SS), 85
Short-term objectives, 119–120
return on investment, 327
Simultaneous ambidexterity, 307
Single shot strategy model (3 S’s model), 177–179
Six sigma approach, 178–179
Sixth competitive force, 192
SME, 252
Social aspects of emerging markets, 8–10
Software solutions, 382
Sony Company, 115, 119
South Africa’s wine industry, 427–428
Spain’s wine industry, 431
Speedy victory, 55
Spice Jet, 202, 204
Spinners, 313
St. Gallen business model navigator, 402
Stability position (SP), 295, 296
Staffing management, 111
Starbucks, 19
Strategic alliances, 241–244, 258–259
Strategic assessment, 58
Strategic business unit (SBU), 127, 129, 222, 294
Strategic businesses, 126
Strategic change approach, 411–413
Strategic conflict view, 305
Strategic direction, 58
“Strategic fit”, 185–186
Strategic followers, 185–186
Strategic growth, 4
Strategic industry factors (SIF), 300
Strategic integration, 306
Strategic leaders, 185–186
Strategic leadership, 414–415
Strategic management, 45, 60, 109
as academic discipline, 46
basic conceptions in, 113
competitive advantage, 120–124
Etihad Rail, 137–154
growth, 120
Inchcape plc., 157–161
levels of strategies, 126–134
mission, 114, 115
objectives, 118–120, 121
profit, 116–117
stages of strategies, 125–126
strategic planning, 109, 111–113
strategy concept, 124–125
values, 118, 119
vision, 114–116
Strategic managers, 238
Strategic objectives, 119–120
Strategic paradigms, 283
BDT, 300–302
MBV, 285–290
mega trends, 310–314
RBV, 290–299
S-C-P model, 283–285
Strategic pillars objectives, 120
Strategic planning, 52–53, 109–113
model, 59
Strategic plans, 59
“Strategic position and action evaluation” matrix (SPAcE matrix), 295–297
Strategic rule-breakers, 185–186
Strategic Transportation Evaluation & Assessment Model (STEAM), 140
“Strategizing”, 309–310
Strategy, 45–46, 49–51, 52, 124–125
business, 43–45
in business, 50
contemporary schools, 68–70
corporate and military similarities, 51–59
corporate vs. business strategy, 128
development process, 130
ESSO, 134
evaluation, 125, 126
evolution, 60, 61
formulation, 50–51, 125, 126
hierarchy, 185–186
Inchcape plc., 101–107
levels, 126
making process, 185
and management hierarchy, 131
origin, 46–49
Index  477

petroleum business future at
RIL, 73–100
SBU, 127, 129
schools of strategic thought,
62–66
stages, 125–126
strategic management as
academic discipline, 46
strategic theory architecture,
130
strategy vs. business model, 133
traditional schools, 66–67
Strategy, structure, systems, staff,
  skills, style, and shared
  values, steering pattern,
  syndication model, (9 S’s
  model), 180–181
Strategy, structure, systems, staff,
  skills, style, and shared
  values (7 S’s model),
  176–177
Strategy as positioning
  See Market-based view (MBV)
“Strategy as simple rules”
  approach, 298
“Strategy as stretch and leverage”
  concept, 284
Strategy execution, 125, 126, 406
  change, 409–411
  role of strategist within
  organization, 413–414
  strategic change approach,
  411–413
  strategic leadership, 414–415
Strategy—structure—systems
  framework, 163
Strengths, weaknesses,
  opportunities, threats
  analysis (SWOT
  analysis), 67, 168–172, 406
Strengths—opportunities strategies
  (SO strategies), 169–170
Strengths—threats strategies (ST
  strategies), 169–170
Structural ambidexterity. See
  Simultaneous
  ambidexterity
Structural analysis, 192–195
Structure—conduct—performance
  model (S-C-P model),
  183, 283–285
  from field of industrial
  economics, 287
“Stuck in the middle” firm, 358,
  362–364
“Sub-prime” customers, 388
Sud, A. (RIL), 73
Supermarket, 322
Suppliers, 176
  bargaining power, 191
Supply chain structure, 227
Survival, 358
Sustainable communities, 118
Sustainable Living Plan, 25
Sustained competitive advantage,
  122, 170
Sustaining innovations, 22
Syed Zamberi Ahmad, 137
Synergy from Etihad deal,
  208–212
System solution, 372, 382
Tactical planning, 53
Taoist concept, 57
Target return on capital, 178
Target segment(s), 402
Taxation, 159
Technical analysis, 212
Technology and innovation,
  192–193
Telcos, 379, 380, 384
dominance, 368–369
Telecare Corporation Company, 115
Temporary competitive advantage, 122
Tender offer, 246
Thailand
regulation of alcohol, 266–271
wine consumption in, 272–275
wine industry, 263, 267–269
Threat(s), 168, 209–210
of entry, 187–189
3M Company, 115
ThyssenKrupp Company, 121
Time to market (TTM), 178
Timing rules, 298
TM, 370
Top-down approaches, 44
Top-down–unilateral approach, 412
Total quality management (TQM), 178
Touch-n-Go, 380–381
Trade-off, strategic ingredients, 124
Traditional schools, 66–67
Trans Manager, 86
Transaction facilitators, 8
TransConnect program, 79, 89
Transferring skills, 226
Transnational strategy, 253
Transportation industry, 150
in UAE, 139–140
Transworld Group, 153
Truck stops, 82–83
TuneTalk, 370
Turbulence, 311

U-Mobile, 370
Unequal access to distribution channels, 188
Unique advertising proposition (UAP), 351
Unique selling proposition (USP), 127, 351
United Arab Emirates (UAE), 137, 138
transportation industry in, 139–140
United Kingdom (UK), 318
United States (US), 318
Department of Defense, 58
wine industry, 426
Unrelated diversification, 238–239
Urbanization, 4
“Value-for-money” strategy, 22, 23, 24, 25
Value(s), 118
chain, 402, 403
core values, 119
proposition, 79, 402
value-based positioning, 124
Van Agtmael, A. W. (IFC), 3
Variable rationality, 302
Vedera, M., 198
Vehicle strategy, 241
cooperation/alliance among competitors, 243–245
joint venture, 245–246
mergers/acquisitions, 246–251
strategic alliances, 241–243
Venture capital funders, 166–167
Vertical integration strategies, 227–228
Vision, 114–116
formulation, 117
Vodacom, 23
Waging business, 52
Wal-Mart Company, 115
Walt Disney Company, 115, 119
“War plans”, 59
Weaknesses—opportunities strategies (WO strategies), 169–170
Weaknesses—threats strategies (WT strategies), 169–170
WIMAX provider, 370
Wine(s), 272–273
of Chile trade association, 421, 422
connection, 265, 275
consumers, 431–435
consumption in Thailand, 272–275
enthusiasts, 271–272
ILA, 437
industry structure, 263–266
market study in Thailand (2005), 273
Winning strategy, 51–52
World Health Organization (WHO), 25
World Trade Organization (WTO), 257
XOX Com, 370