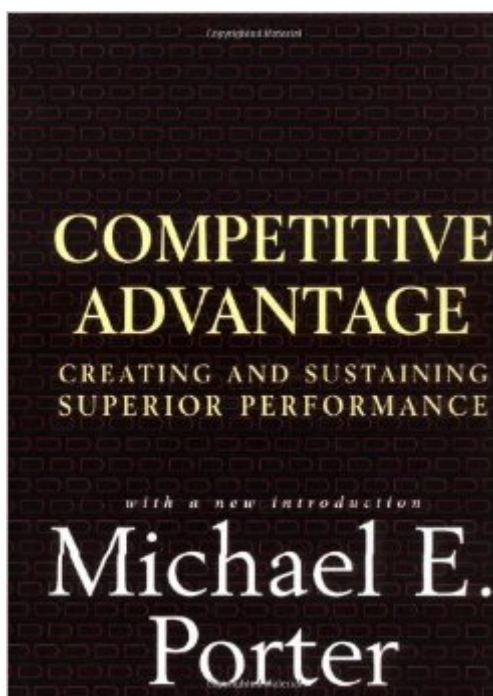


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Competitive Advantage: Creating And Sustaining Superior Performance



Synopsis

The essential complement to the pathbreaking book *Competitive Strategy*, Michael E. Porter's *Competitive Advantage* explores the underpinnings of competitive advantage in the individual firm. *Competitive Advantage* introduces a whole new way of understanding what a firm does. Porter's groundbreaking concept of the value chain disaggregates a company into "activities," or the discrete functions or processes that represent the elemental building blocks of competitive advantage. Now an essential part of international business thinking, *Competitive Advantage* takes strategy from broad vision to an internally consistent configuration of activities. Its powerful framework provides the tools to understand the drivers of cost and a company's relative cost position. Porter's value chain enables managers to isolate the underlying sources of buyer value that will command a premium price, and the reasons why one product or service substitutes for another. He shows how competitive advantage lies not only in activities themselves but in the way activities relate to each other, to supplier activities, and to customer activities. *Competitive Advantage* also provides for the first time the tools to strategically segment an industry and rigorously assess the competitive logic of diversification. That the phrases "competitive advantage" and "sustainable competitive advantage" have become commonplace is testimony to the power of Porter's ideas. *Competitive Advantage* has guided countless companies, business school students, and scholars in understanding the roots of competition. Porter's work captures the extraordinary complexity of competition in a way that makes strategy both concrete and actionable.

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Customer Reviews

Financial Times The most influential management book of the past quarter century....A veritable goldmine of analytical concepts and tools to help companies get a much clearer grasp of how they can create and sustain competitive advantage. Philip Kotler S.C. Johnson & Son, Distinguished Professor of International Marketing, Northwestern University Michael Porter has done it again. Having defined the 'what' and 'why' of competitive strategy in his earlier book, he now defines the 'how' in Competitive Advantage. Newsday A sharp, aggressive and cogently reasoned book about competition that your smarter rivals will try to get to first. The Washington Post A brilliant structural analysis of what competitive advantage might mean.... Antitrust Law & Economics Review A superb guide for business managers but also necessary background study for judges, antitrust agency officials, and economic experts in antitrust cases.

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.

good product . i like it

This is the granddaddy of many of the strategy books of the last 25 years. Like any granddad, it is full of wisdom, but some of it is a little dated and may not apply well to the current environment. The book describes the two primary methods of competitive advantage - differentiation and cost leader, and then proceeds to go through and explore the various components of the value chain that allow for the development and execution of the strategies. Unfortunately, my edition was a first edition from 1985, so many of the examples were dated, and they applied well to the days of GE and ITT of the early 80's, and less to the Citigroups of this century. Not sure if Dr. Porter updated the book substantially since its initial printing - but I would recommend buying a newer edition if

available. Having said that, like granddaddy's wisdom, the principles are important, and the theory solid. It translates to modern times with a little effort - which says a lot after 25 years.

Porter's writing is clear and direct. With his works, he has made economics, at all levels of analysis (micro, macro) clear and understandable for the interested reader. I recommend all of his works for the reader who truly wants to understand strategy and competitive advantage.

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OK

This is the best book on creating an organization that achieves a superior competitive advantage over its rivals. It is the best book on understanding the interactions among members in a supply chain or value system.

The classic teori by Mr Porter clearly and comprehensively explain how can we deeper our understanding toward industry. It start with Porter generic strategies that show in which battle map we should play with and continued with value chain analysis, this method is the best way to crafting distinctive advantage of company in industry, by well planned examination of the chain of value in company we not just discover value chain of one company but also the linkage of other entities value chain in same industry more further across industry

I have become a Michael Porter convert and find his thinking motivating. My only complaint is his writing style. It seems he uses a thousand words to say what could have been said pretty clearly in

about one hundred. As a result, I find myself reading it in stages otherwise my head begins to hurt. That said, I have enjoyed the book just wish it was less mind numbing...

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