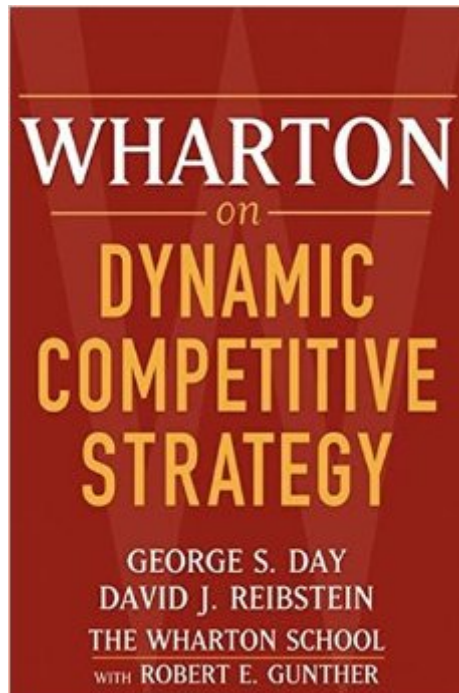


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# Wharton On Dynamic Competitive Strategy



## Synopsis

WHARTON on DYNAMIC COMPETITIVE STRATEGY "A valuable contribution, this insightful book makes it clear that strategy is not a one-time search for a sustainable competitive advantage, but a continuous monitoring of the environment, consumers, and competitors with the object of making the right moves in a dynamically changing competitive landscape." -Philip Kotler S.C. Johnson & Sons Distinguished Professor of International Marketing J. L. Kellogg Graduate School of Management Northwestern University. "An ambitious and welcomed effort at addressing strategy from an interdisciplinary perspective." -Professor Don Lehmann Columbia University Graduate School of Business. "Wharton on Dynamic Competitive Strategy weaves together an unprecedented interdisciplinary analysis of competitive strategies that any global manager should consider indispensable reading...An impressive book." -Jon M. Huntsman, Sr. Chairman and CEO Huntsman Corporation. "Provocative and meaningful . . . Provides an excellent framework for formulating strategy." -Sam Morasca Vice President, Marketing Shell Oil Products Company. "A Rosetta stone for strategy. Read it and keep it by your side!" -Dale Moss Executive Vice President, Sales and Marketing USA British Airways, New York

The competitive challenges facing you are more complex and fast-moving than ever. This environment demands dynamic competitive strategies-strategies that anticipate and adjust to competitors' countermoves, shifting customer demands, and changes in the business world. Wharton on Dynamic Competitive Strategy offers new perspectives on competitive strategy from a distinguished group of faculty at Wharton and other leading business schools around the world. This book presents the best insights from decades of research in key areas such as competitive strategy, simulations, game theory, scenario planning, public policy, and market-driven strategy. It represents the most cohesive collection of insights on strategy ever assembled by a leading school of business. Developed for the thinking manager, Wharton on Dynamic Competitive Strategy provides deep insights into the true dynamics of competition. In contrast to popular, quick-fix formulas for strategic success, this book provides perspectives that will help you better understand the underlying dynamics of competitive interactions and make better strategic decisions in a rapidly changing and uncertain world. The insights and approaches presented here are illustrated with real-world examples which demonstrate how these approaches can be applied to your strategic challenges. These chapters will help you better address key strategic issues such as:

- \* Anticipating competitors' responses using game theory, simulations, scenario planning, conjoint analysis, and other tools-and designing the best strategy in light of these expected responses
- \* Planning for multiple rounds of competition in the way that chess players think through multiple moves
- \* Understanding how changes in technology and public policy or moves by

competitors can undermine your current advantages or neutralize future advantages \* Broadening your range of options for reacting to moves by competitors \* Signaling and preempting rivals. This groundbreaking new book will change your view of strategy and give you the tools you need to succeed in a dynamic and intensely challenging world.

## **Book Information**

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## **Customer Reviews**

Both editors are marketing professors at The Wharton School (University of Pennsylvania), which is the world's leading business school (BusinessWeek and Financial Times). George Day is well-known for his market-driven strategy, while David Reibstein is one of the leading scholars in the field of competitive marketing strategy. The book is split in 4 parts, each consisting of 3-to-5 stand-alone chapters. Part I - Understanding Advantages in a Changing Competitive Environment - discusses competitive arenas, competitor analysis, and competitive advantage. The first two chapters expand largely on Michael Porter's (Harvard Business School) frameworks, whereby the other two chapters introduce approaches to include policy and technology trends into the strategic planning process. The aim of Part II - Anticipating Competitors' Actions - is to get inside the heads of competitors. Chapters 5 and 6 explain the possible use of the game theory within competitive strategy and strategic decision making. Chapter 7 builds on these chapters to integrate the economic frame (chapter 5), the behavioral frame (chapter 6), with an coevolution frame. The final chapters of this part introduce frameworks and approaches to understanding competitor response and competitive relationships. Part III - Formulating Dynamic Competitive Strategies - builds on the

first two parts and introduces approaches to designing strategies. It introduces reactive strategies, preemptive strategies, signaling opportunities and uses, competitive positioning, and antitrust constraints (which is increasingly important to companies). In Part IV - Choosing Among Alternative Competitive Strategies - the three chapters introduce methods and frameworks for choosing the right strategy.

This is one of the volumes which comprise a series published by John Wiley & Sons. It was edited by George S. Day and David J. Reibstein with Robert E. Gunther. As they explain in their Introduction, "This book proposes a process for developing dynamic competitive strategies: Assess the context of competitive moves and advantages, understand the potential moves and mind-sets of competitors, formulate strategies, and test these strategies before making irreversible moves in the market." The material is carefully organized within Four Parts: "Understanding Advantages in a Changing Competitive Environment" (Chapters 1-4): The contributors assert that any approach to competitive strategy must begin with "an understanding of the definition of arenas, sources of advantages, and the forces of change." Hence the provision of tools and insights to increase the reader's understanding of the nature of advantages and how they can change in dynamic competitive environments. "Anticipating Competitors' Actions" (Chapters 5-9): In these chapters, the contributors rigorously examine a number of challenges from a variety of perspectives, including game theory, behavioral theory, and the view of coevolution. I especially appreciate the insights into the choices and mental models of rivals because they can help readers to anticipate competitors' responses to a given strategy. This is covered in great depth and with uncommon clarity by Venkataraman, Chen, and MacMillan in Chapter 8. "Formulating Dynamic Competitive Strategies" (Chapters 10-14): This section examines a variety of important factors that should be considered when developing competitive strategies, including reactions, preemptions, signaling, commitment. And antitrust constraints.

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