

Colin Edward Egan

**Outside Fortress Europe:
Strategies for the Global Market**

2nd edition (in proof).

The book's structure, chapter titles and detailed content presented in this document relates to its second edition, scheduled for publication in November 2021.



CONTENTS OVERVIEW

Preface

PART ONE: A HISTORICAL PERSPECTIVE ON GLOBALIZATION

1. Globalization Forces and Organizational Change
2. Strategic Planning and Organizational Design for Global Business Strategy: A Historical Perspective

PART TWO: GLOBAL BUSINESS STRATEGY

3. Theories of International Business
4. Theories of Strategy and Competition
5. Analyzing Global Markets and the Intelligent Company
6. Strategic Marketing and Global Brand Management
7. A Practical Framework for Global Business Strategy Success
8. Implementing Global Business Strategy

PART THREE: CREATING ORGANIZATIONAL ADVANTAGE

9. Acquisitions, Joint Ventures and Strategic Alliances in Global Business Strategy
10. Theories of Organizational Behaviour and Strategic Management
11. A Strategic Perspective on Managing Change
12. A Stakeholder Perspective on Global Business Strategy

PART FOUR: EPILOGUE AND APPENDICES

Epilogue. Capitalism – and How to Survive It!

Appendix One. Milestones in the History of Globalization

Appendix Two. Author's Recommended Books and Business Biographies

DETAILED CONTENTS

Preface

Introduction
How to Get the Most from this Book
Author's Recommended Books and Business Biographies
Z versus S: Linguistics and Globalization
Style Guide
A personal note...
Concluding Remarks
Preface References

PART ONE: A HISTORICAL PERSPECTIVE ON GLOBALIZATION

Chapter One

Globalization Forces and Organizational Change
Introduction
The Globalization Phenomenon and the Strategic Response
Something Old, Something New: Strategic Management or Semantic Skulduggery?
Change for Good?
Strategic Imperatives and Organizational Change
The Dimensions of Global Business Strategy
Concluding Remarks
Chapter One References

Chapter Two

Strategic Planning and Organizational Design for Global Business Strategy: A Historical Perspective
Introduction
Analysing the Practice of Strategic Management
A Future for Strategic Planning?
The Strategic Planning Challenge
Strategic Plans in Practice
The Planner's Task
Strategic Management and Competitive Success
Continuity, Change and Coherence
Concluding Remarks
Chapter Two References

Chapter Three

Theories of International Business

Introduction

Why Trade at All?

Theories of Absolute and Comparative Advantage and the Political Economy of International Trade

Bretton Woods and the New World Order

Three International Business Perspectives on Global Business Strategy

The Competitive Advantage of Nations: A Theory of Everything?

Determinants of National Competitive Advantage

A Critical Appraisal of Models of International Competitiveness

Concluding Remarks

Chapter Three References

Chapter Four

Theories of Strategy and Competition

Introduction

The Strategy Question: What is it, and Does It Matter?

Making Sense of Strategy

Understanding the Nature of Competition

The Strengths and Weaknesses of Established Theory

An Integrated and Dynamic Perspective on Competition and the Firm

The Globalization of the World Economy

An Added Dimension: Adam Smith's Sovereign Consumer

Rethinking Strategy in the Era of Globalization

Competitive Positioning in the Era of Global Competition

The Marketing Concept

Profiling Business Philosophies

Marketing in the Era of Global Competition

Market Analysis and Organizational Process

The Organizational Challenges of 'Doing' Marketing

Explaining Inter-Functional Conflict

Concluding Remarks

Chapter Four References

Chapter Five

Analysing Global Markets and the Intelligent Company

Introduction

Traditional Country Classification

Contemporary Country and Market Classification

Emerging Markets – Emerge!

Life Cycle Theories and Global Business Strategy Implications

The Realities of the Product Life Cycle

A Critical Appraisal of Portfolio Planning Directional Policy Frameworks

Disruptive Business Models and Tipping Points

Where Death Occurs but Needs Continue: Customer Preference is King

The Economic and Strategic Challenges of Market Life Cycles

Exploring the Supply Side: The Experience Curve

Understanding the Nature of Demand

Exploring Established Market Demand

Exploring Emerging Market Demand: ‘Stupid’ Companies, ‘Unknowledgable’ Customers and the Core Principles of Innovation

Market Knowledge and the Strategy Payoff: The Intelligent Company

Beyond Data: Big, Small and Nano-minutiae

Strategies for Profitable Growth: A Framework for Relative Risk Assessment.

Knowledge, Risk and Uncertainty: Applying the Profitable Growth Framework

Applying the Profitable Growth Framework for Risk Mitigation

Information Management and the Intelligent Company

Competitor Intelligence: Anatomy of a Business Process

The Characteristics of Quality Information

Concluding Remarks

Chapter Five References

Chapter Six

Strategic Marketing and Global Brand Management

Introduction

Introducing Strategic Marketing Management

Defining Strategic Marketing Management

Strategic Marketing: Art or Science?

Customer Value, Generic Strategies and Price Implications

Exploring the Principles of the Market Segmentation Process

Consumer Market Segmentation Variables

Business-to-Business Market Segmentation Variables
The Strategic Marketing Mix
Standardisation versus Adaptation: Complexity and Nuance
Characteristics of an Effective Strategic Marketing Mix
Californization of Needs or the Pluralisation of Consumption?
Global Customer Marketing Strategies
Determination of Country Market Concentration versus Spreading Decision
Segmenting Global Markets
Introducing Global Brand Management
Brands: Something Old, Something New, Something Bought
The Challenges of Global Brand Management
The Paradox of Brands
The Product and the Brand
A Riddle...
The Economics of the Brand
Global Brand Management in Practice
Why Strong Brands Earn Big Profits: Building Brand Equity
Why Customers and Channel Intermediaries Like Strong Brands
Branding Objectives and Strategies
Total Brand Management
Route to Mind: Integrated Marketing Communications Lubricates Markets
Route to Market: Intermediary Channel Management Accesses Markets
Total Brand Management: Route to Mind / Route to Market
Country-of-Origin Reputation and Global Brand Management Implications
Export Ambitions and Perceived Quality Challenges: Country of Origin Impact
Endeavour and Luck in Building Global Brands
The Characteristics of Effective Global Brand Management and Positioning
Accounting for Brands and Brand Valuation
Identifying the Intangible Components of Tangible Brand Value
Concluding Remarks
Chapter Six References

Chapter Seven

A Practical Framework for Global Business Strategy Success
Introduction
Introducing the Global Business Strategy Framework: The IBM Story
Big Oil, Small Brand: The BP Story

Big Brand, Small Oil: The Castrol Story
Aligning Theory and Practice: Praxis
Applying the Global Business Strategy Framework
Analyse Market Contexts: Mature or Emerging?
Select High Potential Country Markets: A Systematic Process
Determine Market Entry Mode: Routes to Serving Foreign Markets
Make a Firm Commitment
Allocate Necessary Financial Resources
Identify 'Technical' Issues
Develop the Operational Go-to-Market Plan
Implementing Global Business Strategy: An Overview
Concluding Remarks
Chapter Seven References

Chapter Eight

Implementing Global Business Strategy

Introduction

'Explanations' of Poor Business Performance

Aligning Strategy with Organizational Capability

Seeking Balanced Organizational Solutions

Internal Marketing for External Global Business Strategy Success

Implementation Assessment for Global Business Strategy Success

Blue Oceans and Black Swans

A Creative Process for Strategy Development

Business Environment Scanning and Sensing

Building a Summary TOWS Chart to 'Feed' the Go-to-Market Plan: External Analysis

Building a Summary TOWS Chart to 'Feed' the Go-to-Market Plan: Internal Analysis

Comprehensive TOWS Analysis: Competitiveness and Strategic Performance Potential

Aligning Strategic Marketing, Global Brand Management and Organizational Design

Profiling Company Philosophy, Foreign Market Commitment and Management Orientations in Global Business Strategy

Assessing a Global Business Strategy: A Multi-Factor Checklist for Implementation Success

Organizational Capabilities for Global Business Strategy Success

Hard and Soft Factors Explaining Organizational Implementation Success

Building a Market-driven, Customer-centric Organization

Strategy and Organization in Global Business Strategy

A Brief Look at Leadership in Global Business Strategy

Organizational Responsibility in Global Business Strategy
Investor Responsibility in Global Business Strategy
The Lessons and Benefits of the Strategic Planning Process
Concluding Remarks
Chapter Eight References

PART THREE: CREATING ORGANIZATIONAL ADVANTAGE

Chapter Nine

Acquisitions, Joint Ventures and Strategic Alliances in Global Business Strategy
Introduction
Mergers & Acquisitions in Global Business Strategy
Categorising Merger & Acquisition Types and Motivations
Do Mergers & Acquisitions Create or Destroy Enterprise Value?
Panaceas and Pitfalls in Global Business Strategy by Mergers & Acquisitions
A Summary of the Key Challenges of Global Business Strategy by Mergers & Acquisitions
Network Routes to Serving Foreign Markets
Collaboration for Competitive Edge
Mapping Alliance Activity
Generic Strategic Alliance Types
Entente Cordiale
What Makes Strategic Alliances Successful?
Network Theory
Making Networks Work: The Art of Alliances
Concluding Remarks
Chapter Nine References

Chapter Ten

Theories of Organizational Behaviour and Strategic Management
Introduction
Market Dictators and Organizational Constraints: The Global Strategic Management Challenge
Business Environment Turbulence, Complexity and Change
Explaining Risk and Uncertainty
Uncertainty, Risk and the Strategy Challenge
Understanding Business Environment Dynamics
The Environment-Organization Axis
Markets or Hierarchies?
The Strategy-Organization Axis

The Environment-Strategy Axis

Strategic Planning

Strategic Intent

Strategic Management

The Strategic Manager

Creating Customer Value

Does Strategic Fit Provide Market-driven Value?

Maintaining Dynamic Equilibrium in the Environment-Strategy-Organization Nexus

Concluding Remarks

Chapter Ten References

Chapter Eleven

A Strategic Perspective on Managing Change

Introduction

Mapping Change Antecedents: Dynamics of the Environment-Organization Axis

Managing the Change Process

A Typology of Change: Three Forms

An Action Perspective on Change: Three Roles

The Problem of Programmatic Change

The Human Resource Challenge of Strategic Change

Understanding Organizational Culture

The Learning Organization

'Commercialising' the Learning Organization

Culture and Structure: Alignment and Agendas

Profiling the Matrix Structure

Shaping the Future

Concluding Remarks

Chapter Eleven References

Chapter Twelve

A Stakeholder Perspective on Global Business Strategy

Introduction

Management by Objectives

Defining Stakeholders

Categorising Stakeholders

Profiling Stakeholder Interests

Managing Stakeholder Interests

What are the Excellent Companies?

Mission, Strategy and Stakeholders: A Practical Perspective
Stakeholders and the Strategic Management Process: In Search of Evidence
Stakeholders and Dependency
Power-shift in B2C Supply Chains: The Case of Retailers in the Context of Globalization
Mapping Supply Chain Relationships: A B2B Perspective on Stakeholder Principles
An Integrated Perspective on Relationship Management
Stakeholders and Multiple Relationships
Concluding Remarks
Chapter Twelve References

PART FOUR: EPILOGUE AND APPENDICES

Epilogue

Capitalism: And How to Survive It!

Introduction

Challenging the 'Wait-and-See' Mindset

A Case for Optimism?

Rational Conclusions for Global Business Strategy Success

But is Strategy Rational? Lessons from Organizational Behaviour

Towards a New Enlightenment and Achieving Work-Life Balance

Concluding Remarks

Epilogue References

Appendix One

Milestones in the History of Globalization

Introduction

The Milestones...

Concluding Remarks

Appendix Two

Author's Recommended Books and Business Biographies

Introduction

Author's Recommended Books

Author's Recommended Business Biographies

Concluding Remarks