

# Competitive Strategy And Real Estate Development

As real estate investment trusts continue to grow exponentially in Asia and Europe - being already well established in the USA and Australasia - a comprehensive guide to the issues involved in REIT property investment decision making is badly needed. This book draws together the most recent developments in REIT management from academic research and professional practice. It is based on current, original academic research, including structured interviews with the managers of a wide range of different types of REITs as well as the research and publications of others, together with the author's 25 years experience in REIT management. It provides a theoretically robust and practically relevant up to date guide to the property investment decision making process for REITs. Presenting new insights, the author breaks the REIT property investment decision making process down into three phases comprising six stages with 30 sequential steps. Each chapter focuses on one stage of the property investment decision making process and introduces the key people in the REIT management team relevant to the activities in that chapter. The theory and principles are considered and illustrated by application to Super REIT, a \$15bn diversified REIT. *Global Real Estate Investment Trusts: People, Process and Management* fuses not only how REITs should undertake property investment decision making - based on how it is undertaken and the underlying property theory, capital market theory and finance theory - but also why each part of the decision making process is important. This book provides the first sole-authored scholarly work specifically on REITs as a business enterprise and REIT property investment decision making as an holistic and cyclical process. The focus is on principles, making it relevant in each of the four major REIT markets around the world: USA, Europe, Asia and Australasia. An essential book for REIT managers and all those practising professionals involved in the REIT industry - including property practitioners, researchers, lawyers, accountants, bankers and directors around the world.

Now beyond its eleventh printing and translated into twelve languages, Michael Porter's *The Competitive Advantage of Nations* has changed completely our conception of how prosperity is created and sustained in the modern global economy. Porter's groundbreaking study of international competitiveness has shaped national policy in countries around the world. It has also transformed thinking and action in states, cities, companies, and even entire regions such as Central America. Based on research in ten leading trading nations, *The Competitive Advantage of Nations* offers the first theory of competitiveness based on the causes of the productivity with which companies compete. Porter shows how traditional comparative advantages such as natural resources and pools of labor have been superseded as sources of prosperity, and how broad macroeconomic accounts of competitiveness are insufficient. The book introduces Porter's "diamond," a whole new way to understand the competitive

position of a nation (or other locations) in global competition that is now an integral part of international business thinking. Porter's concept of "clusters," or groups of interconnected firms, suppliers, related industries, and institutions that arise in particular locations, has become a new way for companies and governments to think about economies, assess the competitive advantage of locations, and set public policy. Even before publication of the book, Porter's theory had guided national reassessments in New Zealand and elsewhere. His ideas and personal involvement have shaped strategy in countries as diverse as the Netherlands, Portugal, Taiwan, Costa Rica, and India, and regions such as Massachusetts, California, and the Basque country. Hundreds of cluster initiatives have flourished throughout the world. In an era of intensifying global competition, this pathbreaking book on the new wealth of nations has become the standard by which all future work must be measured.

Mocker details a system enabling real estate agents to operate like a small business. Readers will learn to set up a strategy for getting through the "lean" months; prepare financial projections and learn how to manage a fluctuating income; find creative ways to market themselves within their budget; and more. Real estate development shapes the way people live and work, playing a crucial role in determining our built environment. Around the world, real estate development reflects both universal human needs and region-specific requirements, and with the rise of globalization there is an increasing need to better understand the full complexity of global real estate development. This Companion provides comprehensive coverage of the major contemporary themes and issues in the field of real estate development research. Topics covered include: social and spatial impact markets and economics organization and management finance and investment environment and sustainability design land use policy and governance. A team of international experts across the fields of real estate, planning, geography, economics and architecture reflect the increasingly interdisciplinary nature of real estate studies, providing the book with a depth and breadth of original research. Following on from the success of the textbook *International Approaches to Real Estate Development*, the Routledge Companion to Real Estate Development provides the up-to-date research needed for a full and sophisticated understanding of the subject. It will be an invaluable resource to students, researchers and professionals wishing to study real estate development on an international scale.

Sun Tzu Bing Fa™ Masterpiece: Strategy Playbook For Creating Real Success helps you recap everything you have discovered and learned from series zero to series seven in Sun Tzu Bing Fa™ Masterpiece book collection, in a format of The Bing Fa™ Model that consists of two fundamental strategy frameworks: realistic strategic plan that defines your strategic position, and practical strategy that defines your strategy cycle. If you know your strategic plan and your strategic position as well as your strategy and your strategy cycle, then you know the entire philosophy of Sun Tzu The Art of War™. For more information on our

business strategy books, business strategy planners, business strategy courses, and business strategy certification programs, visit our websites:

[www.JamesSonhill.com](http://www.JamesSonhill.com) and [www.SunTzuStore.com](http://www.SunTzuStore.com).

Trump University books are practical, straightforward primers on the basics of doing business the Trump way—successfully. Written by leading experts and including an inspiring Foreword by Trump himself, these books present smart business wisdom illustrated by real-life examples from Trump and other world-renowned experts. Perfect for anyone who wants to get ahead in business without the cost of an MBA, these street-smart books provide real-world business advice based on the one thing you can't get in any business school—experience. In Trump University Marketing 101, Second Edition, you'll learn how to: Master the basics of great marketing to grow your business Adapt your marketing strategy to difficult economic conditions Understand customers, competitors, and markets Discover your target audiences Position your product or service against the competition Create a great brand from scratch Market residential and commercial properties effectively Develop powerful marketing plans Increase customer satisfaction Price your products for maximum profit Use advertising and the Internet to promote your business Employ guerrilla marketing techniques And much more!

Discover How To Come Up With An Accurate Repair Estimate For A Fixer Upper Property Quickly. If you want to be able to quickly and easily come up with a repair estimate any fixer-upper property, then this guide will show you step by step how to do just that. In How To Estimate Repair Costs On A Rehab, I've taken everything I've learned and used in the real estate business when it comes to estimating repairs and broken them down so you can use the findings to your advantage. In This Real Estate Investing Guide, you'll discover... - The 3 different methods of evaluating repair costs - Actual repair estimates and real numbers you can use no matter what type of market you are in - The types of renovations that add the most value - How to avoid common repair estimate mistakes - The system I use for finding the best contractors - And much more... Learning how to estimate repairs accurately will make you a better real estate investor and save you money. The best real estate investors are not just the best marketers or have the most money to invest. To have lasting real estate success, you must know how to estimate repairs no matter what type of market or price range of property. Understanding repair costs will make you a better real estate investor whether your strategy is rehabbing, wholesaling, development, rentals, or any other strategy. Knowing how much it costs to repair properties will give you a competitive advantage over your competition so that you don't get in over your head or pass up on amazing deals that need a little work. Get your copy today by clicking the BUY NOW button at the top of this page.

This book provides a comprehensive and integrated approach to management strategy that is based on economics. A basic introductory strategy text that integrates economic analysis with management strategy, it takes into account

global competition and high-tech (Internet) developments, and recognizes that companies today can no longer expect to sustain competitive advantage but must rely on innovation (of products, processes, and transactions). Although many of the principles are illustrated with numerical examples, the text does not require a background course in economics or mathematics, and does not contain technical graphs or equations. Thus, the book is suitable for undergraduate managerial economics and strategy courses, as well as for introductory MBA courses in business strategy and as a companion to case studies. The Power Point Slides for each of the chapters is available upon request for all instructors who adopt this book as a course text. Please send your request to [sales@wspc.com](mailto:sales@wspc.com).

Previously known as Estate Management Practice, the fourth edition of this work has been renamed to reflect current market practice and to embrace the discipline of corporate real estate. This book provides a comprehensive study of the management of urban property and is divided into three parts. Part one considers the diverse nature of the many types of estates and different aspects and interpretations of the management task. Part two concentrates on the management of leased property, repairs, service charges and rent reviews and the statutory framework within which the landlord and tenant relationship has developed. Part three is concerned with the positive management covering both technical skills, such as portfolio performance, and the professional practice environment in which they are exercised. Stapleton's Real Estate Management Practice is written both for advanced students and practitioners. It provides a firm basis for management affecting the decision-making hierarchy from tenant to property, to portfolio, to proprietary unit. While retaining the format of previous editions, it has been updated to reflect the many changes in the law, practice, technology and the market place since the previous edition. In addition, this new edition highlights factors that influence the enhancement of different types of property and the various strategies involved in managing properties from both owners' and occupiers' point of view.

This book examines the international growth and diversification of real estate advisory services in the United States, the United Kingdom, Germany and Japan since 1960. The book explains how successful firms develop competitive advantages in the global marketplace. An evaluation of forty prominent firms (ten from each country) provides a comparative reference for a detailed analysis of the growth and internationalization of four major real estate advisory service firms (one from each country). The firms have responded in many ways to changes in international real estate investment, and their fortunes have varied accordingly. The analysis provides factual evidence demonstrating growth strategies that enable a firm to become a successful real estate advisory service in today's global economy.

Competitive Strategy provides a rigorous yet pragmatic and intuitive approach to strategy formulation. It synthesizes research in the areas of strategy, economics,

and finance in a way that is accessible to readers not necessarily expert in the various fields involved. The book will be of interest to scholars, students, and academically trained practicing managers interested in applying these ideas.

**Competitive Strategy in Real Estate Development**  
**A study of Innovative Differentiation in Recent Residential Real Estate**  
**Strategy and Place Managing Corporate Real Estate and Facilities for Competitive Advantage**  
Simon and Schuster

Now in its 40th year, *Emerging Trends in Real Estate* is one of the most highly regarded and widely read forecast reports in the real estate industry. This updated edition provides an outlook on real estate investment and development trends, real estate finance and capital markets, trends by property sector and metropolitan area, and other real estate issues around the globe. Comprehensive and invaluable, the book is based on interviews with leading industry experts and also covers what's happening in multifamily, retail, office, industrial, and hotel development.

Real Estate is not only one of the most valuable assets for a business in terms of visual representation of the company, but also one of the most costly assets. It is therefore important for those studying and practising in Real Estate and Property Management to know how to minimise costs and maximise profit in order to manage these assets efficiently. *Corporate Real Estate Management* considers the commercial property market from the perspective of the business occupier, offering contemporary solutions to problems and innovative and inspiring added value action plans. It raises the awareness of how real estate can support the business, transform the workplace and impact upon people and productivity. For anybody beginning a career in Real Estate Management, this book considers the theory and concepts behind real estate asset management, whilst offering strategies and practical advice on how these should be implemented in a business context.

- Written from the perspective of the occupier to provide strategies to be used in practice, which illustrate theory to aid learning
- International case studies from Helsinki, Hong Kong, and Prague give necessary insight for global business
- Aligns Estates Management, Facilities Management, Asset Management and business strategy to offer a more rounded understanding for potential managers

A fully revised, new edition of one of the bestselling real estate investing guides of all time. Through its five previous editions, *Investing in Real Estate* has shown investors how to intelligently build wealth with their investments in houses, condominiums, and small apartment buildings. Unlike many titles in this genre, *Investing in Real Estate* steers clear of the hyped-up “no cash, no credit, no problem” promises. Instead, it provides sound, real-world advice and instruction that reflects the author’s time-tested wisdom and experience. This book shows you how to invest profitably, safely, and reliably as you navigate the risks and opportunities of today’s property market. It covers all the topics investors need to master, including how to find, negotiate, finance, lease out, and manage your property acquisitions. Plus, you will discover how to add tens of thousands of dollars of value to nearly any property. Whether you plan to start

investing or move your current investing strategy to a higher level, two decades of sales success testifies to the fact that this investing guide stands superior to any others that you will find. This new edition covers all the recent changes in the market, including the latest housing rescue legislation from Congress, a historical review of how to profit from property cycles, and insightful new ways to gain from the current excess inventories of for-sale properties, foreclosures, and REOs. • Author Gary W. Eldred has also authored ten other successful real estate titles, including *The Beginner's Guide to Real Estate Investing*, *The 106 Mistakes Homebuyers Make—and How to Avoid Them*, and *The 106 Mortgage Secrets that All Borrowers Must Learn—but Lenders Don't Tell* • Completely revised to cover current ways to prosper in today's property markets • Includes new, insider techniques for foreclosure investing • Features fifteen new ways to profit with property investments • Shows you how to buy properties for less than they are worth from many sources including auctions, bank sales, and homebuilders

*Investing in Real Estate, Sixth Edition* retains its premier position as the most reliable, informative, and comprehensive guides to successful real estate investing.

*Business Models for Transforming Customer Relationships* What if there were a way to turn occasional, sporadic transactions with customers into long-term, continuous relationships--while simultaneously driving dramatic improvements in operational efficiency? What if you could break your existing trade-offs between superior customer experience and low cost? This is the promise of a connected strategy. New forms of connectivity--involving frequent, low-friction, customized interactions--mean that companies can now anticipate customer needs as they arise, or even before. Simultaneously, enabled by these technologies, companies can create new business models that deliver more value to customers. Connected strategies are win-win: Customers get a dramatically improved experience, while companies boost operational efficiency. In this book, strategy and operations experts Nicolaj Siggelkow and Christian Terwiesch reveal the emergence of connected strategies as a new source of competitive advantage. With in-depth examples from companies operating in industries such as healthcare, financial services, mobility, retail, entertainment, nonprofit, and education, *Connected Strategy* identifies the four pathways--respond-to-desire, curated offering, coach behavior, and automatic execution--for turning episodic interactions into continuous relationships. The authors show how each pathway creates a competitive advantage, then guide you through the critical decisions for creating and implementing your own connected strategies. Whether you're trying to revitalize strategy in an established company or disrupt an industry as a startup, this book will help you: Reshape your connections with your customers Find new ways to connect with existing suppliers while also activating new sources of capacity Create the right revenue model Make the best technology choices to support your strategy Integrating rich examples, how-to advice, and practical tools in the form of "workshop chapters" throughout, this book is the ultimate resource for creating competitive advantage through connected relationships with your customers and redefined connections in your industry.

The second edition of *Corporate Real Estate Asset Management* is fully up to date with the latest thought and practice on successful and efficient use of corporate office space. Written from an occupier's perspective, the book presents a ten-point CREAM model that offers advice on issues such as sustainability, workplace productivity, real estate performance measurement, change management and customer focus. In addition, new

case studies provide real-life examples of how corporations in the UK, USA, Hong Kong and Abu Dhabi actively manage their corporate real estate. The book is aimed at advanced undergraduate and graduate students on corporate real estate, facilities management and real estate courses and international MBA programmes.

Weatherhead aims to point up the importance of real estate, not in isolation but as an integral part of corporate strategy. Specific features such as tenures and obsolescence are addressed and there are case studies to illustrate contemporary practice.

Whatever the national trends are with regard to real estate – whether they are booming or busting—what really matters is what the market conditions are in your region, town, or neighborhood. For as David Lereah points out, in the end, all real estate is local. What does that mean? Even during the real estate boom of 2001-2005, a great many cities and regions did not participate in the boom—they lagged behind, or even decreased in value. Similarly, when prices began to fall nationally, there were plenty of regions and locales where prices rose, and sales boomed. As Lereah makes clear, the most important factor in buying or selling a home isn't what is going on nationally—it is what is going on in your local market. Evaluating present and future trends and influences in your region or neighborhood is essential to creating long term wealth, whether you are in a buyer's or a seller's market. And David Lereah, as the Chief Economist for the National Association of Realtors, shows you how to determine the conditions in your neighborhood. Lereah reveals how to: Evaluate the DNA of homes in the town or county or region you are considering (every town has its own real estate DNA—the characteristics that make a region or city more or less desirable to live in). Determine whether property values in your targeted neighborhood are on the rise. Research future real estate influences and trends, from migration into or out of the region, to plans to attract or develop new businesses in the area. Understand the local factors that can affect your investment in the future. Countless books offer advice on how to buy and sell a home. But ALL REAL ESTATE IS LOCAL is the first book to explain how knowing the ins and outs of the local market you are targeting is essential to deciding when, where, and what to buy.

Corporate property is routinely identified as the second biggest cost within a business organization after staff. Effective management of such a major asset requires a fundamental understanding of both the operation of the property markets and the operational requirements of the business occupier. This primer on strategic property management focuses on how property held as a corporate asset can be used to add value to the primary business activity of an organization. Rather than separate the needs of the business from the management of the business estate, the aim of Corporate Property Management is to enable the reader to directly support the primary business function through strategic management of corporate property, thereby adding value to the business as a whole. The book introduces a generic framework designed to assist in the analysis of any corporate property portfolio, working as a practical aid to decision making. The book is structured around this framework, providing a detailed review of its application and uses. This is then developed further through extensive use of five in-depth case studies that covers a wide variety of property types and property users – Borders bookshops; Cancer Research high street shops; The Youth Hostel Association; Clifford Chance's move to Canary Wharf and the Ardtornish Rural Estate in Scotland.

Presents the comprehensive framework of analytical techniques to help a firm analyze its industry as a whole and predict the industry's future evolution, to understand its competitors and its own position ...

The Riches Are in the Niches. Do you desire financial independence and passive income? Being a real estate investor can transform those desires into realities and allow you to live life to the fullest and even to retire early. To achieve all that real estate investing can offer you, finding profitable deals are a must. But how to find deals that turn a tidy profit rather than give you a 'red ink' migraine? Where are they? What do they look like? What does every investor need to know about them? Which real estate niches deliver results while eliminating much competition? You may already have attended an endless number of seminars, Real Estate Investment (REI) gatherings, and scoured the internet for the best real estate investments. If so, you may have discovered that finding profitable deals is not as easy as it appears. In fact, it can exhaust - and be fraught with financial peril - to search for, locate, and execute on a profitable real estate deal. That's where Finding Profitable Deals gives investors like you a leg up. Written by long-time real estate professional and real estate investor Gabrielle Dahms, the book details essential information about residential and commercial real estate niches. Armed with this information, augmented by the author's considerable experience in up, down, and flat real estate markets, investors hit the ground running. Finding Profitable Deals offers investors an inside look at real estate niches. All in one place and without hype. You'll learn: \* What niche markets exist. \* Choosing the right niche for you. \* Sorting the wheat from the chaff. \* How to gain a competitive advantage. \* What resources you need to succeed. \* Where and how to find real estate niche leads. \* Real estate marketing basics. \* 11 strategies to build wealth. Finding Profitable Deals is a compact reference for any serious investor. It is Volume 2 in The Real Estate Investor Manuals series. Why piecemeal information when you can get it all in one place? Whether you are interested in investing in foreclosures, probates, short sales, hotels, parking lots, or mobile home parks, this book is for you. The riches are in the niches. For further details and FREE special reports visit [www.riches-in-niches.com](http://www.riches-in-niches.com).

Clients have been identified as critical for building delivery but have been under-researched with only a few studies about them. This book seeks to address this gap. A deeper look into the nature of construction clients and their relation to building users exposes more fundamental questions related to the activity of building and the activity in the building. These fundamental questions include 'How do clients get what they want?', 'How do clients cope with the building process?', and 'How are clients being shaped by building(s)?'. This book on clients and users is structured around three main themes: Agency is concerned with the classical agency/structure dichotomy on actions, roles and responsibilities or, put differently, whether actors can act freely or are bound by structural constraints. Governance is related to the interplay between clients and the supply system: clients govern the supply system but are at the same time

governed by the supply system through different processes and mechanisms. Innovation deals with construction innovation and what part clients and users play in this struggle between change and stability. The book includes theoretical and conceptual frameworks on what constitutes clients and users as well as case studies on R&D themes of relevance to practice.

Although workplace design and management are gaining more and more attention from modern organizations, workplace research is still very fragmented and spread across multiple disciplines in academia. There are several books on the market related to workplaces, facility management (FM), and corporate real estate management (CREM) disciplines, but few open up a theoretical and practical discussion across multiple theories from different disciplines. Therefore, workplace researchers are not aware of all the angles from which workplace management and effects of workplace design on employees has been or could be studied. A lot of knowledge is lost between disciplines, and sadly, many insights do not reach workplace managers in practice. Therefore, this new book series is started by associate professor Rianne Appel-Meulenbroek (Eindhoven University of Technology, the Netherlands) and postdoc researcher Vitalija Danivska (Aalto University, Finland) as editors, published by Routledge. It is titled 'Transdisciplinary Workplace Research and Management' because it bundles important research insights from different disciplinary fields and shows its relevance for both academic workplace research and workplace management in practice. The books will address the complexity of the transdisciplinary angle necessary to solve ongoing workplace-related issues in practice, such as knowledge worker productivity, office use, and more strategic management. In addition, the editors work towards further collaboration and integration of the necessary disciplines for further development of the workplace field in research and in practice. This book series is relevant for workplace experts both in academia and industry. This second book in the series focuses on the role of workplace management in the organization and the tasks that workplace management needs to consider. The 18 theories that are presented in this book and applied to workplace research discuss management aspects from the organization's perspective or dive deeper into issues related to people and/or building management. They all emphasize that workplace management is a complex matter that requires more strategic attention in order to add value for various stakeholders. The final chapter of the book describes a first step towards integrating the presented theories into an interdisciplinary framework for developing a grand workplace management theory.

Sun Tzu Bing Fa™ Masterpiece: Five Strategy Formulas For Building Real Success simplifies everything you have discovered and learned in previous series of Sun Tzu Bing Fa™ Masterpiece book collection into five simple strategy formulas you can use to achieve your personal victory and business success. The first formula addresses your strategic plan and strategic position. The last four formulas address your strategy and strategy cycle. Applying these five

strategy formulas will make you decisive in the way you lead, effective in the way you think and make decisions, adaptive in the way you perform, and competitive in the way you take actions. For more information on our business strategy books, business strategy planners, business strategy courses, and business strategy certification programs, visit our websites: [www.JamesSonhill.com](http://www.JamesSonhill.com) and [www.SunTzuStore.com](http://www.SunTzuStore.com).

Explores how the telecommunications revolution has changed the way organizations need space

Introduces business managers and real estate managers to the changing role of real estate in corporate business. The aim is point up the importance of real estate, not in isolation but as an integral part of corporate strategy. The book shows how new technologies are affecting the ways that businesses look upon their real estate needs and make provision for them. Specific features, such as tenures and the problems of obsolescence are addressed. Practical help is provided to assist managers in developing, presenting and implementing corporate strategy incorporating real estate. There are seven case studies that illustrate contemporary practice.

The source of competitive advantage has shifted in many organizations from reliability to innovation and flexibility. But what does it take for an organization that innovates to then manage effectively? In this follow-up to *Built to Change*, Ed Lawler argues that it is a combination of the right structure and the right people. First, organizations must decide what structure they are: are you a high-involvement organization that has products and services that require a high level of coordination and cooperation among employees? Or do you have a more global competitor structure in which you are constantly bringing in new talent and technological expertise? Are you a mixture of both? Lawler outlines the unique human capital strategy for each approach, shows what it looks like in action, and provides the foundation and tools for creating competitive and innovative organizations.

AbstractReal estate business leaders who fail to attain and sustain competitive advantage to increase profitability during periods of unstable or declining markets, experience either lost profits or bankruptcy. In Dubai, United Arab Emirates, the brokerage market is saturated with over 5,000 active brokers and more than 2,000 registered real estate offices. The purpose of this multiple case study was to explore the strategies that successful leaders of Dubai medium-sized real estate businesses implemented to attain and sustain competitive advantage to increase profitability during periods of unstable or declining markets. The population for the study included business leaders of 4 medium-sized real estate businesses in Dubai, who had successfully implemented competitive advantage strategies. Data were collected from semistructured interviews with the 4 leaders and from artifacts such as the company websites and social media pages. The conceptual framework for this study was the strength-weakness-opportunity-threat analysis technique. Inductive analysis was

used to code and identify themes in the collected data, and the trustworthiness of interpretations was supported by member checking. Four themes emerged: reduce operating costs, execute corporate real estate management, promote corporate social responsibility, and utilize human capital. Findings from this study could contribute to positive social change by providing real estate business leaders with insights regarding strategy implementations necessary for attaining and sustaining competitive advantage and increasing financial independence, thereby promoting the culture and strengthening the local economy.

Classic approaches to competitiveness have traditionally been relying on mere economic thinking. They ignore both the responsibility to incorporate sustainability and the rich potential of a broader inclusion of stakeholders. This research-based analysis suggests and details a more promising way forward. Linking the analysis to Dubai allows for a concrete example and point of orientation. Truly acknowledging stakeholder's demands can help the real estate industry to reach unprecedented levels of competitiveness and differentiation. Value Creation and its effects on Transfer Pricing and tax law Emerging from the OECD/G20 BEPS Project, a new, somewhat fuzzy notion of Value Creation came to permeate not only Transfer Pricing language but also wider allocation rules and anti-abuse provisions in international tax law. The notion of 'Value Creation' reframes the interpretation and application of the Arm's Length Principle (ALP) that is embedded in Articles 7 and 9 of the OECD Model Convention. This new Value Creation notion and approach assist in understanding key enterprise functions while different industry sectors manifest these concepts in various ways. Situating such notions and this approach within the law of tax treaties and analyzing terms of the OECD Transfer Pricing Guidelines alongside their factual context is the aim of this book. Here, law students address Transfer Pricing and Value Creation in sectors as varied as commodities trade, automotive, consumer products, food and beverages, pharmaceutical and life sciences, telecommunications, and the key topic of value creation in a digitalized economy. Our LL.M. students were required to address issues not explored in legal research and to discuss factual topics relevant for Transfer Pricing. All students focused on topics that are new to the international tax debate that keep evolving and on factual matters that often escape legal research.

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