

Understanding Michael Porter The Essential Guide To Competition And Strategy

Jump-start language and learning skills with this simple and elegant guide to using sign language to communicate with your preverbal baby. Imagine averting a tantrum because your baby was able to communicate her desire for a favorite toy without tears, or simply sharing in your baby's wonderment at the sight of a bird on a tree-before he has even uttered his first word! Generally, children do not develop the motor skills necessary to speak until they are two, and yet they are able to communicate using sign language as early as six months. Written by an experienced signer and a mother of three, this illustrated step-by-step guide will allow readers to join the ranks of parents around the world who experience the rich rewards of communicating with their preverbal babies by using sign language. Studies have shown that babies who are taught to use signs to express themselves before they can actually speak are more contented because they can communicate their basic needs (and ideas!) and also are more skilled at speaking once they begin to acquire language. Full of practical tips, real anecdotes, and straightforward diagrams of more than sixty basic American Sign Language signs, *Baby Talk* is the essential baby-signing handbook for parents, relatives, and caregivers-and their babies, who are just a little too young to express themselves verbally.

Do you have the right strategy to lead your company into the future? Get more of the management ideas you want, from the authors you trust, with HBR's 10 Must Reads on Strategy (Vol. 2). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you combat new competitors and define the best strategy for your company. With insights from leading experts including Michael E. Porter, A.G. Lafley, and Clayton M. Christensen, this book will inspire you to: Choose a strategy that meets the demands of your competitive environment Identify the signals of disruption and take steps to avoid it Understand lean methodology and how it is changing business Transform your products and services into platforms Instill your strategy with creativity and purpose Generate value for your company, while also contributing to society This collection of articles includes "Your Strategy Needs a Strategy," by Martin Reeves, Claire Love, and Philipp Tillmanns; "Transient Advantage," by Rita Gunther McGrath; "Bringing Science to the Art of Strategy," by A.G. Lafley, Roger L. Martin, Jan W. Rivkin, and Nicolaj Siggelkow; "Managing Risks: A New Framework," by Robert S. Kaplan and Anette Mikes; "Surviving Disruption," by Maxwell Wessel and Clayton M. Christensen; "The Great Repeatable Business Model," by Chris Zook and James Allen; "Pipelines, Platforms, and the New Rules of Strategy," by Marshall W. Van Alstyne, Geoffrey G. Parker, and Sangeet Paul Choudary; "Why the Lean Start-Up Changes Everything," by Steve Blank; "Strategy Needs Creativity," by Adam Brandenburger; "Put Purpose at the Core of Your Strategy," by Thomas W. Malnight, Ivy Buche, and Charles Dhanaraj; "Creating Shared Value," by Michael E. Porter and Mark R. Kramer.

Process Philosophy surveys the basic issues and controversies surrounding the philosophical approach known as "process philosophy." Process philosophy views temporality, activity, and change as the cardinal factors for our understanding of the real—process has priority over product, both ontologically and epistemically. Rescher examines the movement's historical origins, reflecting a major line of thought in the work of such philosophers as Heraclitus, Leibniz, Bergson, Peirce, William James, and especially A. N. Whitehead.

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. *The Competitive Advantage of Nations* is one of the most influential business and management books of all time. Michael Porter's research identified the fundamental determinants of national competitive advantage in an industry and how they work together to give international advantage. The findings are rich in implications for firms and governments and set the agenda for discussions of global competition. The book was an extraordinary achievement and had a profound effect upon management, policy-makers and academics worldwide. The core ideas of the book remain very relevant today and this new edition includes the original text in full with a new introduction by the author, which reviews the key themes and issues of the book in the light of subsequent developments. This book represents one of the very few must buys in business and management.

Our political system in America is broken, right? Wrong. The truth is, the American political system is working exactly how

it is designed to work, and it isn't designed or optimized today to work for us—for ordinary citizens. Most people believe that our political system is a public institution with high-minded principles and impartial rules derived from the Constitution. In reality, it has become a private industry dominated by a textbook duopoly—the Democrats and the Republicans—and plagued and perverted by unhealthy competition between the players. Tragically, it has therefore become incapable of delivering solutions to America's key economic and social challenges. In fact, there's virtually no connection between our political leaders solving problems and getting reelected. In *The Politics Industry*, business leader and path-breaking political innovator Katherine Gehl and world-renowned business strategist Michael Porter take a radical new approach. They ingeniously apply the tools of business analysis—and Porter's distinctive Five Forces framework—to show how the political system functions just as every other competitive industry does, and how the duopoly has led to the devastating outcomes we see today. Using this competition lens, Gehl and Porter identify the most powerful lever for change—a strategy comprised of a clear set of choices in two key areas: how our elections work and how we make our laws. Their bracing assessment and practical recommendations cut through the endless debate about various proposed fixes, such as term limits and campaign finance reform. The result: true political innovation. *The Politics Industry* is an original and completely nonpartisan guide that will open your eyes to the true dynamics and profound challenges of the American political system and provide real solutions for reshaping the system for the benefit of all. **THE INSTITUTE FOR POLITICAL INNOVATION** The authors will donate all royalties from the sale of this book to the Institute for Political Innovation.

Bruce Greenwald, one of the nation's leading business professors, presents a new and simplified approach to strategy that cuts through much of the fog that has surrounded the subject. Based on his hugely popular course at Columbia Business School, Greenwald and his coauthor, Judd Kahn, offer an easy-to-follow method for understanding the competitive structure of your industry and developing an appropriate strategy for your specific position. Over the last two decades, the conventional approach to strategy has become frustratingly complex. It's easy to get lost in a sophisticated model of your competitors, suppliers, buyers, substitutes, and other players, while losing sight of the big question: Are there barriers to entry that allow you to do things that other firms cannot?

Simons presents the seven key questions a manager and his team must continually ask. Drawing on decades of research into performance management systems and organization design, "Seven Strategy Questions" is a no-nonsense, must-read resource for all leaders in any organization.

What's the secret to a company's continued growth and prosperity? Internationally known marketing expert Al Ries has the answer: focus. His commonsense approach to business management is founded on the premise that long-lasting success depends on focusing on core products and eschewing the temptation to diversify into unrelated enterprises. Using real-world examples, Ries shows that in industry after industry, it is the companies that resist diversification, and focus instead on owning a category in consumers' minds, that dominate their markets. He offers solid guidance on how to get focused and how to stay focused, laying out a workable blueprint for any company's evolution that will increase market share and shareholder value while ensuring future success.

Competitive advantage. The value chain. Five forces. Industry structure. Differentiation. Relative cost. If you want to understand how companies achieve and sustain competitive success, Michael Porter's frameworks are the foundation. But while everyone in business may know Porter's name, many managers misunderstand and misuse his concepts. *Understanding Michael Porter* sets the record straight, providing the first concise, accessible summary of Porter's revolutionary thinking. Written with Porter's full cooperation by Joan Magretta, his former editor at Harvard Business Review, this new book delivers fresh, clear examples to illustrate and update Porter's ideas. Magretta uses her wide business experience to translate Porter's powerful insights into practice and to correct the most common misconceptions about them—for instance, that competition is about being unique, not being the best; that it is a contest over profits, not a battle between rivals; that strategy is about choosing to make some customers unhappy, not being all things to all customers. An added feature is an original Q&A with Porter himself, which includes answers to managers' FAQs. Eminently readable, this book will enable every manager in your organization to grasp Porter's ideas—and swiftly deploy them to drive your company's success.

The U.S. health care system is in crisis. At stake are the quality of care for millions of Americans and the financial well-being of individuals and employers squeezed by skyrocketing premiums—not to mention the stability of state and federal government budgets. In *Redefining Health Care*, internationally renowned strategy expert Michael Porter and innovation expert Elizabeth Teisberg reveal the underlying—and largely overlooked—causes of the problem, and provide a powerful prescription for change. The authors argue that competition currently takes place at the wrong level—among health plans, networks, and hospitals—rather than where it matters most, in the diagnosis, treatment, and prevention of specific health conditions. Participants in the system accumulate bargaining power and shift costs in a zero-sum competition, rather than creating value for patients. Based on an exhaustive study of the U.S. health care system, *Redefining Health Care* lays out a breakthrough framework for redefining the way competition in health care delivery takes place—and unleashing stunning improvements in quality and efficiency. With specific recommendations for hospitals, doctors, health plans, employers, and policy makers, this book shows how to move health care toward positive-sum competition that delivers lasting benefits for all.

When it comes to strategy, the mistake most managers make is thinking they have one when they don't. Joan Magretta, author of the bestselling book *Understanding Michael Porter*, has teamed up with illustrator Emile Holmewood to capture essential strategy concepts in a short, easy-to-understand, graphic format. Here you'll find the classic Porter frameworks—industry structure and the Five Forces, competitive advantage and the value chain—as well as a set of practical tests to apply in evaluating existing strategies or developing new ones. You'll also learn Porter's thinking about critical issues such as scale, goal setting, sustainability, and disruption. With a relatable cast of characters—a deadlocked team of managers calls in Professor Porter to help them devise a new strategy—this book brings a sense of fun to a serious subject. It will help you quickly grasp the fundamentals of strategy, whether you're a seasoned strategist looking to cut through all the new buzzwords or a new manager about to lead your first strategy meeting.

The purpose of this book is to focus on the contribution of one of the most prominent scholars in the strategy field, Michael Porter, from both a practitioner, that is Chief Executive Officer (CEO), perspective, and from a research perspective. Using such a dual perspective may improve the relevance of strategy research for the business community. Four leading chief executives, two from European multinationals (Royal Dutch/Shell Group and Unilever N.V.) and two from important Dutch public organizations (the Port of Rotterdam and the Ministry of Economic Affairs), were invited to reflect on Porter's contributions to four levels of analysis: (1) business level strategy, (2) corporate level strategy, (3) regional competitiveness and finally (4) national competitiveness. Against this background, the book is structured as follows: Chapters 2 to 8 deal with the four mentioned levels of analysis from a dual perspective - theoretical and managerial. The two final chapters aim to find out how Porter's theories are related to each other and whether and how the different levels of analysis can be connected.

C++ is the language of choice for developing the most sophisticated Windows programs, but it is filled with hidden traps for the unwary. Mike Hyman and Phani Vaddadi's no-nonsense book helps C++ programmers avoid these traps by providing invaluable techniques gleaned from a combined 30 years of experience. In this book, you'll find a number of invaluable real-world tips and techniques that will help you improve your code and coding practices.

Argues that a manager's central responsibility is to create and implement strategies, challenges popular motivational practices, and shares anecdotes discussing how to enable action-oriented plans for real-world results.

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 ...

Porter's five forces analysis is a framework for analyzing the level of competition within an industry and business strategy development. It draws upon industrial organization (IO) economics to derive five forces that determine the competitive intensity and therefore the attractiveness of an industry. Attractiveness in this context refers to the overall industry profitability. An "unattractive" industry is one in which the combination of these five forces acts to drive down overall profitability. A very unattractive industry would be one approaching "pure competition," in which available profits for all firms are driven to normal profit. This analysis is associated with its principal innovator Michael E. Porter of Harvard University. This updated and expanded second edition of Book provides a user-friendly introduction to the subject, Taking a clear structural framework, it guides the reader through the subject's core elements. A flowing writing style combines with the use of illustrations and diagrams throughout the text to ensure the reader understands even the most complex of concepts. This succinct and enlightening overview is a required reading for all those interested in the subject . We hope you find this book useful in shaping your future career & Business.

Harvard professor, Michael Porter has been one of the most influential figures in strategic management research over the last three decades. He infused a rigorous theoretical framework of industrial organization economics with the then still embryonic field of strategic management and elevated it to its current status as an academic discipline. Porter's outstanding career is also characterized by its cross-disciplinary nature. Following his most important work on strategic management, he then made a leap to the policy side and dealt with a completely different set of analytical units. More recently he has made a foray into inner city development, environmental regulations, and health care services. Throughout these explorations Porter has maintained his integrative approach, seeking a road that links management case studies and the general model building of mainstream economics. With expert contributors from a range of disciplines including strategic management, economic development, economic geography, and planning, this book assesses the contribution Michael Porter has made to these respective disciplines. It clarifies the sources of tension and controversy relating to all the major strands of Porter's work, and provides academics, students, and practitioners with a critical guide for the application of Porter's models. The book highlights that while many of the criticisms of Porter's ideas are valid, they are almost an inevitable outcome for a scholar who has sought to build bridges across wide disciplinary valleys. His work has provided others with a set of frameworks to explore in more depth the nature of competition, competitive advantage, and clusters from a range of vantage points.

The goal of Unique Value: Competition Based on Innovation Creating Unique Value is to improve income, jobs, and wealth for everyone. This places the focus on where it needs to be: on building a viable and competitive economy. Improvements in macroeconomics stability, political stability, and social conditions that is sustainable depends on having a competitive economy. Chapters included in the book are New Foundations: Productivity, Innovation and Unique Value," "Competition and Antitrust, " and "Math-Science and "Meta-Education."

This collection highlights the most important ideas and concepts from Michael E. Porter, recognized worldwide as the leading thinker on strategy. Porter heads The Institute for Strategy and Competitiveness based at Harvard Business School and is the foremost authority on competitive strategy for business, as well as on the competitiveness and economic development of nations, states, and regions. Business readers will recognize Porter's seminal book, *On Competition*, as a classic in the field. This set, curated by Harvard Business Review, includes the full digital edition of the updated and expanded edition of *On Competition*—a must-have for anyone interested in or studying the topic of strategy and for those developing strategy for their own organizations. The collection also includes the digital edition of the popular *Understanding Michael Porter: The Essential Guide to Competition and Strategy*, which offers a concise, accessible summary of Porter's revolutionary thinking and was written with Porter's full cooperation by Joan Magretta, his former editor at Harvard Business Review. Finally, the set features the newer foundational article "Creating Shared Value," which was published in Harvard Business Review in 2011 to great fanfare and global accolades. This must-have collection is for anyone serious about business, strategy, and competitiveness.

The physical properties of ultrasound, particularly its highly directional beam behaviour, and its complex interactions with human tissues, have led to its becoming a vitally important tool in both investigative and interventional medicine, and one that still has much exciting potential. This new edition of a well-received book treats the phenomenon of ultrasound in the context of medical and biological applications, systematically discussing fundamental physical principles and concepts. Rather than focusing on earlier treatments, based largely on the simplifications of geometrical acoustics, this book examines concepts of wave acoustics, introducing them in the very first chapter. Practical implications of these concepts are explored, first the generation and nature of acoustic fields, and then their formal descriptions and measurement. Real tissues attenuate and scatter ultrasound in ways that have interesting relationships to their physical chemistry, and the book includes coverage of these topics. *Physical Principles of Medical Ultrasonics* also includes critical accounts and discussions of the wide variety of diagnostic and investigative applications of ultrasound that are now becoming available in medicine and biology. The book also encompasses the biophysics of ultrasound, its practical applications to therapeutic and surgical objectives, and its implications in questions of hazards to both patient and operator.

There are a large number of fascinating gecko varieties in Australia and Rob Porter's book brings greater knowledge and understanding. The book covers not only basic keeping and maintenance of these reptiles but also some tips on breeding Australian Geckos. It also contains many colored photographs of a variety of species.

Leading Minds and Landmark Ideas In An Easily Accessible Format From the preeminent thinkers whose work has defined an entire field to the rising stars who will redefine the way we think about business, The Harvard Business Review Paperback Series delivers the fundamental information today's professionals need to stay competitive in a fast-moving world. Prominent CEOs share, in their own words, their insights and thoughts on both cutting edge issues and timeless topics. Combined, these eight interviews create perhaps the most extensive and stimulating seminar on the latest business thinking.

Electronic Inspection Copy available for instructors here For help preparing for, and support during your MBA course, *The Essential MBA* brings together a comprehensive overview of the main subjects taught on MBA and business and management programmes in one book. Each chapter is written by a specialized contributor and offers students a helpful introduction to each topic of study, including: Sections on research methods and study skills Further reading recommendations and questions for reflection A critical perspective of the subject matter and reviews of alternative approaches. This text is an invaluable guide for MBA students, as well a useful introduction for undergraduate and postgraduate students of business and management. Susan Miller is Professor of Organisational Behaviour at Hull University Business School

Understanding Michael Porter: The Essential Guide to Competition and Strategy Harvard Business Press

7 Powers details a strategy toolset that enables you to build an enduringly valuable company. It was developed by Hamilton

Helmer drawing on his decades of experience as a strategy advisor, equity investor and Stanford University teacher. This is must reading for any business person and applies to all businesses, new or mature, large or small.

Examines and explains the revolutionary business frameworks of Michael Porter, with examples to illustrate and update Porter's ideas for achieving and sustaining competitive success.

To have any hope of succeeding as a manager, you need to get your people all in. Whether you manage the smallest of teams or a multi-continent organization, you are the owner of a work culture—congratulations—and few things will have a bigger impact on your performance than getting your people to buy into your ideas and your cause and to believe what they do matters. Bestselling authors of *The Carrot Principle* and *The Orange Revolution*, Adrian Gostick and Chester Elton return to answer the most overlooked leadership questions of our day: Why are some managers able to get their employees to commit wholeheartedly to their culture and give that extra push that leads to outstanding results? And how can managers at any level build and sustain a profitable, vibrant work-group culture of their own? These leading workplace experts teamed up with research giant Towers Watson to analyze an unprecedented 300,000-person study, and they made a groundbreaking finding: managers of the highest-performing work groups create a “culture of belief.” In these distinctive workplaces, people believe in their leaders and in the company’s vision, values, and goals. Employees are not only engaged but also enabled and energized (termed the three Es), which leads to astonishing results—average annual revenues three times higher than for organizations lacking such a positive culture. And this was true during a period that included this most recent recession. Based on their extensive consulting experience and in-depth interviews with leaders and employees at exceptional companies such as American Express, Cigna, Avis Budget, Pepsi Bottling, and Hard Rock, the authors present a simple seven-step road map for creating a culture of belief: define a burning platform; create a customer focus; develop agility; share everything; partner with your talent; root for each other; and establish clear accountability. Delving into specific how-tos for each step, they share eye-opening stories of exceptional leaders in action, vividly depicting just how these powerful methods can be implemented by any manager. All In draws on cutting-edge psychology and all of the creative genius that have made Gostick and Elton a must-read for leaders worldwide. This vital resource will empower managers everywhere to inspire a new level of commitment and performance.

Understand Michael Porter’s value chain in no time! Find out everything you need to know about this valuable business tool with this practical and accessible guide. The Harvard Business School professor Michael E. Porter has dedicated much of his career to studying competitive advantage. One of his best-known concepts is the value chain, which is used to deliver a product or service to the market and has three key objectives: to improve services, to reduce costs and to create value. The model can be applied to virtually any business in any sector, making it a vital tool for companies looking to make the most of their competitive advantage in an increasingly crowded market. In 50 minutes you will be able to:

- Identify the nine functions that generate value within a business
- Analyse your company’s activity to make the most of your competitive advantage
- Find areas for improvement and take concrete steps to maximise performance

ABOUT 50MINUTES.COM | MANAGEMENT AND MARKETING The Management and Marketing series from the 50Minutes collection provides the tools to quickly understand the main theories and concepts that shape the economic world of today. Our publications will give you elements of theory, definitions of key terms and case studies in a clear and easily digestible format, making them the ideal starting point for readers looking to develop their skills and expertise. Alcohol Explained is the definitive, ground-breaking guide to alcohol and alcohol addiction. It explains how alcohol affects human beings on a chemical, physiological and psychological level, from our first drinks right up to chronic alcoholism. Despite being entirely scientific and factual in nature the book is presented in an accessible and easily understandable format. For those with an alcohol problem it will explain why they have a problem and what they can do about it. For those who are unsure whether they have a problem or not it provides them with firm guidance. For those who have someone close to them who has an alcohol problem it will help them to understand what that person is going through, how they ended up where they are, and what they can do to help them. However this is not just a book for people with links to problem drinking, it is compulsive reading for anyone who has ever, or will ever, drink an alcoholic drink. How many people have inadvertently drunk too much on occasion? Virtually every drinker on the planet has done that! But how many people have actually stopped to think why? There is in fact a logical, scientific explanation for this phenomenon, it is fully and simply explained in this book. Even for those who have never imbibed alcohol this book provides a fascinating insight into addiction generally and, more specifically, into a substance that has pervaded our society to such a great extent that it is now an integral part of our culture.

For the past two decades, Michael Porter's work has towered over the field of competitive strategy. On Competition, Updated and Expanded Edition brings together more than a dozen of Porter's landmark articles from the Harvard Business Review. Five are new to this edition, including the 2008 update to his classic "The Five Competitive Forces That Shape Strategy," as well as new work on health care, philanthropy, corporate social responsibility, and CEO leadership. This collection captures Porter's unique ability to bridge theory and practice. Each of the articles has not only shaped thinking, but also redefined the work of practitioners in its respective field. In an insightful new introduction, Porter relates each article to the whole of his thinking about competition and value creation, and traces how that thinking has deepened over time. This collection is organized by topic, allowing the reader easy access to the wide range of Porter's work. Parts I and II present the frameworks for which Porter is best known--frameworks that address how companies, as well as nations and regions, gain and sustain competitive advantage. Part III shows how strategic thinking can address society's most pressing challenges, from environmental sustainability to improving health-care delivery. Part IV explores how both nonprofits and corporations can create value for society more effectively by applying strategy principles to philanthropy. Part V explores the link between strategy and leadership.

Stay ahead of the competition This book is a practical and accessible guide to understanding and implementing Porter's five forces, providing you with the essential information and saving time. In 50 minutes you will be able to:

- Understand the five forces that affect profitability and analyze each force in depth in relation to your company
- Analyze the intensity of the competition within an industry and how this affects your business
- Increase or maintain your competitive advantage according to the analysis

ABOUT 50MINUTES.COM - Management & Marketing 50MINUTES.COM provides the tools to quickly understand the main theories and concepts that shape the economic world of today. Our publications are easy to use and they will save you time. They provide elements of theory and case studies, making them excellent guides to understand key concepts in just a few minutes. In fact, they are the starting point to take action and push your business to the next level.

A book about management, described by guru Peter Drucker as 'a first rate as an introduction for the non-manager and especially for the beginner, but equally excellent as a rounded, complete, and comprehensive `refresher course' for the most experienced

executive.' Both a beginner's guide and a bible for one of the greatest social innovations of modern times: the discipline of management. Leading business editor Joan Magretta distils the wisdom of a bewildering sea of books and articles into one simple, clear volume, explaining both the logic of successful organisations and how that logic is embodied in practice by management. Newcomers will find the basics demystified. More experienced managers will recognise a store of useful wisdom and a framework for improving their own performance. In general, the book defines a common standard of managerial literacy that will help all of us to lead more effectively.

Though the cases in *Cases in Competitive Strategy* may be informative when studied on their own, they are designed to be read and analyzed in combination with the companion volume, *Competitive Strategy*. The conceptual materials and the cases are designed to reinforce each other, showing the connection between the theory and the practice of competitive strategy formulation. Explains how companies must pinpoint business strategies to a few critically important choices, identifying common blunders while outlining simple exercises and questions that can guide day-to-day and long-term decisions.

Imagine, if you can, the world of business - without corporate strategy. Remarkably, fifty years ago that's the way it was. Businesses made plans, certainly, but without understanding the underlying dynamics of competition, costs, and customers. It was like trying to design a large-scale engineering project without knowing the laws of physics. But in the 1960s, four mavericks and their posses instigated a profound shift in thinking that turbocharged business as never before, with implications far beyond what even they imagined. In *The Lords of Strategy*, renowned business journalist and editor Walter Kiechel tells, for the first time, the story of the four men who invented corporate strategy as we know it and set in motion the modern, multibillion-dollar consulting industry: Bruce Henderson, founder of Boston Consulting Group Bill Bain, creator of Bain & Company Fred Gluck, longtime Managing Director of McKinsey & Company Michael Porter, Harvard Business School professor Providing a window into how to think about strategy today, Kiechel tells their story with novelistic flair. At times inspiring, at times nearly terrifying, this book is a revealing account of how these iconoclasts and the organizations they led revolutionized the way we think about business, changed the very soul of the corporation, and transformed the way we work.

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