

REDEFINING GLOBAL STRATEGY 1ST EDITION Free



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I also like how Ghemawat fills in cultural and administrative issues to complement the economic and geographic issues that one would expect in such a book. He also does a good job tying together global strategies and how companies have to organize to pursue those strategies. The downside of all these books is that they make the most sense in looking at how particular companies make and implement their strategies. So a reader, to get the most out of the book, should look up and read some of his cases at the HBS website. It is worth the trouble. Overall, it will come across as too abstract for a general reader but is worth the investment of time for someone wanting to invest in it.

Mar 25, Anandh Sundar rated it it was amazing. I read this book today while thinking about some globalization examples I'd read recently. And it

resounded very well. While like a true consultant the author cannot resist the temptation to create and explain catchy frameworks, the examples and analyses are stellar, and warrant a read despite the age of the book.

Overall a must read I would say. Feb 17, Joshua Seale rated it really liked it. This is dense, but good book on global business strategy and globalization. It gives a nuanced perspective on why cultural differences matter in an increasingly globalized world. The book is well researched and well written. I find it particularly interesting working for an international non-profit that works in over 60 countries. Nov 27, Frank Kelly rated it really liked it Shelves: business-management , finance-economics. Excellent counter-view to the mass-globalization craze in business. Ghemawat points out that there is not a "one-size-fits-all" approach to doing business globally -- and explains with lots of superb research and analysis how a company can best conduct cross-border business. Highly recommend it. May 24, Katie rated it liked it. A little repetitive Jan 19, Jose rated it really liked it. Sep 23, Delhi Irc added it. Feb 06, Saumil Mehta rated it it was amazing. A Must read for MBA grad!!

Lindsey rated it it was ok May 24, Tena rated it it was amazing Jan 07, Anthony Jen rated it liked it Aug 11, Nov 04, K rated it it was amazing. Very insightful. Ghemawat at his best. Felipe rated it really liked it Nov 18, Bigd rated it it was amazing Nov 02, Ghemawat, Pankaj. Publisher: Harvard Business Review Press , This specific ISBN edition is currently not available. View all copies of this ISBN edition: Buy New Learn more about this copy. About AbeBooks. Customers who bought this item also bought. Stock Image. New Hardcover Quantity Available: Seller Rating: Published by Harvard Business Review Press Chiron Media Wallingford, United Kingdom. Redefining Global Strategy Pankaj Ghemawat. New Hardcover Quantity Available: 1.

New Quantity Available: 2. I refer to these approaches as AAA adaptation, aggregation, and arbitrage strategies. Many clubs have focused on forging a local identity, that is, adapting to particular locations. But there are also clubs that have aggregated across borders e. And some clubs in poor countries feed talent to richer counterparts; that is, the poorer clubs assist in arbitrage. Arbitrage is also prominent in at least some cross-border investments and in the manufacture of a specialized input, footballs: the Pakistani city of Sialkot has been a famous production hub for close to one hundred years and still accounts for the bulk of world production.

Chapter 7 is integrative: it examines the extent to which it is possible to mix and match across these AAA strategies for dealing with differences, given their different requirements. But changes cannot be ruled out. For example, FIFA president Sepp Blatter has railed against the dominance of the richest European clubs and, relatedly, the free transfer of players across clubs, comparing the latter to slavery. Chapter 8 uses the insights developed in the earlier chapters to discuss how you should think about such debates—and what your company can do now to build a path to a better future. To recap, what is different about this book about global strategy is its focus on the differences across countries. The idea is to help businesses cross borders profitably by seeing the world as it really is, rather than in idealized terms. To achieve this objective, the book embodies what might be called the three Rs. First, the book is readable because of its unified point of view, its concision, the provision of boxed summaries for each chapter, and its use of numerous examples.

Second, the book is relevant for business policymakers because I have written it around their needs although it may also interest public policymakers or others seeking to understand cross-border business and have kept the discussion grounded in reality by focusing on value creation and capture. Also important in this regard is the ease with which companies from different parts of the world can customize the frameworks presented—which suggests some obvious follow-on exercises. And third, the book is rigorous in the sense of drawing on research in a variety of fields—including international economics, industrial organization, business strategy, and international business—as well as extensive interactions with practitioners. The chapter goes on to explain why semiglobalization is essential for cross-border strategies to have distinctive content—as well as why failing to keep it in view can be a recipe for poor performance.

Chapter 2 collects the reasons that borders still matter and classifies them in terms of the cultural, administrative, geographic, and economic CAGE distances between countries. This framework is usually best applied at the industry level because different types of distance vary greatly in importance from industry to industry. But in most industries, countries of origin do have important implications for destinations—a point that mostly eludes more established frameworks for country analysis.

Chapter 3 discusses why—if at all—firms should globalize in a world in which distance still matters. It presents a scorecard for tracking value creation that includes but goes beyond the familiar components of size and economies of size. It also supplies a set of analytical guidelines and a list of specific questions to ask—and answer. The aim is to foster more realism about how cross-border strategies will add value in the face of large cross-border differences. Such strategies themselves are the topic of part 2 of this book. With that, the multinational commercial world nears its end, and so does the multinational corporation.

The multinational corporation operates in a number of countries, and adjusts its products and processes in each, at high relative cost. The global corporation operates with resolute constancy. And this apocalyptic vision leads to a focus on strategies for a post-apocalyptic, integrated world—strategies that inevitably have a one-size-fits-all character. In this book, I redefine global strategy to describe a broader set of strategic possibilities. I argue that differences between countries are larger than generally acknowledged. As a result, strategies that presume complete global integration tend to place far too much emphasis on international standardization and scalar expansion. In the near and medium term, effective cross-border strategies will reckon with both, that is, with the reality that I call semiglobalization.

The primary goal of this book is to stretch our thinking about cross-border strategies for a semiglobalized world. This chapter begins by establishing that semiglobalization is, in fact, the real state of the world today—and tomorrow. It does so by taking some data on board, because, as the late Daniel Patrick Moynihan observed, we are all entitled to our own opinions, but not our own facts. The chapter then starts to address the implications for company strategy, using the example of one of the great border-crossing companies, Coca-Cola.

The problems with that strategy took a while to surface, but by the millennium, Coke was adrift in a sea of troubles. Only recently has it started to regain its bearings. Apocalypse Now?

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