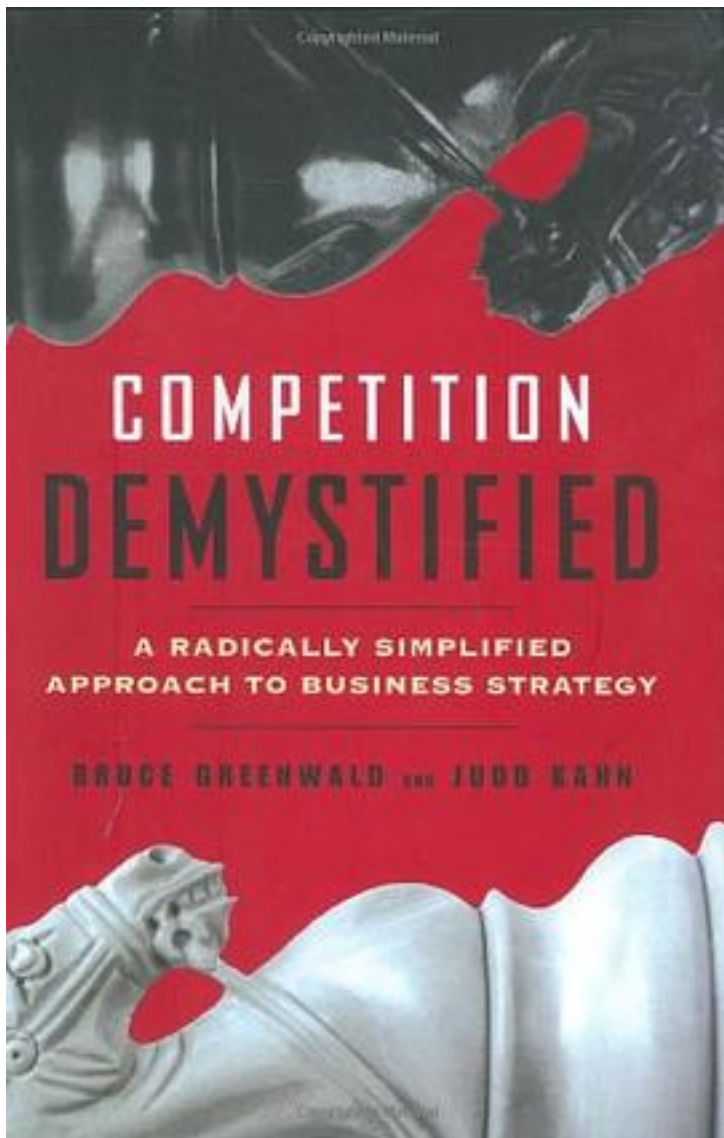


# Competition Demystified



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In *Competition Demystified*, Bruce Greenwald, one of the nation's leading economists, presents a new and simplified approach to business strategy that cuts through much of the fog that has surrounded the subject. Based on his course at Columbia Business School, Greenwald and co-author 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.

The authors illustrate their principles with detailed examples drawn from prominent companies in a wide range of industries, including Wal-Mart, Coors, Cisco, Apple, Microsoft, Intel, Kodak, Sotheby's, Fox Broadcasting, and Coca-Cola.

THE MOST IMPORTANT NEW BOOK ON COMPETITIVE STRATEGY IN A QUARTER OF A CENTURY Since 1980, Michael Porter's classic *Competitive Strategy* has provided the methodology that most big companies use for strategic analysis. But now, distinguished Columbia Business School professor Bruce Greenwald offers a bold, new and much simpler theory. Porter identified a complex five-force model for studying competition in any market. But Greenwald argues that there is only one essential factor in determining competitive advantages: how easy it is for competitors to enter or expand in a given market. If a company can erect strong barriers to entry - through customer captivity, lower production costs or economies of scale - it can manage these advantages, anticipate competitors' moves or achieve stability through bargaining and cooperation. Greenwald draws on game theory to explain what you should do if barriers to entry are strong, weak or nonexistent. He covers a wide range of examples, from retail to telecommunications to auction houses. And his lessons can be applied whether your business is dominated by a single huge player, a handful of roughly equal players or no one at all. *COMPETITION DEMYSTIFIED* will give executives and strategic planners an indispensable new way to exploit competitive advantage and achieve exceptional profits and is destined to become a management classic.

length: (cm)22.8 width:(cm)15.4

作者介绍:

目录:

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标签

商业

价值投资

投资

金融

逻辑

market

comeptitive

经管

## 评论

用苹果和IBM HP

Dell等来对比垂直一体化和横向专业化的章节很有启发。在PC领域，苹果的垂直整合败给了IBM的横向专业分工，但本书写于06年，之后iPhone缺依靠垂直整合掀起智能手机革命，垂直一体化的优势明显。其原因在于软件应用生态成为决定产品差异化的核心因素，且手机制造标准要高于PC，不易于标准化。同样类比，Tesla如今也是坚持垂直一体化，软件领域的优势或许能助其成为未来汽车行业的iPhone

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我觉得还可以，等把porter的看了，再系统性总结哈。

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## 书评

在同等条件下，对所有竞争者开放的市场中，竞争会使所有参与者的回报都降到同样的最小值。因此，为了获得超出这一最小值的利润，一家公司就必须能够做某些其他竞争者无法做到的事情。换句话说，他必须利用自己的竞争优势。战略分析最为恰当的出发点就是，仔细的评估公司市场地...

与市场肉搏的同时，开始思考如何去与他们进行「竞争」，这本书应该是这几本内最朴实又犀利的，把波特的竞争理论大幅简化，核心就是一个「如何打造你的进入壁垒」，即「能够做潜在竞争者做不到的事」。竞争优势来源于以下三种  
第一：供应。或者说是成本优势。 第二：需求。来源...

集中阐述了他对现代经济环境中企业竞争战略的洞察。真知灼见，是他的独特贡献。足以帮助读者在战略上跃升到登堂入室的层次。

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