

Index

- A1 Plazas, 87–88
- Absorptive capacity, 308–309
- Abu Dhabi National Oil
 - Cooperation (ADNOC), 141
- Abu Dhabi Urban Planning
 - Council (UPC), 141
- Academic discipline, strategic management as, 46
- Acceleration, 311
- Access-based positioning, 124
- Accounting analysis, 212
- Accumulating resources, 293
- Acquisition(s), 246–251
 - premium, 246
- Adham, K. A., 368
- Administrative or political
 - distance, 256
- Adriano, D., 321
- Advanced economies, 18
- Affordability, 23
- Afrotouch Brands, 29–30
 - estimated cost implication, 34–35
 - expansion alternatives, 32–33
 - growth, 30–31
 - new business opportunities, 31–32
 - technical expertise, 33–34
- Agency problems, 249
- Aggregators, 8
- Air India, 202
- Air India Limited (AIL), 202
- Akmaliah, R. S., 368
- Al Dhahare Agriculture Company,
 - 141
- Al-Ahram Weekly*, 329
- Alcohol, Thailand regulation of,
 - 266–271
- Alphabet Inc., 167
- Amazon, 167
- Ambani, D. H. (Reliance Group), 74
- Ambidexterity, 306–307
 - ambidexterity/prototyping, 166–168
- Analogous strategic management
 - process, 123
- Analytical process, 125
- Ancillary revenue initiatives, 210
- Ancillary services, 20
- Anglo-Thai Corporation, 161
- Annual objectives, 119–120
- Anochie, G., 29
- Apple, 23
- Argentina's wine industry,
 - 428–429
- Arkan and Emirates Steel, 141
- ARPAnet, 161
- Asset(s), 240
 - choices, 399

- At-risk customers, 313
- Attractiveness test, 236
- Australasian United Steam Navigation Company (AUSN), 105, 160
- Australia's wine industry, 426–427
- Automatic Tank Gauging Systems (ATGs), 83
- Aviation turbine fuel (ATF), 199

- Back-end processing businesses, 382
- Backward integration, 229–230
- Balaji Shipping Lines, 153
- Balancing, 293
- Bangkok Beer and Beverages Co., Ltd (BB&B Co., Ltd), 260
 - licensing regulations, 271–272
 - Thailand regulation of alcohol, 266–271
 - Thailand's wine industry, 263, 267–269
 - top management, 261–262
 - wine consumption in Thailand, 272–275
 - wine industry structure, 263–266
- Bankruptcy, 241
- Banks, 377
- Bargaining power
 - of buyers, 191
 - of suppliers, 191
- “Base of the Pyramid” projects, 27
- Behavioral decision theory (BDT), 300–302
- Best-cost provider strategy, 345–346
- Better-off test, 236
- BEWAC Motor Corporation, 160
- Bharat Petroleum Corporation, 91
- BI vessel, 41

- Big data, 168
- Bing* (soldier), 52
- Blending, 293
- Blue ocean, 395
 - key characteristics, 395–396
 - red ocean *vs.*, 396
- “Blue Ocean Strategy”
 - development, 364
- Borrowing, 293
- Boston Consulting Group Portfolio Matrix, 165
- Bottom-up–pilot approach, 412
- Boundary rules, 298
- “Brand Chile”, 438
- Brand livery and identity, 86
- “BRIC strategy”, 3
- Broad differentiation strategy, 345
- Bundling, 16
- Business, 43–45
 - behavior, 117
 - business-level strategies, 127
 - core competences, 122
 - information services, 2
 - landmark in United Arab Emirates, 137–154
 - leaders, 43–44
- “Business model canvas”
 - template, 404
- Business models, 7, 26–27, 43, 132, 133, 405
 - blue ocean, 395–397
 - components, 401
 - definitions, 397–399, 403
 - dimensions, 402–403
 - elements, 401
 - strategic circumstances, 400
 - strategic options and choices, 406
 - strategy execution, 406–415
 - structure, 399–405

- transformation from old to new business models, 397
- See also* Generic strategies
- Business process re-engineering (BPR), 178
- Business strategy, 2, 45, 50, 126, 127, 128, 168
 - 3 C's model, 174, 175
 - 3 S's model, 177–179
 - 7 C's model, 181–182
 - 7 S's model, 176–177
 - 9 S's model, 180–181
- contemporary strategy
 - concepts, 182–186
- Eight Strategic Laws of Gravity, 179–180
- for emerging markets, 11, 17
- equity research and valuation, 198–219
- evolution, 173
- execution system, 133
- five forces model, 174–176
- Inchcape plc., 220–224
- industry competitive analysis, 186–192
- navigation system analysis, 172–173
- structural analysis, 192–195
- SWOT analysis, 168–172
- tier 1 markets, 12–13, 17–21
- tiers 2–3 markets, 13–15
- tiers 2–3 strategies and tactics, 21–24
- tiers 4–5 markets, 15–17, 25–27
- world economic population pyramid, 11–12
- Business-to business (B2B)
 - firms, 21
 - sectors, 15–16
 - space, 20
- Buyers, bargaining power of, 191
- Calcutta and Burma Steam Navigation Company (CBSNC), 40
- Campion Motors Group, 160
- Cantril, R., 317
- Capabilities, 290–295
- Capital requirements, 187
- Cargill Company, 115
- Carthage, 47–48
- Cash flow, 165
- Celcom, 369
- CEMEX, 16–17
- Centre for Aviation assessment (CAPA), 199
- Change, 409–411
- Chief executive officer (CEO), 30, 44, 413, 414, 415
- Chief Financial Officer, 30
- Child-friendly media, 25
- Chilean wine industry, 420
 - Chile's national wine industry, 424–425
 - competition, 426–431
 - consumers, 431–436
 - contribution to developing country's image, 438
 - economic importance of industry, 436–438
 - exports, 424
 - global consumption, 422–424
 - objectives, 421–422
 - primary wine exporting countries, 425
 - production, 423, 424
 - surface area planted to vine, 423
 - world wine consumption total and per capita, 422–423
- China market, 7
- City retail outlets, 77
- Co-evolution, 308
- Co-opting, 293, 295

- Coalition programme, 210–211
- Command over resources, 9
- Company-owned company-operated outlets, 77
- Company-owned dealer-operated outlets, 77
- Company's management team, 30
- Company's resources, 284
- Company's strategy, 51
- Competencies, 290–295
- Competitive advantage, 120–124
- Competitive
 - marketplace–strategy, 132–133
- Competitive parity, 122
- Competitive position (CP), 295
- Competitive strategy, 11, 45, 183, 345–346
- Competitors, cooperation/alliance among, 243–245
- Complementing resources, 293
- Complete Knock Down (CKD), 32
- Compound annual growth rate (CAGR), 199
- Comprehensive paradigms, 302
 - absorptive capacity, 308–309
 - ambidexterity, 306–307
 - continuous morphing, 307–308
 - dynamic capabilities
 - perspective, 306
 - fit among four paradigms, 309–310
 - strategic conflict view, 305
 - See also* Strategic paradigms
- Concentrating resources, 293
- Concerns, 209–210
- Conglomerate diversification, 238
- Connectivity, 311
- Conserving resources, 293, 295
- Consolidation, 311
- Conspicuous consumption, 272
- Consulting firms, 2
- Consumer(s), 431
 - durables, 18
 - education, 25
 - image of Chile in target consumer market, 435–436
 - wine, 431–435
- Contemporary business, 43, 311
- Contemporary corporate strategies, 225–227
 - BB&B Co., Ltd, 260–275
 - defensive strategies, 239–241
 - diversification strategies, 233–239
 - global strategies, 251–257
 - integration strategies, 227–230
 - intensive strategies, 231–233
 - strategy vehicles, 241–251
- Contemporary entrepreneurs, 44
- Contemporary military organizations, 58
- Contemporary schools, 68–70
- Contemporary strategic business concepts, 51
- Contemporary strategy concepts, 182
 - Hamel and Prahalad, 185–186
 - Henry Mintzberg, 184–185
 - Michael Porter, 183–184
- Contextual ambidexterity, 307
- Continuous adaptation, 122
- Continuous morphing, 307–308
- Contracts, 243
- Controlling management, 111
- Convergence, 293, 311
- Cooperation/alliance among competitors, 243–245
- Core business, 45
- Core competence, 294
- Core customers, 313

- Core ideology, 115–116
- Corporate control, 250–251
- Corporate diversification strategy, 233–234, 258
- Corporate growth and expansion, 337–344
- Corporate Inchcape, 157–161
- Corporate management team, 138
- Corporate similarities, 51–59
- Corporate strategy, 2, 54, 126, 128, 163, 225–226, 239, 258
 - ambidexterity/prototyping, 166–168
 - contemporary strategy
 - concepts, 182–186
 - development process, 227
 - equity research and valuation, 198–219
 - Inchcape plc., 220–224
 - industry competitive analysis, 186–192
 - link between business strategy and, 168–173
 - portfolio analysis matrix, 164–166
 - product/market matrix, 163–164
 - structural analysis, 192–195
- Corporation, 293, 294
- Correct business definition, 179
- Cost leadership, 347
 - low cost in context of five forces, 349
 - necessary conditions for low cost, 348
 - organizing to realizing full potential of, 350
 - origin and objective, 347
 - strategy, 346
 - structure—systems—policies, 349
- Cost model, 402
- Cost-of-entry test, 236
- Costs, customers, and competitors model (3 C's model), 174, 175
- Costs, customers, competitors
 - context, capabilities, channels, capital model (7 C's model), 181–182
- Creative process, 125
- Credibility enhancers, 8
- Credit card companies, 377
- Credit rating agencies, 8
- Cultural distance, 256
- Current profit maximization, 358
- Customer(s), 43, 402
 - satisfaction, 288
 - service or warranties, 189
 - switching costs, 188
- Daimler Company, 121
- “Daniladies”, 26
- Dark red wines, 274–275
- De facto* implementation of rules and practices, 8
- Dealer-owned dealer-operated outlets (DODOs), 77
- Declining “experience curve” cost and prices, 180
- Declining industry, 289
- Defensive strategies, 225, 239
 - divestiture, 240–241
 - liquidation, 241
 - retrenchment, 239–240
- Demand for food products, 18
- Department of Transport (DOT), 139, 140, 141, 145
- Developed economies, 1, 8, 15, 24, 113
- Developing countries, 4, 8, 12
- DHURF Company, 34

- DiGi, 369, 370, 383
- Digitized value, 166–167
- Direct method of delivery, 369
- Directorate general of
 - hydrocarbons (DGH), 99
- Discouraging competitor
 - investment, 180
- Distributors, 8
- Diversification, 233–234
 - decisions, 234
 - discount, 240
 - levels and types, 235
 - related, 236–238
 - strategies, 225, 233
 - unrelated, 238–239
- Divest strategies, 166
- Divestiture strategy, 240–241
- Domestic market share in
 - percentage, 201
- Domestic rail system, 148
- Dominant paradigms, 46
- Driveway salesman (DSM), 85
- Drucker, P., 249–250
- Drucker's strategic thinking
 - approach, 123
- Dynamic capabilities, 292, 306

- E-commerce initiatives, 210
- e-Pay Malaysia, 368
 - businesses, 379
 - company formation and
 - development, 373–375
 - e-Pay electronic airtime reload
 - process, 376
 - e-Pay pos-terminal system
 - platform, 381
 - e-Pay slip, 372
 - e-Pay system, 377
 - generic prepaid scratch card, 372
 - Malaysian Mobile Phone
 - Industry, 369–371
 - problems, 382–385
 - Sdn Bhd, 368
 - strategies for future, 385
 - telcos dominance, 368–369
 - terminal payment platform and
 - other payment
 - businesses, 371–382
- EBITDA, 203
- Economic components of
 - emerging markets, 4–6
- Economic distance, 256
- Economic growth, 6, 109, 140
- Economic perspective, 152
- Economic Union of West African
 - States (ECOWAS), 257
- Economic value, 120–121
 - firm, 121–122
- Economies of scale, 187
- “Economizing”, 309–310
- Economy-wide regulators, 8
- Edge retail group, 329
- Efficiency, 140
- Egyptian retail food industry,
 - 321–323
- Eight Strategic Laws of Gravity,
 - 179–180
- Emerging markets strategy, 1, 3
 - Afrotouch Brands, 29–35
 - business strategy for, 11–17
 - characteristics, 1–3
 - economic components, 4–6
 - Inchcape plc., 36–41
 - institutional aspects, 6–8
 - social aspects, 8–10
- Emmanuel, E., 29
- End customers, 377
- Engineering–industrial viewpoint,
 - 177–178
- Enterprise strategy. *See* Corporate
 - strategy
- Enterprises, 51

- Entrepreneurial wine makers, 263
- Environmental analysis, 288
- Environment—strategy—
 - structure—operations (ESSO), 134
 - business model development, 133
- Envisioned future, 115–116
- Ephemeralization, 311
- Equity research and valuation, 198–219
- Ethical values, 118
- Ethihad deal, synergy from, 208
 - ancillary revenue initiatives, 210
 - domestic outlook, 208
 - initiatives, 210
 - international operations, 208
 - IT initiatives, 210
 - JPPL, 210–211
 - negatives, 209
 - opportunities, risks, concerns and threats, 209–210
 - outlook/restructuring measures, 211–212
 - risks, 209
- Ethihad Rail Company, 137, 144
 - analysis of logistics services, 153
 - board of directors and function, 139
 - case synopsis, 137–138
 - challenges facing Rail project, 144–145
 - PESTLE analysis, 152–153
 - Porter’s five forces, 150–151
 - Rail project, 140–144
 - “Safety principle”, 138–139
 - strategic aspects, 148–150, 151
 - strategic assessment, 153–154
 - strategic plan Rail, 146–148
 - strategic view, 145–146
 - theoretical perspective, 150
 - transportation industry in UAE, 139–140
- European Union (EU), 257
- Exclusive distribution rules, 21
- Exit rules, 298
- Expediting success, 295
- Export markets, 437
- External business growth, 120
- External environment, 111
- External factor, 171
- External opportunities, 168
- Extracting, 293
- Fa* (doctrine), 52
- Fake products, 21
- Fallah Mohamed al Ahbabi, 139
- Fannie Mae Company, 115
- Farm fuel outlets, 77
- Federal Authority for Land and Marine Transport (NTA), 141
- Fill & fly outlets, 82
- Financial aspects and time constraints, 147
- Financial information of Jet Airways, 215–219
- Financial objectives, 119–120
- Financial performance (2014–2015), 203
- Financial performers in Indian Airlines, 203–204
- Financial position (FP), 295
- Financial services, 23
- Financial statement analysis, 212
- Financial transactions, 8
- Firm resources, 292, 293
- “First for Food”, 318
- Fit, strategic ingredients, 124
- Five forces model, 174–176, 194
- Flexible consequence, 399
- Focus, 293

- Focused strategy, 346, 347
- “Food, family and home” store, 329–330
- Food and beverage (F&B), 271–272
- Forward integration, 228–229
- Fragmented retail environments, 24
- Frames of reference for
 - considering strategic options, 407
- France’s wine industry, 274, 430
- Franchising agreements, 243
- Free cash flow, 249
- Friedman, Milton (economist), 182
- Friendly merger process, 246
- Friendly takeover process, 246
- Functional strategy, 126–128
- Functional unit managers, 131–132
- Fundación Imagen de Chile*, 421
- Funding, 152
- Funnel-shaped strategy
 - development process, 408
- Future upgradeable truck stop (FUTS), 82

- Game theory, 305
- GCC Rail Map, 143
- Generic strategies, 185–186, 345, 346
 - cost leadership, 347–349
 - generic competitive strategies, 360–361
 - niche/focus, 355–356
 - organizational requirements, 359
 - Porter’s five generic strategies, 347
 - pricing strategies, 356–358
 - product differentiation, 349–355
 - risks and dangers, 359, 362
 - similarities and differences, 358–364
 - simultaneous pursuit of
 - differentiation and low cost, 365
 - “stuck in the middle” firm, 362–364
 - See also* Integration strategies
- Geographic distance, 256
- Gilman, R., 101
- Global economy, 220
- Global industries, 251
- Global leadership, 112
- Global level, 257
- Global standardization strategy, 259
- Global strategy, 11, 251, 256, 259
 - evolution, 251–253
 - framework, 254–257
- Globalization, 245, 310
- Go Air, 202
- Google, 163, 167
- Governance choices, 399
- Government, 193
- Government of India (GOI), 73, 76, 91
- Grand strategy matrix, 286–288
- Grave social deprivations, 8–9
- Gravity theory of trade flows, 257
- Great Depression, 104
- Great Recession (2008), 113, 397–398
- Group’s market capitalization, 161
- Growth, 120
 - growth–share matrix, 165
- Gulf Cooperation Council (GCC), 137, 146, 257

- Hamel, G., 185–186
- Hannibal's strategic planning
 - evaluation, 47, 48
- Harvard Business School, 168
- He Yousif Saleh Al Suwaidi, 139
- Heterogeneity of resources, 290
- Hewlett-Packard Company, 115
- High Speed HSD (HSD), 73, 76, 82
- Hindustan Petroleum Corporation, 91
- Hologram labeling, 21
- Horizontal integration, 230, 258
- Hostile takeover, 246
- How-to rules, 298
- Human development, 2
- Human development index (HDI), 9, 10
- Human resources, 292

- i-talk, 383
- Ibrahim, M. A., 334
- "Ideal" process, 59
- Identify and develop services, 147–148
- Inchcape plc., 36–41, 101, 157, 220–224, 440
 - corporate growth and expansion in early 2000s, 337–344
 - corporate Inchcape, 157–161
 - prosperity, followed by uncertain times, 101–107
 - recovery after crisis, 440–446
 - unprecedented 2008, 388–393
- "Inchcape versatility", 223
- Income-constrained buyers, 22
- Indian aviation, 198
 - industry structure and development, 200
 - LCC, 199
- Indian Oil Corporation (IOC), 91
- Indigo airlines, 201
- IndiGo Airways, 203–204
- Industrial organization approach, 286
- Industry competition, 234
- Industry competitive analysis, 186
 - bargaining power of buyers and suppliers, 191
 - intensity of rivalry among existing competitors, 189–190
 - pressure from substitute products, 190–191
 - sixth competitive force, 192
 - threat of entry, 187–189
- Industry growth rate, 192
- Industry position (IP), 295
- Industry structure(s), 289–290
 - and development, 200
 - and environmental opportunities, 194
- Industry value chain, 180
- Inflation, 152
- Information
 - analyzers and advisors, 8
 - security, 152–153
- Institutional aspects of emerging markets, 6–8
- Institutional voids (IVs), 2, 7–8
- Intangible value, 166–167
- Integration strategies, 225, 227, 258
 - backward, 229–230
 - forward, 228–229
 - horizontal, 230
 - See also* Generic strategies
- Intel, 308
- Intensity of rivalry among existing competitors, 189–190
- Intensive strategies, 225, 231
 - market development, 232
 - market penetration, 231–232

- product development, 232–233
- product proliferation, 233
- Inter-firm cooperation, 437
- Internal environment, 111
- Internal factor, 171
- Internal threats, 168
- International Finance Corp. (IFC), 3
- International Monetary Fund (IMF), 4
- International operations, 208
- Internationalization strategy, 436
- Internet
 - access, 22
 - internet-based social media, 371
- Intrapreneurs development, 167
- Intrapreneurship development, 167
- Invest strategies, 166
- IT initiatives, 210
- Italy's wine industry, 430–431
- Jamal Magid Bin Thaniah, 139
- Jet Airways (India) Ltd., 198, 206
 - company analysis, 213
 - comparison based on services, 204–206
 - financial information, 215–219
 - fleet, 206–208
 - Indian aviation, 198–200
 - jet financial performance
 - comparing with peer group, 202–204
 - operating highlights, 214
 - peer comparison, 200–202
 - synergy from Etihad deal, 208–212
- Jet Konnect, 204
- Jet privilege initiatives (JPPL), 210–211
- Joint Operation Planning and Execution System, 58
- Joint venture, 245–246
- “Just good enough” strategy, 22, 24, 25
- Key Management System, 85
- Key performance indicators (KPIs), 126
- Key value items (KVI), 332
- Kiosks, 24
- Knowledge, 9
- Korean consumer electronics brands, 24
- L'Oréal Company, 121
- Leadership styles, 415, 416
- Leading management, 111
- Learning curve, 356–357
- Leverage, 293
- Liberalization, 2
- Licensing, 243
 - difficulties, 317
 - regulations, 271–272
- Liquidation, 258
 - strategy, 241
- Livingston, G., 101
- Local adaptation, 253
- Local offices, operating units, 129
- Local wine makers, 263
- Localization strategy, 253, 259
- Logistics performance index (LPI), 141
- Logistics services analysis, 153
- London Stock Exchange, 159
- Long-term
 - advantage, 122
 - liquidity, 173
 - objectives, 119–120, 125
 - oriented analysis, 111
 - processes, 166
 - return on investment, 327–328
- Longevity, 9

- Lost Arrow Corporation
Company, 115
- Low cost carriers (LCC), 199
- Low-cost
model, 22
pricing strategies, 349
provider strategy, 345
- Magic Triangle, 403–404
- Malaysian central bank, 378
- Malaysian Mobile Phone Industry,
369–371
- Management structure, 54
“Management-speak” vocabulary,
222
- Managerial hubris, 249
- Manning norms at Reliance
Petroleum Outlets, 84
- Market
control and leadership, 179
development strategy, 232, 258
niche strategy, 346
penetration, 231–232, 258
segmentation, 78–79
share maximization, 358
skimming, 358
success, 285
- Market-based view (MBV), 46,
284, 285
environmental analysis, 288
grand strategy matrix, 286–288
industry structures, 289–290
See also Resource-based view
(RBV)
- Marketplace, 43, 52
- Mary Kay Cosmetics Company,
115
- Mattar Mohammed Al Tayer, 139
- Maule Region, 437
- Maxis, 369
- Maynard, J. (economist), 182
- McKinsey & Company, 115
- McKinsey model, 176
- Medium-term return on
investment, 327
- Mega trends, 310–314
- Mehta, S., 198
- Memorandum of understanding
(MoU), 141, 153
- Merck Company, 115, 119
- Mergers, 246–251
“Metro Express”, 323
- Micro-entrepreneurs, 17
“Microfranchises”, 16
“Middle classes”, 6
- Middle-income population
segments, 6
- Military
command hierarchy, 54
similarities, 51–59
strategies, 46, 47, 52
- Ministry of Petroleum (MOP), 73
- Mintzberg, H., 184–185
“Misriyitna” formation, 334
- Mission, 114
core purpose, 115
statement, 410
- Mobile number portability (MNP),
369, 370, 383
- Mobile phones market, 384
- Mobile virtual network operators
(MVNOs), 370
- Mohamed Hareb Al Yousef, 139
- Mohamed Saeed Al Danhani, 139
- Monetization models, 22
- Monopoly position, 151
- Monopsony, 176
- Moog, 21
- Morale, 44–45
- Motor Spirit (MS), 82
- Mubarak, H., 334–335
- Multifunction terminals, 369

- Multinational Corporation (MNC), 255, 318
- Multinational organization, 254–255
- MyCard, 381
- Nasser Ahmed Khalifa Al Suwaidi, 139
- National Economic and Social Development Board, 266
- National Transport Authority (NTA), 139
- National TV, 370
- Navigation system analysis, 172–173
- Needs-based positioning, 124
- “Neighborhood store” concept of convenience and value, 329
- Nestlé, 18
- Network approach, 402
- New Zealand’s wine industry, 428
- Niche/focus, 355–356
- Nike Company, 115
- Nonequity alliances, 243
- Nonprice competitive strategies, 231
- Nonprofit customers, 313
- Nonscale cost advantages, 188
- Nordstrom Company, 119
- Norita Ahmad, 137
- Norms, 8, 288
- North American Free Trade Agreement (NAFTA), 257
- O’Higgins region, 437
- O’Neill, J., 3
- Objectives, 118–120
 - examples of company’s strategic objectives, 121
- Oil Development Act, 99
- Oil Industry Development Board (OIDB), 99–100
- One-dimensional business unit definition, 127
- Online education tools, 24
- Operating income, 203
- Operating model, 402
- Operational effectiveness, 184
- Operational excellence activity, 125
- Operational planning, 53
- Operational strategy, 126
- Operations management, 128
- Opportunities, 168, 209–210
- Organic business growth, 120
- Organizational investment, 180
- Organizational resources, 292
- Organizational structure, 44
- Organizations, 119–120, 402
- Organizing framework, 110
- Organizing management, 111
- Orient Express Lines, 153
- Ownership shares, 245
- Pacific Theatres Company, 115
- Packaging, 14, 18
- Pay-as-you-go models, 23
- Payoff, 305
- PB valley, 263–264
- Peer comparison, 200–202
- Peninsula & Oriental Steam Navigation Company (P&O), 103–104
- Perception, 350, 351
 - management, 11
- PESTLE analysis, 152–153
- Petroleum business future at RIL, 73–100
- Petroleum Retail Business Market, 77–78

- Physical card airtime distribution
 - business model, 376
- Physical resources, 292
- Planning, programming, and budgeting system, 59
- Planning Action Committee (PAC), 224
- Planning management, 111
- Plants, operating units, 129
- Policy choices, 399
- Porshe Company, 121
- Porter, M., 183–184
- Porter's five forces model, 188
- Porterian competitive strategy, 183
- Portfolio analysis matrix, 163–166
- Portfolio management, 226
- Pos Malaysia, 382–383
- Positioning
 - strategic ingredients, 124
 - view, 46
- Postpaid, 368
 - service subscribers, 384
- Prahalad, C. K., 185–186
- Pre-authorization of transactions, 85–86
- Prepaid, 368
- Pressure from substitute products, 190–191
- Price-earnings ratio (P/E Ratio), 204
- Price-sensitive strategy, 17
- Pricing, 14
 - learning curve, 356–357
 - objectives, 358
 - strategies, 92, 356
- Prioritization, 406
- Priority
 - framework, 408
 - rules, 298
- Private medical care, 19
- Product
 - development, 232–233, 258
 - lifecycle, 165
 - or service offering, 402
 - product/market matrix, 163–164
 - product–quality–leadership, 358
 - proliferation, 231, 233, 258
- Product differentiation, 187, 346–347, 349
 - forces, 353–354
 - necessary conditions for, 351–353
 - objective and essence, 349–351
 - organizing to implementing, 354
 - structure–systems–policies, 354–355
 - ways firms, 352
- Production and Operations Director, 30
- Profit, 116–117
 - mechanism, 403
 - profit-and-loss responsibility, 128
- Profit after Tax (PAT), 203–204
- Profit pool, 180
- Profitability, 44
- Profitable business, 400
- Program advice, 59
- Prototyping model, 163
- Public distribution system, 77
- Purchasing power parity (PPP), 4, 5, 17
- Qualitative strategic planning matrix (QSPM), 171
- Quality and quantity assurance, 83–85

- Racela, O. C., 260
- Rail transportation, 145
- Ramanchi, R., 198
- Rank system, 43
- Rationalization, 311
- Ready-to-drink shot (RTD shot), 260
- Real-time strategic response, 109
- Recovering resources, 295
- Recycling, 293, 295
- Red oceans, 395, 396
- Regional level, 257
- Regulatory Board, 93
- Regulatory framework for petroleum business in India, 99–100
- Related diversification, 236–238
- Relative market share, 165
- Reliable suppliers, 332
- Reliance Group, 74–75
- Reliance Industries Limited (RIL), 75–76
 - A1 Plazas, 87–88
 - actions taken by RIL on coping with MSD prices deregulation, 96
 - brand livery and identity, 86
 - differential practices adopted by competitors, 91–95
 - inflection point for, 97–100
 - integrating retail network by, 81
 - measures by RIL to win confidence of customers, 97
 - operational and organizational changes done by, 96–97
 - petroleum business future at, 73
 - Petroleum Retail Business Market, 77–78
 - Pre-authorization of transactions, 85–86
 - process, 76
 - Q&Q Assurance, 83–85
 - regulatory framework for petroleum business in India, 99
 - Reliance Group, 74–75
 - Reliance's Market Entry, 78–79
 - Reliance's Petroleum Business Unit, 76
 - Retail Outlet formats on highways, 81
 - Retail Outlets, 77
 - service differentiation, 79–81
 - unexpected turn of events, 89–91
- Resource allocation, 186
- Reputation, 353
- Research and development (R&D), 13
- Resistance to change, 409
- Resource-based view (RBV), 46, 284, 285, 290
 - further perspectives, 297–299
 - resources, capabilities, and competencies, 290–295
 - SPACe matrix, 295–297
 - See also* Market-based view (MBV)
- Resource(s), 290–295
 - advantages, 285
 - heterogeneity, 292
 - imitability, 293
- Restrictive government policy, 188
- Restructuring, 226
- Retail behaviors and norms, 15
- Retail brands, 90
- Retail network integration by RIL, 81–86
- Retail outlets, 77
 - formats on highways, 81
- Retailers, 377

Retention, 288

Retrenchment strategy, 239–240

Return on capital employed, 76, 204

Return on Equity (ROE), 204

Return on investment
 maximization, 147–148

Return on Net Worth (RoNW), 204

Revenue model, 402

Reverse innovations, 252–253

Revolutionary strategies, 123–124

Rigid consequence, 399

Risks, 209–210
 and dangers for generic strategies, 359, 362

Rivalry among existing competitors, 189–190

Road and Transportation Authority (RTA), 141

“Rolling” forecast, 59

Rowe, D., 329

Rubach M., 317

Sabre system, 210

Sachs, G., 3

Safaricom, 23

Safety, 140
 campaign, 146
 principle, 138–139

Sainsbury’s in Egypt, 317, 335
 Egyptian retail food industry, 321–323
 entry mode, 329–330
 entry to Egypt, 323–329
 food expenditures in Egypt, 324–325
 grocery retailers, 320
 group profit and loss account, 318–319
 international organizational structure, 328
 marketing, 331–333
 number of retail food outlets and Sainsbury’s major competitors, 326–327
 other issues, 333–335
 staffing, 330–331

Sales districts, operating units, 129

Samsung Electronics, 23, 24

Scientific management approaches, 60

Sebora, T. C., 317

Second Punic War, 47

Sequential ambidexterity, 307

Service agents, 19

Service contexts, 19

Service differentiation, 79–81

Shared responsibility – participative approach, 412

“Shared value”, 25–27

Shareholders, 44

Shielding, 293, 295

Shift supervisor (SS), 85

Short-term
 objectives, 119–120
 return on investment, 327

Simultaneous ambidexterity, 307

Single shot strategy model (3 S’s model), 177–179

Six sigma approach, 178–179

Sixth competitive force, 192

SME, 252

Social aspects of emerging markets, 8–10

Software solutions, 382

Sony Company, 115, 119

South Africa’s wine industry, 427–428

Spain’s wine industry, 431

Speedy victory, 55

Spice Jet, 202, 204

- Spinners, 313
- St. Gallen business model
 - navigator, 402
- Stability position (SP), 295, 296
- Staffing management, 111
- Starbucks, 19
- Strategic alliances, 241–244, 258–259
- Strategic assessment, 58
- Strategic business unit (SBU), 127, 129, 222, 294
- Strategic businesses, 126
- Strategic change approach, 411–413
- Strategic conflict view, 305
- Strategic direction, 58
- “Strategic fit”, 185–186
- Strategic followers, 185–186
- Strategic growth, 4
- Strategic industry factors (SIF), 300
- Strategic integration, 306
- Strategic leaders, 185–186
- Strategic leadership, 414–415
- Strategic management, 45, 60, 109
 - as academic discipline, 46
 - basic conceptions in, 113
 - competitive advantage, 120–124
 - Etihad Rail, 137–154
 - growth, 120
 - Inchcape plc., 157–161
 - levels of strategies, 126–134
 - mission, 114, 115
 - objectives, 118–120, 121
 - profit, 116–117
 - stages of strategies, 125–126
 - strategic planning, 109, 111–113
 - strategy concept, 124–125
 - values, 118, 119
 - vision, 114–116
- Strategic managers, 238
- Strategic objectives, 119–120
- Strategic paradigms, 283
 - BDT, 300–302
 - MBV, 285–290
 - mega trends, 310–314
 - RBV, 290–299
 - S-C-P model, 283–285
- Strategic pillars objectives, 120
- Strategic planning, 52–53, 109–113
 - model, 59
- Strategic plans, 59
- “Strategic position and action evaluation” matrix (SPAcE matrix), 295–297
- Strategic rule-breakers, 185–186
- Strategic Transportation Evaluation & Assessment Model (STEAM), 140
- “Strategizing”, 309–310
- Strategy, 45–46, 49–51, 52, 124–125
 - business, 43–45
 - in business, 50
 - contemporary schools, 68–70
 - corporate and military similarities, 51–59
 - corporate *vs.* business strategy, 128
 - development process, 130
 - ESSO, 134
 - evaluation, 125, 126
 - evolution, 60, 61
 - formulation, 50–51, 125, 126
 - hierarchy, 185–186
 - Inchcape plc., 101–107
 - levels, 126
 - making process, 185
 - and management hierarchy, 131
 - origin, 46–49

- petroleum business future at RIL, 73–100
- SBU, 127, 129
- schools of strategic thought, 62–66
- stages, 125–126
- strategic management as academic discipline, 46
- strategic theory architecture, 130
- strategy *vs.* business model, 133
- traditional schools, 66–67
- Strategy, structure, systems, staff, skills, style, and shared values, steering pattern, syndication model, (9 S's model), 180–181
- Strategy, structure, systems, staff, skills, style, and shared values (7 S's model), 176–177
- Strategy as positioning
 - See* Market-based view (MBV)
- “Strategy as simple rules” approach, 298
- “Strategy as stretch and leverage” concept, 284
- Strategy execution, 125, 126, 406
 - change, 409–411
 - role of strategist within organization, 413–414
 - strategic change approach, 411–413
 - strategic leadership, 414–415
- Strategy–structure–systems framework, 163
- Strengths, weaknesses, opportunities, threats analysis (SWOT analysis), 67, 168–172, 406
- Strengths–opportunities strategies (SO strategies), 169–170
- Strengths–threats strategies (ST strategies), 169–170
- Structural ambidexterity. *See* Simultaneous ambidexterity
- Structural analysis, 192–195
- Structure–conduct–performance model (S-C-P model), 183, 283–285
 - from field of industrial economics, 287
- “Stuck in the middle” firm, 358, 362–364
- “Sub-prime” customers, 388
- Sud, A. (RIL), 73
- Supermarket, 322
- Suppliers, 176
 - bargaining power, 191
- Supply chain structure, 227
- Survival, 358
- Sustainable communities, 118
- Sustainable Living Plan, 25
- Sustained competitive advantage, 122, 170
- Sustaining innovations, 22
- Syed Zamberi Ahmad, 137
- Synergy from Etihad deal, 208–212
- System solution, 372, 382
- Tactical planning, 53
- Taoist concept, 57
- Target return on capital, 178
- Target segment(s), 402
- Taxation, 159
- Technical analysis, 212
- Technology and innovation, 192–193
- Telcos, 379, 380, 384

dominance, 368–369
 Telecare Corporation Company, 115
 Temporary competitive advantage, 122
 Tender offer, 246
 Thailand
 regulation of alcohol, 266–271
 wine consumption in, 272–275
 wine industry, 263, 267–269
 Threat(s), 168, 209–210
 of entry, 187–189
 3M Company, 115
 ThyssenKrupp Company, 121
 Time to market (TTM), 178
 Timing rules, 298
 TM, 370
 Top-down approaches, 44
 Top-down–unilateral approach, 412
 Total quality management (TQM), 178
 Touch-n-Go, 380–381
 Trade-off, strategic ingredients, 124
 Traditional schools, 66–67
 Trans Manager, 86
 Transaction facilitators, 8
 TransConnect program, 79, 89
 Transferring skills, 226
 Transnational strategy, 253
 Transportation industry, 150
 in UAE, 139–140
 Transworld Group, 153
 Truck stops, 82–83
 TuneTalk, 370
 Turbulence, 311

 U-Mobile, 370
 Unequal access to distribution channels, 188
 Unique advertising proposition (UAP), 351
 Unique selling proposition (USP), 127, 351
 United Arab Emirates (UAE), 137, 138
 transportation industry in, 139–140
 United Kingdom (UK), 318
 United States (US), 318
 Department of Defense, 58
 wine industry, 426
 Unrelated diversification, 238–239
 Urbanization, 4

 “Value-for-money” strategy, 22, 23, 24, 25
 Value(s), 118
 chain, 402, 403
 core values, 119
 proposition, 79, 402
 value-based positioning, 124
 Van Agtmael, A. W. (IFC), 3
 Variable rationality, 302
 Vedera, M., 198
 Vehicle strategy, 241
 cooperation/alliance among competitors, 243–245
 joint venture, 245–246
 mergers/acquisitions, 246–251
 strategic alliances, 241–243
 Venture capital funders, 166–167
 Vertical integration strategies, 227–228
 Vision, 114–116
 formulation, 117
 Vodacom, 23

 Waging business, 52
 Wal-Mart Company, 115
 Walt Disney Company, 115, 119
 “War plans”, 59

Weaknesses—opportunities
 strategies (WO
 strategies), 169–170
Weaknesses—threats strategies
 (WT strategies), 169–170
WIMAX provider, 370
Wine(s), 272–273
 of Chile trade association, 421, 422
 connection, 265, 275
 consumers, 431–435
 consumption in Thailand,
 272–275
 enthusiasts, 271–272
 ILA, 437
 industry structure, 263–266
 market study in Thailand
 (2005), 273
Winning strategy, 51–52
World Health Organization
 (WHO), 25
World Trade Organization (WTO),
 257
XOX Com, 370