

CHAPTER 8

Managing Competitive Dynamics



KNOWLEDGE OBJECTIVES

After studying this chapter, you should be able to

1. Articulate the “strategy as action” perspective
2. Understand the industry conditions conducive for cooperation and collusion
3. Explain how resources and capabilities influence competitive dynamics
4. Outline how antitrust and antidumping laws affect domestic and international competition
5. Identify the drivers for attacks, counterattacks, and signaling
6. Participate in two leading debates concerning competitive dynamics
7. Draw strategic implications for action

Managing Competitive Intelligence Knowledge In A Global Economy

Juan Gabriel Cegarra



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Managing Competitive Intelligence Knowledge in a Global Economy American Productivity & Quality Center, Emily Arro, John Prescott, Alexandria Womack, 1998-01-01 *Managing Competitive Intelligence Knowledge in a Global Economy*

,1997 **Managing Competitive Intelligence Knowledge in a Global Economy**, 1998 **Managing Frontiers in Competitive Intelligence** David L. Blenkhorn, Craig S. Fleisher, 2000-11-30 For specialists and nonspecialists alike this perceptive selection of the newest and up and coming tools and techniques of competitive intelligence offering a well balanced combination of theory and practice It shows how advances in computers and technology have accelerated progress in CI management and the ways in which CI has affected and been affected by all major business functions and processes It explores applications to organizations of various sizes and types in both the public and private sectors Editors Fleisher and Blenkhorn link leading edge research in CI to advances in current practice and balance pragmatic against conceptual concerns Analysts strategists and organizational decision makers at higher levels will find the book especially valuable as they seek to make sense of the business environment and assess their organizations evolving dynamic places in it The pace of change in today s global competitive economy is greater than at any time in recorded history Thus as never before companies need better tools for business and competitive analysis The book surveys applications of CI that are critical to business processes such as mergers and acquisitions and to evolving industries such as biotechnology They focus on how push and pull Internet technologies affect data gathering and analysis and how CI can be managerially assessed using multiple evaluative approaches unavailable until now in the public domain They then turn to the future and lay out some startling yet plausible viewpoints on what the next frontiers of competitive intelligence will be and how organizations can and must ready themselves for them **Competitive Intelligence, Analysis and Strategy** Sheila Wright, 2014-07-10 The Holy Grail for most organisations is the successful attainment and retention of inimitable competitive advantage This book addresses the question of how to leverage the unique intangible assets of an organisation its explicit implicit acquired and derived knowledge The refreshingly innovative concept of Intelligence Based Competitive Advantage is one which will eclipse the cost driven and resource reduction attitudes most prevalent in the first decade of this century Tomorrow s organisation will need to derive IBCA through the expert execution of bespoke competitive intelligence practice unique analytical processes pioneering competitive strategy formulation and timely execution of all three if they are to succeed This volume consists of insights from Competitive Intelligence practices at both country and organisational level Competitive Analysis processes within the firm and within challenging sector and economic environments and Competitive Strategy formulation in profit non profit real and virtual world contexts It is essential reading for anybody wishing to gain a formal understanding of the practical and intellectual challenges which will face organisations in the future as they strive to achieve strategic foresight and Intelligence Based Competitive Advantage This book was originally published as two special issues of the Journal of

Strategic Marketing **Knowledge Management as a competitive edge in a global economy** Maria;

Matsilele, 2012-07-12 The book focuses on how knowledge is being transformed and managed at companies for competitive advantage and as well as for economic benefits Companies should take it upon themselves to appoint people who are capable of uplifting their knowledge base and enhancing their organization's intellectual property they should appoint people who are in a position to learn fast and adjust to internal as well as to external forces of change Thus training and development should form part and parcel of a company that is prepared to move ahead of its competitors Through the right channels of addressing constant changes that are taking place in the market the company should have a special way of doing business and of possessing special knowledge that will put it ahead of its competitors The book is written in the academic format but can be well understood by readers who are not experts in the field as academic jargon is used to the minimal It is written in simple language which could be understood by readers who have a reasonable mastery of the English language The book has 58 pages 16 606 words it also has 3 figures and 2 tables The glossary is provided at the end of the chapters to assist the readers who may not be familiar with certain concepts **The Manager's Guide to Competitive Intelligence** John J.

McGonagle, Carolyn M. Vella, 2003-09-30 There is very little material available that provides practical hands on assistance for the CI professional who is providing CI to one client his or her employer and who constitutes the largest single group of CI practitioners in existence This book meets that need by serving as a desk reference for CI managers to help them understand their own circumstances and determine what works best for them Competitive intelligence CI is now becoming a mature profession With that maturation comes the need to develop and understand the how's and why's of managing CI as distinguished from understanding how CI works There is very little material available that provides practical hands on assistance for the CI professional who is providing CI to one client his or her employer and who constitutes the largest single group of CI practitioners in existence This book meets that need by serving as a desk reference for CI managers to help them understand their own circumstances and determine what works best for them In addition to providing hints on diagnosing individual situations many forms and checklists that the manager can use immediately are included **From Knowledge to Intelligence** Helen Rothberg, G. Scott Erickson, 2007-03-14 In the New Economy intelligence will be essential for firms to

gain competitive advantage not just information or knowledge Competitive intelligence or the strategic gathering of knowledge about competitors climate trends new products has a long and successful history of generating competitive advantage In this book Rothberg and Erickson demonstrate how corporations can combine their competitive intelligence gathering with their internal knowledge management gathering into one dynamic system Using real world cases from the corporate world the authors show how the strategic use of this combined system generates measurable competitive advantage Topics covered include how to develop your strategy for sharing and gathering knowledge across the value chain sustainable product development and innovation manufacturing improvement CRM and marketing and developing a

corporate wide global knowledge strategy Managing Information Technology in a Global Economy Information Resources Management Association. International Conference,2001 Today opportunities and challenges of available technology can be utilized as strategic and tactical resources for your organization Conversely failure to be current on the latest trends and issues of IT can lead to ineffective and inefficient management of IT resources Managing Information Technology in a Global Economy is a valuable collection of papers that presents IT management perspectives from professionals around the world The papers introduce new ideas refine old ones and possess interesting scenarios to help the reader develop company sensitive management strategies **Controversies in Competitive Intelligence** Craig S. Fleisher,David L.

Blenkhorn,2003-02-28 Chosen for their clear direct relevance to scholars and practitioners in the volatile field of competitive intelligence the 24 issues evaluated here represent the cutting edge of CI s most pressing concerns Current scholarly pragmatic and among the first of its kind this book presents the heart of the field in a way that even the relatively uninitiated can grasp and quickly apply The authors cover the latest technological advances and their relation to the tools most valued by CI professionals They also show that despite its enormous range of possibilities CI has limits Navigating the ever changing organizational and marketplace environments is difficult A key debate involves what should and shouldn t be done to maximize the beneficial power of CI Fleisher Blenkhorn and the book s contributors present the crucial points of this debate This book is perfect for practitioners seeking guidance but also as a supplemental text for students in such courses as marketing strategy and planning business to business marketing and competitive intelligence itself **ECKM 2015**

Proceedings of the 16th European Conference on Knowledge Management Juan Gabriel Cegarra,2012 ECIC 2013 Proceedings of the 5th European Conference on Intellectual Capital Lidia Garcia,Arturo Rodriguez-Castellanos,Jon

Barrutia-Guenaga,2013 **Knowledge Management in the Intelligence Enterprise** Edward Waltz,2003 If you are responsible for the management of an intelligence enterprise operation and its timely and accurate delivery of reliable intelligence to key decision makers this book is must reading It is the first easy to understand system level book that specifically applies knowledge management principles practices and technologies to the intelligence domain The book describes the essential principles of intelligence from collection processing and analysis to dissemination for both national intelligence and business applications *Competitive Intelligence and Global Business* David L. Blenkhorn,Craig S.

Fleisher,2005-01-30 Competitive intelligence CI is the practice of gathering and analyzing information about competitors in order to gain an edge in the marketplace or by shoring up one s own company s defenses prior to an anticipated assault The stakes are even higher in a global environment where the potential risks and rewards are amplified This volume explores emerging trends that affect and influence CI today such as the impact of digital commerce the effects of interest groups and new laws governing the practice of CI across borders This book illustrates how CI is conducted around the world and highlights the ways in which practicing CI globally is fundamentally different from doing so in a static one country context

The authors offer fresh insights and recommendations for CI specialists strategic planners and executives marketers and product developers and anyone studying competition and strategy Competitive intelligence CI is the practice of gathering and analyzing information about competitors in order to gain an edge in the marketplace for example by anticipating their next moves and beating them to the punch or by shoring up one's own company's defenses prior to an anticipated assault The stakes are even higher in a global environment where the potential risks and rewards are amplified This volume explores emerging trends that affect and influence CI today such as the impact of digital commerce which enhances the speed with which products and services can be delivered around the world as well as the speed with which competitors can surprise you the effects of interest groups such as those advocating environmental protections which can tilt the playing fields and new laws governing the practice of CI across borders In this book contributions from researchers scholars and practitioners specializing in competitive intelligence reveal the most current practices in the field In depth analysis of emerging approaches to CI in North America South America Europe and Asia and in industries across the spectrum from pharmaceuticals to automotive supply chains highlight the ways in which practicing CI globally is fundamentally different from doing so in a static one country context The authors offer fresh insights and recommendations for CI specialists strategic planners and executives marketers and product developers and anyone studying competition and strategy

ECKM 2012-Proceedings of the 13th European Conference on Knowledge Management Juan Gabriel Cegarra,2012 *Staying Ahead Of The Competition: How Firms Really Manage Their Competitive Intelligence And Knowledge; Evidence From A Decade Of Rapid Change* Chris Hall,Babette Bensoussan,2007-10-08 This book is essential reading for any manager who has to make competitive decisions decisions which affect the competitive success of a corporation or business unit The book is unique in that it is based on detailed research spanning a decade of dramatic competitive change Thanks to the internet globalization technological and demographic change the velocity of competition is increasing and competitive decisions have to be made faster The book however shows that many senior managers are unprepared and unable to meet quite common competitive challenges even half the time Moreover many firms have developed cultures where people do not trust each other with information critical to competitive success Employees can spend more time competing with one another for the bonus pool than dealing with the real competitive forces This book will equip managers with the intelligence and knowledge they need to make good competitive decisions at all levels of the organization *Competitive Intelligence and Knowledge Management: A study of enhancing the employees' motivation to sharing their knowledge* Henning Schimpf,2015-03-01 Companies which are active in Competitive Intelligence CI face the problem of accessing the employees knowledge for specific inquiries Most of the knowledge and of the intelligence already exists within the company however it is not available for the CI department This study finds a solution for the problem by taking a view on the inner organization of CI and knowledge management It creates a reference framework of strategic

knowledge management called the Knowledge House and gives the employees a context they can orientate towards The objective is to actively anchor the strategic cultivation of knowledge in the company which promotes knowledge sharing Beyond this strategic approach knowledge sharing from the employees view is outlined In addition it is also outlined what preconditions which go beyond the organizations influence have to be set to make the employees work in a knowledge sharing promoting environment *Knowledge Management* Morgen MacIntosh,Taverekere Srikantaiah,2000 Here is the first comprehensive reference to the literature available for the individual interested in KM featuring citations to over 1 500 published articles 150 Web sites and more than 400 books Organized by topic area this is a natural companion volume to Knowledge Management for the Information Professional and an important tool for anyone charged with contributing to or managing an organization s intellectual assets **Competitive Intelligence and Senior Management** Joseph H. A. M. Rodenberg,2007 In the fast paced world of international business competitive intelligence is necessary for the daily survival of small firms and national economies alike In Competitive Intelligence and Senior Management veteran consultant Joseph H A M Rodenberg argues that business leaders should devote more of their time and attention to seeking out and interpreting information about competitors This instructive volume offers tools that will help senior managers to increase their firms competitiveness carry out successful mergers and acquisitions and avoid surprise attacks from corporate raiders and private equity firms **Entrepreneurial Excellence in the Knowledge Economy** José Maria Viedma Marti,Maria do Rosario Cabrita,2012-10-15 Provides readers with a comprehensive overview of how to achieve entrepreneurial excellence in the knowledge economy and offers them ICBS a methodology for strategy check up of organizations in the knowledge economy context

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