

**MANAGING  
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IMITATION  
STRATEGIES**

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**MANAGING  
IMITATION  
How Later Entrants Seize Markets from Pioneers  
STRATEGIES**

# Managing Imitation Strategies How Later Entrants Seize Markets From Pioneers

**Oded Shenkar**



## **Managing Imitation Strategies How Later Entrants Seize Markets From Pioneers:**

**Managing Imitation Strategies** Steven P. Schnaars, 2002-04-29 Pioneers those innovative first movers who enter markets before competitors are often deified as engines of economic growth while imitators are generally scorned as copycats and shameful followers But who most often wins Drawing on seven years of research Steven Schnaars documents that in sharp contrast to conventional beliefs imitators commonly surpass pioneers as market leaders and attain the greatest financial rewards How do they do it In this ground breaking book the first to formulate imitation strategies for managers Schnaars systematically examines 28 detailed case histories from light beer to commercial jet liners in which imitators such as Anheuser Busch and Boeing prevailed over pioneers He describes the marketing wars court battles and even personal vendettas that often resulted and shows that imitators have several clear advantages Pioneers are forced to spend heavily on both product and market development They also risk making costly mistakes Pioneers often aid in their own destruction thrown into confusion by rapid growth internal bickering and the neverending search for expansion capital Moreover imitators do not have to risk expensive start up costs or pursuing a market that does not exist enabling them to quickly outmaneuver pioneers once the market is finally shaped By patiently waiting on the sidelines while the innovator makes the mistakes imitators can also usurp benefits from the test of time major defects in the product having been removed by the pioneer at an earlier stage in the game Schnaars discusses the three basic strategies that successful imitators such as Microsoft American Express and Pepsi have used to dominate markets pioneered by others First some imitators sell lower priced generic versions of the pioneer's product once it becomes popular as Bic did with ballpoint pens Second some firms imitate and improve upon the pioneer's product for example WordPerfect in the case of word processing software Third building on their capital distribution and marketing advantages that smaller pioneers cannot hope to match imitators use the most prevalent strategy of all bullying their way into a pioneer's market on sheer power In several cases a one two punch or combination of strategies is often utilized by the imitator to remove any doubt regarding their dominance in the market and in the eyes of the public Schnaars concludes that the benefits of pioneering have been oversold and that imitation compels recognition as a legitimate marketing strategy It should be as much a part of a company's strategic arsenal as strategies for innovation

**Handbook of Research on Competitive Strategy** Giovanni Battista Dagnino, 2012-01-01 The Handbook of Research on Competitive Strategy presents a comprehensive state of the art picture of current strategic management issues and demarcates the major investigation strands that are likely to shape the field into the future The Handbook is the outcome of a far reaching endeavour including new contributions from highly reputed experts around the world outlining the conceptual and empirical advancements and assessing the promises and practical relevance of the competitive strategy field Looking at key areas such as alliances and innovation ownership and networks competition and entrepreneurship multinational and trust management and firm's financial structures and business models the book sets a research agenda for

the future of competitive strategy research Gathering various solid branches of investigation that revolve around specific theories and applications such as the socio cognitive perspective the strategy as practice view and the most recent developments in competitive dynamics and the resource based perspective of the firm this inspiring and thought provoking Handbook will provide executives entrepreneurs students and scholars in management with many insights into the nature and process of competitive strategy emergence configuration and development

**Winning Strategies in a Deconstructing World** Rudi K. F. Bresser, Michael A. Hitt, Robert D. Nixon, Dieter Heuskel, 2000-12-19 The end of the nineteenth century saw the construction of the vertically integrated value chains that came to define modern business The end of the twentieth century witnessed their deconstruction In industries across the economy markets are intruding on the web of proprietary arrangements that have held these chains together As they do the boundaries defining business companies and industries are coming under attack radically transforming the nature of competition Powerful forces such as globalization and deregulation are undermining the logic and practice of traditional vertical integration but the most powerful partly because it acts as catalyst and an accelerator is a revolution in the economics of information This shift in information economics is giving birth to a myriad of new strategic options The consequences of deconstruction for the strategic management of the firm as well as for the firm itself are dramatic Deconstruction forces a fundamental rethinking of some of the basic principles of strategy which will impact on the concepts of the portfolio forms of organizational structure styles of leadership mechanisms for acquiring and managing knowledge and approaches to uncertainty and risk This the latest volume in the Strategic Management Series explores the implications of the value chain deconstruction for strategy the changes in strategic thinking and the action necessary to cope with the challenges and opportunities Bringing together contributions from key figures in the field of strategy in both practice and academia this book as with other books in the series addresses the ideas and issues at the forefront of strategic management theory and practice

**Crisis and Innovation in Asian Technology** William W. Keller, Richard J. Samuels, 2003-02-03 In mid May 1997 a financial crisis erupted in Asia after an attack by private investors on the baht the Thai currency The crisis spread quickly across the region where investor confidence plummeted resulting in massive capital outflows stock market collapses high unemployment and even insurrection The Asian economic miracle that had stimulated so much awe and even dread now invoked pity and apprehension in greater measure The contributors to this volume investigated change in the innovation and production systems of Asian states in response to economic and political upheaval They conducted empirical studies of several regional industries autos semiconductors and hard disk drives and seven different national economies China Malaysia Japan Singapore South Korea Thailand and Taiwan In the face of crisis and global competition the Asian states superimposed change at the margins seeking unique technohybrid solutions to build capabilities to compete in local regional and even global markets

***Technology, Learning, and Innovation*** Linsu Kim, Richard R. Nelson, 2000-07-24 In this volume published

in 2000 leading scholars analyze in a series of essays and commentaries how newly industrializing countries NICs particularly those in East Asia have transformed themselves from technologically backward and poor to relatively modern and affluent economies over the past thirty years The contributors provide interesting theoretical perspectives and offer insights into the process of technological progress at both the macro and micro levels in these countries The essays review how firms particularly those in electronics and automobiles have dynamically accumulated technological capabilities at the micro level how public policies have shaped the process of technological progress at the national level and what problems some of these countries face today at both levels In addition the volume provides a comparison of East Asian NIC s with their Latin American counterparts The discussion also offers useful lessons for policies in other developing countries *Brownian Agents and Active Particles* Frank Schweitzer, 2007-08-29 When we contemplate phenomena as diverse as electrochemical deposition or the spatial patterns of urban development it is natural to assume that they have nothing in common After all there are many levels in the hierarchy that builds up from atoms to human society and the rules that govern atoms are quite different from those that govern the geographical emergence of a city The common view among many if not most biologists and social scientists is that the devil is entirely in the details This school of thought asserts that social science and biology have little or nothing in common and indeed many biologists claim that even different fields of biology have little in common If they are right then science can only proceed by recording vast lists of details that no common principles will ever link together Physics in contrast has achieved a parsimonious description for a broad range of phenomena based on only a few general principles The phenomena that physics addresses are unquestionably much simpler than those of biology or social science and on the surface appear entirely dissimilar A cell is far more complicated than a pendulum or an atom and human society being built out of a great many cells is far more complicated still Cells and societies have many layers of hierarchical organization with complex functional and computational properties they have identities idiosyncracies stemming from an accumulation of historical contingency that makes them impossible to characterize in simple mathematical terms Their complexity is far beyond that of the simple systems usually studied in physics **Look Who's Cooking** Jennifer Rachel Dutch, 2018-08-03 Home cooking is a multibillion dollar industry that includes cookbooks kitchen gadgets high end appliances specialty ingredients and more Cooking themed programming flourishes on television inspiring a wide array of celebrity chef branded goods even as self described foodies seek authenticity by pickling preserving and canning foods in their own home kitchens Despite this claims that no one has time to cook anymore are common lamenting the slow extinction of traditional American home cooking in the twenty first century In *Look Who's Cooking The Rhetoric of American Home Cooking Traditions in the Twenty First Century* author Jennifer Rachel Dutch explores the death of home cooking narrative revealing how modern changes transformed cooking at home from an odious chore into a concept imbued with deep meanings associated with home family and community Drawing on a wide array of texts cookbooks advertising YouTube videos and more Dutch analyzes the

many manifestations of traditional cooking in America today She argues that what is missing from the discourse around home cooking is an understanding of skills and recipes as a form of folklore Dutch s research reveals that home cooking is a powerful vessel that Americans fill with meaning because it represents both the continuity of the past and adaptability to the present Home cooking is about much more than what is for dinner it s about forging a connection to the past displaying the self in the present and leaving a lasting legacy for the future      **Industrial Policy** Kenneth I. Carlaw, Richard G.

Lipsey, 2022-07-14 Dismissing industrial policy because governments cannot pick winners is counter productive This Element studying selected major innovations illustrates the fact that virtually all major new technologies have been developed by a synergetic cooperation between the public and the private sectors each doing what it can do best By examining how R D is financed rather than where it takes place the authors show that the role of the public sector is much more pronounced than is often thought The nature of the cooperation who does what varies with the nature of each innovation so that simple one size fits all rules about what each sector should do are suspect These results are particularly important because they challenge the scepticism in the United states and elsewhere about the importance of industrial policy a scepticism that threatens to undermine the long term and necessary cooperation between the public and private sectors in promoting growth inducing innovations      *From Traders to Innovators* Goh Chor Boon, 2018-02-14 Today more than ever the state of a country

s science and technology is a critical factor for economic competitiveness and long term growth This book traces the development of science and technology policies and initiatives in Singapore since 1965 Developed as a trading entrepot by the British science and technology were never strongly emphasized right up to the 1970s However the need to stay ahead of economic competitiveness motivated the Singapore Government to initiate its national science and technology policy from the 1980s moving Singapore from a low skilled low technology economy to a high skilled high technology one Today the drive for Singapore to become a hotbed for technological start ups and R D activities supported by strong government funding and cutting edge facilities seems promising Are the aspirations of nurturing a Silicon Valley type culture in Singapore achievable Are pragmatic risk averse Singaporeans ready for the mindset change Can a nation of traders and service brokers become a nation of technological innovators and entrepreneurs This book attempts to provide the answers      *Blue Ocean Strategy*

*with Harvard Business Review Classic Article "Red Ocean Traps" (2 Books)* W. Chan Kim, Renée A. Mauborgne, 2017-06-27 Chart a path to creating uncontested market space and winning the future This collection of work by globally preeminent management thinkers W Chan Kim and Ren e Mauborgne brings together their perennial bestseller book Blue Ocean Strategy with their classic articles Blue Ocean Leadership and Red Ocean Traps Blue Ocean Strategy the global phenomenon that has sold over 4 million copies and is recognized as one of the most iconic and impactful strategy books ever written argues that cutthroat competition results in nothing but a bloody red ocean of rivals fighting over a shrinking profit pool Based on a study of 150 strategic moves spanning more than 100 years across 30 industries Kim and Mauborgne argue that

lasting success comes not from battling competitors but from creating blue oceans untapped new market spaces ripe for growth The book presents a systematic approach to making competition irrelevant and outlines principles and tools any organization can use to create and capture their own blue oceans In the article Red Ocean Traps the authors show how managers mental models ingrained assumptions and theories about the way the world works undermine attempts to discover uncontested new market spaces The authors provide a framework for avoiding spaces where competition is bloody red oceans and moving to blue ocean spaces with ample potential

**Blue Ocean Strategy with Harvard Business Review Classic Articles “Blue Ocean Leadership” and “Red Ocean Traps” (3 Books)** W. Chan Kim, Renée A. Mauborgne, 2017-06-27 Chart a path to creating uncontested market space and winning the future This collection of work by globally preeminent management thinkers W Chan Kim and Ren e Mauborgne brings together their perennial bestseller book Blue Ocean Strategy with their classic articles Blue Ocean Leadership and Red Ocean Traps Blue Ocean Strategy the global phenomenon that has sold over 4 million copies and is recognized as one of the most iconic and impactful strategy books ever written argues that cutthroat competition results in nothing but a bloody red ocean of rivals fighting over a shrinking profit pool Based on a study of 150 strategic moves spanning more than 100 years across 30 industries Kim and Mauborgne argue that lasting success comes not from battling competitors but from creating blue oceans untapped new market spaces ripe for growth The book presents a systematic approach to making competition irrelevant and outlines principles and tools any organization can use to create and capture their own blue oceans In the article Blue Ocean Leadership the authors apply their concepts and tools to what is perhaps the greatest challenge of leadership closing the gulf between the potential and realized talent and energy of employees The authors offer a systematic method for uncovering at every level of the organization which leadership acts and activities will inspire employees to give it their all and a process for getting managers throughout the company to undertake these tasks In the article Red Ocean Traps the authors show how managers mental models ingrained assumptions and theories about the way the world works undermine attempts to discover uncontested new market spaces The authors provide a framework for avoiding spaces where competition is bloody red oceans and moving to blue ocean spaces with ample potential

**Copycats** Oded Shenkar, 2010 In business imitation gets a bad rap some business leaders see imitators as me too players forced to copy because they have nothing original to offer In Copycats Oded Shenkar challenges this viewpoint He reveals how imitation the exact or broad brushed copying of an innovation is as critical to prosperity as innovation especially when the two are used together Inside jacket

**Evolving properties of intellectual capitalism** Ove Granstrand, 2018 Intellectual capitalism is evolving driving and driven by technological innovations and various forms of entrepreneurship The purpose of this eagerly anticipated book is to analyze the linkages between R D patents innovations entrepreneurship and growth Based on a large array of national empirical and policy studies it elaborates on a comprehensive range of innovation and IP issues that are pertinent not only to Europe but to the world as a whole These

issues include the role of patents and licensing in the governance of technology and innovation and the various uses and abuses of patents. It further elaborates on new IP phenomena in an increasingly patent intensive world with patent rich multinationals and patent savvy new entrants from Asia. In a world facing challenges that call for innovative responses, the book contains a set of valuable policy recommendations for strengthening innovativeness for economic growth and ultimately for social value creation.

*Global Strategy* Vinod K. Jain, 2016-07-15. *Global Strategy: Competing in the Connected Economy* details how firms enter, compete and grow in foreign markets. Jain moves away from the traditional focus on developed countries and their multinational enterprises, instead focusing on both developed and emerging economies as well as their interaction in an increasingly connected world. As the current global business environment is increasingly shaped and connected by faster technological developments, geopolitical forces, emerging economies and new multinationals from those economies, this highly charged dynamic provides rich opportunity to revisit mainstream paradigms in globalization, innovation and global strategy. The book rises to the challenge, exploring new competitive phenomena, new business models and new strategies. Rich illustrations, real world examples and case data provide students and executives with the insights necessary to connect, compete and grow in a globalized business environment. This bold book succinctly covers strategy models and implementation for a range of global players, providing students of strategy and international business with a rich understanding of the contemporary business environment. For access to additional materials including Powerpoint slides, a list of suggested cases and sample syllabus, please contact Vinod Jain, vinod.jain01@yahoo.com.

*Business India*, 1995.

*Global Intellectual Property Law* Graham Dutfield, Uma Suthersanen, 2008-01-01. The book is enlightening for practitioners who are often required to take into account global considerations when advising clients. It would be of particular interest to policy makers in the intellectual property field. *Australian Intellectual Property Law Bulletin*. Dutfield and Suthersanen have skillfully captured in one concise volume all the important things you need to know about international intellectual property law. The materials are accessible, timely, methodically presented and at times critical. The book is detailed in depth and comparative analyses provide helpful insights into the increasingly complex international intellectual property system. *Global Intellectual Property Law* is not only an effective textbook for students interested in the subject but a desktop companion for policymakers and professionals who need a quick and up to date overview of global intellectual property issues. Peter K Yu, Drake University, US and Zhongnan University of Economics and Law, China. Today global intellectual property rules affect everything from poor people's access to essential medicines to farmers' rights in seeds to access to knowledge on the Internet. But at the same time that pundits declare that intellectual property has come of age, this body of law is more contested than ever, with critics asking whether intellectual property is even necessary to stimulate innovation and whether and how intellectual property ought to be tailored to address the health and developmental needs of the global South. Dutfield and Suthersanen's *Global Intellectual Property Law* is a timely and lucid contribution to the field. This tome covers every hot



button area of international intellectual property law and policy from debates over the affect of intellectual property on development to controversy over biotechnology and property rights in life to claims by indigenous people and developing countries for new property rights in traditional knowledge Dutfield and Suthersanen describe the current terrain comparing North American European and developing world approaches much to their credit they do not shy away from describing points of tension among global actors Global Intellectual Property Law is a must have for scholars and practitioners in the field for whom I anticipate the book will become a trusted and oft used reference on their bookshelf The book is clearly written and engaging enough to be perfect for students or laypersons interested in acquiring a comprehensive and critical appraisal of the field Madhavi Sunder University of California Davis US Dutfield and Suthersanen have succeeded in writing an engaging treatise that offers a truly modern perspective on intellectual property today With examples from every continent from every level of jurisdiction national regional international their study covers all the traditional fundamentals of intellectual property law as well as the current critical interrogations that their development raises It is a book with character Ysolde Gendreau Universit de Montr al Canada Global Intellectual Property Law by Dutfield and Suthersanen provides a broad overview of the issues at stake concerning fair and effective ways to organize the information resources upon which the well being of us all depends The book highlights international and comparative perspectives on IP law and policy Although primarily targeted at postgraduate level students the book is enlightening also for practitioners and a must read for all policy makers and opinion leaders in the IP field Thomas Dreier University of Karlsruhe Germany Globalisation of trade means that intangible informational resources are now produced bartered and consumed anywhere and everywhere defying jurisdictional borders Intellectual property has moved into the mainstream of national economic and developmental planning in the recent past it has also emerged as the central impetus in multilateral

**Exploiting Intellectual Property To Promote Innovation And Create Value** Joe Tidd, 2017-10-05 There are two traditional views of the role of intellectual property IP within the field of innovation management in innovation management research as an indicator or proxy for innovation inputs or outputs e g patents or licensing income or in innovation management practice as a means of protecting knowledge Exploiting Intellectual Property to Promote Innovation and Create Value argues that whilst both of these perspectives are useful neither capture the full potential contribution of intellectual property in innovation management research and practice The management of IP has become a central challenge in current strategies of Open Innovation and Business Model Innovation but there is relatively little empirical work available Theoretical arguments and empirical research suggest that from both an innovation policy and management perspective the challenge is to use IP to encourage risk taking and innovation and that a broader repertoire of strategies is necessary to create and capture the economic and social benefits of innovation This book identifies how intellectual property can be harnessed to create and capture value through exploiting new opportunities for innovation It is organized around three related themes public policies for IP firm

strategies for IP and creating value from IP and offers insights from the latest research on IP strategies and practices to create and capture the economic and social benefits of innovation

**Kellogg on Marketing** Alice M. Tybout, Bobby J. Calder, 2010-08-31 The business classic fully revised and updated for today's marketers The second edition of Kellogg on Marketing provides a unique and highly regarded perspective on both the basics of marketing and on new issues that are challenging businesses today Includes more than 60% new material on both fundamental marketing concepts and hot topics such as Product Innovation Social Media Marketing to Consumers at the Bottom of the Pyramid and Internal Branding With a foreword by Philip Kotler The Kellogg School of Management is recognized around the world as the leading MBA program in Marketing Along with the new material the core concepts covered in the first edition have all been updated including targeting and positioning segmentation consumer insights and more This is a must have marketing reference *Harvard Business Review Leadership & Strategy Boxed Set (5 Books)* Harvard Business Review, John P. Kotter, Clayton M. Christensen, Renée A. Mauborgne, W. Chan Kim, 2016-05-17 The key concepts every manager and aspiring leader must know from strategy and disruptive innovation to financial intelligence and change management from bestselling Harvard Business Review authors Build your professional library and advance your career with these five timeless ground breaking business classics Includes Financial Intelligence Revised Edition The Innovator's Dilemma Leading Change Playing to Win and Blue Ocean Strategy Expanded Edition

**Exploring Strategy, Text and Cases, 12th Edition** Gerry Johnson, Richard Whittington, 2019 Exploring Strategy 12th edition by Whittington Reginald Angwin Johnson and Scholes has long been the essential introduction to strategy for the managers of today and tomorrow and has sold over one million copies worldwide From entrepreneurial start ups to multinationals charities to government agencies this book raises the big questions about organisations how they prosper how they grow how they innovate and how they change Text and Cases also provides a wealth of extra case studies written by experts in the subject to aid and enrich your understanding Examples are taken from events and organisations as diverse as Adnams Siemens Air Asia Apple Handelsbanken Glastonbury and the Indian Premier League New to this edition The 12th edition of Exploring Strategy has been comprehensively updated to help you Understand clearly the key concepts and tools of strategic management Explore hot topics including business models corporate governance innovation and entrepreneurship Learn from case studies on world famous organisations such as ITV IKEA Uber Airbnb Alibaba and the Chinese movie business

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