

Fundamentals of Global Strategy: A Business Model Approach

By Cornelis A. de Kluyver

Download now

Read Online

Fundamentals of Global Strategy: A Business Model Approach By Cornelis A. de Kluyver

Abstract
This book looks at the opportunities and risks associated with staking out a global competitive presence and introduces the fundamentals of global strategic thinking. We define crafting a global strategy in terms of change: how a company should change and adapt its core (domestic) business model to achieve a competitive advantage as it expands globally. The conceptual framework behind this definition has three fundamental building blocks: a company's core business model, the various strategic decisions a company needs to make as it globalizes its operations, and a range of globalization strategies for creating a global competitive advantage. A business model is defined in terms of four principal components: (a) market participation—who its customers are, how it reaches them and relates to them; (b) the value proposition—what a company offers its customers; (c) the supply chain infrastructure—with what resources, activities and partners it creates its offerings; and finally, (d) its management model—how it organizes and coordinates its operations. Globalization requires a company to make strategic decisions about each component of the business model. Market participation decisions include choosing which specific markets or segments to serve, domestically or abroad; what methods of distribution to use to reach target customers; and how to promote and advertise the value proposition.
Globalization decisions about the value proposition touch the full range of tangible and intangible benefits a company provides to its customers (stakeholders). Decisions about a company's value chain infrastructure deal with such questions as, What key internal resources and capabilities has the company created to support the chosen value proposition and target markets? What partner network has it assembled to support the business model? How are these activities organized into an overall, coherent value creation and delivery model? Finally, strategic decisions about the global management dimension are concerned with a company's choices about a suitable global organizational structure and decision-making process. We use Pankaj Ghemawat's well-known "AAA Triangle" framework to define three generic approaches to global value creation.
Adaptation strategies seek to increase revenues and market share by tailoring one or more components of a company's business model to suit local requirements or preferences. Aggregation strategies focus on achieving economies of scale or

scope by creating regional or global efficiencies; they typically involve standardizing a significant portion of the value proposition and grouping together development and production processes.
Arbitrage is about exploiting economic or other differences between national or regional markets, usually by locating separate parts of the supply chain in different places.

Download Fundamentals of Global Strategy: A Business Model ...pdf

Read Online Fundamentals of Global Strategy: A Business Mode ...pdf

Fundamentals of Global Strategy: A Business Model Approach

By Cornelis A. de Kluyver

Fundamentals of Global Strategy: A Business Model Approach By Cornelis A. de Kluyver

Abstract
This book looks at the opportunities and risks associated with staking out a global competitive presence and introduces the fundamentals of global strategic thinking. We define crafting a global strategy in terms of change: how a company should change and adapt its core (domestic) business model to achieve a competitive advantage as it expands globally. The conceptual framework behind this definition has three fundamental building blocks: a company's core business model, the various strategic decisions a company needs to make as it globalizes its operations, and a range of globalization strategies for creating a global competitive advantage. A business model is defined in terms of four principal components: (a) market participation—who its customers are, how it reaches them and relates to them; (b) the value proposition—what a company offers its customers; (c) the supply chain infrastructure—with what resources, activities and partners it creates its offerings; and finally, (d) its management model—how it organizes and coordinates its operations. Globalization requires a company to make strategic decisions about each component of the business model. Market participation decisions include choosing which specific markets or segments to serve, domestically or abroad; what methods of distribution to use to reach target customers; and how to promote and advertise the value proposition. Globalization decisions about the value proposition touch the full range of tangible and intangible benefits a company provides to its customers (stakeholders). Decisions about a company's value chain infrastructure deal with such questions as, What key internal resources and capabilities has the company created to support the chosen value proposition and target markets? What partner network has it assembled to support the business model? How are these activities organized into an overall, coherent value creation and delivery model? Finally, strategic decisions about the global management dimension are concerned with a company's choices about a suitable global organizational structure and decision-making process. We use Pankaj Ghemawat's well-known "AAA Triangle" framework to define three generic approaches to global value creation. Adaptation strategies seek to increase revenues and market share by tailoring one or more components of a company's business model to suit local requirements or preferences. Aggregation strategies focus on achieving economies of scale or scope by creating regional or global efficiencies; they typically involve standardizing a significant portion of the value proposition and grouping together development and production processes.
Arbitrage is about exploiting economic or other differences between national or regional markets, usually by locating separate parts of the supply chain in different places.

Fundamentals of Global Strategy: A Business Model Approach By Cornelis A. de Kluyver Bibliography

- Sales Rank: #591633 in eBooks
- Published on: 2010-08-09
- Released on: 2010-08-09
- Format: Kindle eBook

Download Fundamentals of Global Strategy: A Business Model ...pdf

Read Online Fundamentals of Global Strategy: A Business Mode ...pdf

Download and Read Free Online Fundamentals of Global Strategy: A Business Model Approach By Cornelis A. de Kluyver

---

Editorial Review

Users Review

From reader reviews:

Sharon Gaines:

Why don't make it to be your habit? Right now, try to prepare your time to do the important act, like looking for your favorite guide and reading a publication. Beside you can solve your short lived problem; you can add your knowledge by the e-book entitled Fundamentals of Global Strategy: A Business Model Approach. Try to make book Fundamentals of Global Strategy: A Business Model Approach as your good friend. It means that it can to get your friend when you truly feel alone and beside those of course make you smarter than ever before. Yeah, it is very fortuned for yourself. The book makes you much more confidence because you can know every little thing by the book. So , let's make new experience as well as knowledge with this book.

Lisa Streeter:

The book untitled Fundamentals of Global Strategy: A Business Model Approach contain a lot of information on that. The writer explains her idea with easy means. The language is very straightforward all the people, so do certainly not worry, you can easy to read that. The book was compiled by famous author. The author provides you in the new period of time of literary works. It is possible to read this book because you can read more your smart phone, or product, so you can read the book in anywhere and anytime. In a situation you wish to purchase the e-book, you can open their official web-site and order it. Have a nice examine.

Jeremy Smith:

Many people spending their time by playing outside with friends, fun activity having family or just watching TV 24 hours a day. You can have new activity to enjoy your whole day by examining a book. Ugh, you think reading a book can really hard because you have to take the book everywhere? It fine you can have the e-book, delivering everywhere you want in your Smartphone. Like Fundamentals of Global Strategy: A Business Model Approach which is having the e-book version. So , try out this book? Let's view.

Casey Russell:

What is your hobby? Have you heard this question when you got learners? We believe that that query was given by teacher with their students. Many kinds of hobby, Every individual has different hobby. And you also know that little person just like reading or as studying become their hobby. You have to know that reading is very important in addition to book as to be the factor. Book is important thing to provide you

knowledge, except your own teacher or lecturer. You find good news or update about something by book. Different categories of books that can you choose to use be your object. One of them is Fundamentals of Global Strategy: A Business Model Approach.

Download and Read Online Fundamentals of Global Strategy: A Business Model Approach By Cornelis A. de Kluyver #S1HALI27JCR

Read Fundamentals of Global Strategy: A Business Model Approach By Cornelis A. de Kluyver for online ebook

Fundamentals of Global Strategy: A Business Model Approach By Cornelis A. de Kluyver Free PDF d0wnl0ad, audio books, books to read, good books to read, cheap books, good books, online books, books online, book reviews epub, read books online, books to read online, online library, greatbooks to read, PDF best books to read, top books to read Fundamentals of Global Strategy: A Business Model Approach By Cornelis A. de Kluyver books to read online.

Online Fundamentals of Global Strategy: A Business Model Approach By Cornelis A. de Kluyver ebook PDF download

Fundamentals of Global Strategy: A Business Model Approach By Cornelis A. de Kluyver Doc

Fundamentals of Global Strategy: A Business Model Approach By Cornelis A. de Kluyver Mobipocket

Fundamentals of Global Strategy: A Business Model Approach By Cornelis A. de Kluyver EPub