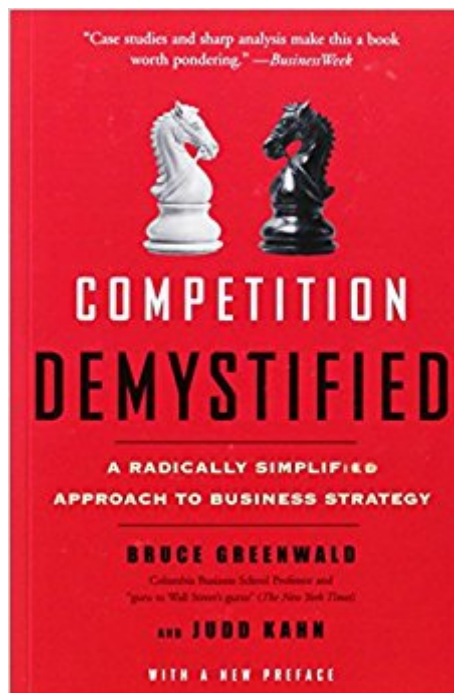




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# Competition Demystified: A Radically Simplified Approach To Business Strategy



## Synopsis

Bruce Greenwald, one of the nation's leading business professors, presents a new and simplified approach to strategy that cuts through much of the fog that has surrounded the subject. Based on his hugely popular course at Columbia Business School, Greenwald and his coauthor, 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. Over the last two decades, the conventional approach to strategy has become frustratingly complex. It's easy to get lost in a sophisticated model of your competitors, suppliers, buyers, substitutes, and other players, while losing sight of the big question: Are there barriers to entry that allow you to do things that other firms cannot?

## Book Information

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## Customer Reviews

A conscious simplification of Michael Porter's classic *Competitive Strategy*, this book treats only one of Porter's five forces, "potential entrants." According to the authors (Value Investing), avoiding competition is the only way to escape "a level playing field in which anyone can join... [and] only the best... survive and prosper." Most of the book discusses ways to gain protected positions from which businesses can be run badly but still earn abnormal returns. Cutting prices, matching prices and using domination of one market to create a monopoly in another are all discussed; legality is mentioned only briefly and indirectly. The best of their recommendations is to find small, declining, local markets without existing competitors. Despite the title, the book seems aimed more at

investors than managers. Stockholders appreciate the value of mediocre companies that generate steady, unexciting profits in local markets without much notice; they like them because the stock is cheap. Managers usually aspire to build something better, in order to make the stock expensive. Still, this book is a useful counterpoint to the idea that conflict and growth are good for their own sakes. (Aug. 18) Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. --This text refers to an out of print or unavailable edition of this title.

In the best of the strategy books now or soon to be in stores, [Greenwald] has proposed a fairly straightforward way to think about strategy that makes the subject substantially simpler. "The New York Times" Case studies and sharp analysis make this a book worth pondering. . . . They make a compelling case. "BusinessWeek" A truly fabulous read. MarketingSherpa.com "Competition Demystified" is a brilliant challenge to Michael Porters "Competitive Strategy," Sylvia Nasar "Superb, with a deft balance between theory and case studies that offer fascinating explanations of strategic adventures by prominent companies" "The Toronto Globe and Mail" In the best of the strategy books now or soon to be in stores, [Greenwald] has proposed a fairly straightforward way to think about strategy that makes the subject substantially simpler. a "The New York Times" a Case studies and sharp analysis make this a book worth pondering. . . . They make a compelling case. a a "BusinessWeek" a A truly fabulous read. a a MarketingSherpa.com a "Competition Demystified" is a brilliant challenge to Michael Porteras "Competitive Strategy," a a Sylvia Nasar "Superb, with a deft balance between theory and case studies that offer fascinating explanations of strategic adventures by prominent companies" a "The Toronto Globe and Mail"? In the best of the strategy books now or soon to be in stores, [Greenwald] has proposed a fairly straightforward way to think about strategy that makes the subject substantially simpler.? ? "The New York Times" ? Case studies and sharp analysis make this a book worth pondering. . . . They make a compelling case.? ? "BusinessWeek" ? A truly fabulous read.? ? MarketingSherpa.com ? "Competition Demystified" is a brilliant challenge to Michael Porter's "Competitive Strategy".? ? Sylvia Nasar "Superb, with a deft balance between theory and case studies that offer fascinating explanations of strategic adventures by prominent companies" ? "The Toronto Globe and Mail"

I am always reading, I am 33 years old, and this book has been the most important business book I have ever read in my life. It provides a straightfoward framework to analyse and understand the quality of a business, the existence of barriers to entry and the sustainability of these barriers (when identified that barriers currently exist).

This book is recommended for my Business Strategy class.

Very useful to understand better competitive advantage approach. It also delves into some particular industries and introduces important concepts. Recommended to anyone aiming to get a better idea on criteria for great companies.

Overall a great book. I would've enjoyed a section of insights on when to exit an unprofitable business line versus attempt to operate at a higher level of efficiency. If anyone has suggestions please post

The book provides a simple, clear and practical framework for industry analysis.

It provides a comprehensive yet simple framework for analyzing businesses. Author prescribes to the common themes that dominant value investing today: competitive advantages, barriers to entry, etc.

It was an amazing review of competitive analysis, highly recommended the book was very thorough and had a good number of case studies

I recommend this book to value investing practitioners and fans of Bruce Greenwald. The book explains strategies that should be pursued by companies and investors

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