

HBR'S
10
MUST
READS

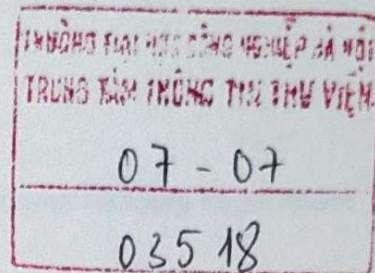
FEATURING
"What Is Strategy?"

By Michael E. Porter

On
Strategy

If you read nothing else on strategy, read these
definitive articles from **Harvard Business Review**.

**HBR'S
10
MUST
READS**



On Strategy



GIFT OF THE ASIA FOUNDATION
NOT FOR RE-SALE

QUÀ TẶNG CỦA QUỸ CHÂU Á
KHÔNG ĐƯỢC BÁN LẠI

HARVARD BUSINESS REVIEW PRESS
Boston, Massachusetts

Copyright 2011 Harvard Business School Publishing Corporation

All rights reserved

Printed in the United States of America

32

No part of this publication may be reproduced, stored in or introduced into a retrieval system, or transmitted, in any form, or by any means (electronic, mechanical, photocopying, recording, or otherwise), without the prior permission of the publisher. Requests for permission should be directed to permissions@hbsp.harvard.edu, or mailed to Permissions, Harvard Business School Publishing, 60 Harvard Way, Boston, Massachusetts 02163.

Library of Congress Cataloging-in-Publication Data

HBR's 10 must reads on strategy.

p. cm.

Includes index.

ISBN 978-1-4221-5798-5 (pbk. : alk. paper) 1. Strategic planning.

I. Harvard business review. II. Title: HBR's ten must reads on strategy.

III. Title: Harvard business review's 10 must reads on strategy.

HD30.28.H395 2010

658.4 '012—dc22

2010031619

The paper used in this publication meets the requirements of the American National Standard for Permanence of Paper for Publications and Documents in Libraries and Archives Z39.48-1992.

Contents

What Is Strategy? 1

by Michael E. Porter

The Five Competitive Forces That Shape Strategy 39

by Michael E. Porter

Building Your Company's Vision 77

by James C. Collins and Jerry I. Porras

Reinventing Your Business Model 103

by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann

Blue Ocean Strategy 123

by W. Chan Kim and Renée Mauborgne

The Secrets to Successful Strategy Execution 143

by Gary L. Neilson, Karla L. Martin, and Elizabeth Powers

Using the Balanced Scorecard as a Strategic
Management System 167

by Robert S. Kaplan and David P. Norton

Transforming Corner-Office Strategy into Frontline Action 191

by Orit Gadiesh and James L. Gilbert

Turning Great Strategy into Great Performance 209

by Michael C. Mankins and Richard Steele

Who Has the D? How Clear Decision Roles Enhance
Organizational Performance 229

by Paul Rogers and Marcia Blenko

About the Contributors 249

Index 251