Achieving Sustainable Competitive Advantage Through Sustainability

Sustainability has become a topic of global relevance: Corporations and other economically acting organizations increasingly need to realize economic, environmental and social objectives in order to survive. Supplementary to "classical" environmental management, realizing corporate sustainability requires comprehensive approaches which allow the integration of social and economic aspects. Such concepts can be found e.g. in international excellence models mainly based on a TQM thinking but also in the field of human factors in organizational design and management. Understood as systems approaches, they include the interests of all relevant stakeholders with a mid- or long-term time perspective and are thus highly linked with the principles of sustainable development. In this book internationally leading scientists discuss the issue of sustainability from their perspective, resulting in an innovative view on different management approaches under the umbrella of corporate sustainability.

Dynamic capabilities and their impact on a firm’s performance are both topics that are gaining increasing attention in business literature and in practice. The concept of dynamic capabilities refers to organizational features or practices that a firm has developed to cope with a changing and uncertain market environment in a better way than its competitors and consequently sustain its competitive advantage. This book contributes to theory and practice in several domains. Drawing on the literature about customer value, service-dominant logic and dynamic capabilities, it investigates how the absorptive capacity approach can be used to (co-)create customer value in order to achieve sustainable competitive advantage in a service-dominant environment. The book provides guidance to practitioners by building up a framework that reflects how absorptive capacity can be used to co-create value in a B2B relationship. The case of the fictional company TurboIT, an SAP service and solution provider, illustrates the practical application of this concept.

A resource-based theory study is one of the most widely accepted theoretical perspectives in explaining competitive capabilities in relation to capability and sustainable competitive advantage. For example, the study tends to be designed as a conceptual framework for explaining the conditions under which firms may achieve a sustainable competitive advantage through capabilities which are valuable, and non-substitutable. Accordingly, the present study interconnects the theoretical relationship between the capabilities and competitive advantage of the resources-physical, human, and technology, which provide conditions under which firms may achieve a sustainable competitive advantage from the dynamic capabilities. The new insights suggest that firm’s three dynamic competitive capabilities are considered as complementarities when one capability enhances the value and effect of another capability. The primary result of this study is towards the complementarities, in addition to individual influences of the resources, of these capabilities, which lead to the predictions of its Customer Relationship Management advantage that prepares and assures towards a sustainable advantage objective.

"Pfeffer has written one of the most important business books in a long time. All in all, a
masterful, riveting performance”.--Tom Peters.

Relationship management (RM) is an essential part of business, but its success as a business model can be hard to measure, with some firms embracing a model that is truly relationship-orientated, while others claim to be relationship-orientated but in fact prefer transactional short-term gain. This open access book aims to develop a mid-range theory of relationship management, examining truly relationship-orientated firms to discover not only what qualities these firms have that make them successful at the RM model, but also what benefits this model has for the firm. It addresses questions like how RM-mature companies achieve and sustain competitive advantage, and what determines the scale and scope of these firms, illustrating with case studies. This book will be of interest to scholars studying leadership and strategy, especially those interested in relationship management, business ethics and corporate social responsibility. It will also be of interest to professionals looking to develop their understanding of relationship management.

The use of ICT applications has dipped into almost every aspect of the business sector, including trade. With the volume of e-commerce increasing, international traders must switch their rules and practices to e-trade to survive in such a competitive market. However, the complexity of international trade, which covers customs processes, different legislation, specific documentation requirements, different languages, different currencies, and different payment systems and risk, presents its own challenges in this transition. Tools and Techniques for Implementing International E-Trading Tactics for Competitive Advantage examines the multidisciplinary approach of international e-trade as it applies to information technology, digital marketing, digital communication, online reputation management, and different legislation and risks. The content within this publication examines digital advertising, consumer behavior, and e-commerce and is designed for international traders, entrepreneurs, business professionals, researchers, academicians, and students.

Successful brand building helps sustain relationships with consumers, creating long-term sustainable competitive advantage and protecting businesses from market turbulence and uncertainties. Manufacturing processes can often be duplicated in ways that strongly held attitudes established in consumers’ minds cannot. Branding and Sustainable Competitive Advantage: Building Virtual Presence explores the processes involved in managing brands for long-term sustainable competitive advantage. Managers, professionals, and researchers will better understand the importance of consumers’ perceptions in brand management, gain insight into the interface of positioning and branding, learn about the management of brands over time and in digital and virtual worlds, be able to name new products and brand extensions, and discover how marketers develop and apply strategies to position their brands.

The toughest Lean journeys are those taken in organizations that have achieved long-term success. Processes and people become fixed in their ways and exhibit a natural resistance to change. But, regardless of how well your organization is performing, unless you have a sustainable competitive advantage, you are at risk. Examining the performance gap

Creating and delivering superior customer value is essential for organizations operating in today’s competitive environment. This applies to virtually any kind of organization. It requires a profound understanding of the value creation opportunities in the marketplace, choosing what unique value to create for which customers, and to deliver that value in an effective and efficient way. Strategic marketing management helps to execute this process successfully and
to achieving sustainable competitive advantage in the market place. Creating Customer Value Through Strategic Marketing Planning discusses an approach that is both hands-on and embedded in marketing and strategy theory. This book is different from most other marketing strategy books because it combines brief discussions of the underlying theory with the presentation of a selection of useful strategic marketing tools. The structure of the book guides the reader through the process of writing a strategic marketing plan. Suggestions for using the tools help to apply them successfully. This book helps students of marketing strategy to understand strategic marketing planning at work and how to use specific tools. Furthermore, it provides managers with a practical framework and guidelines for making the necessary choices to create and sustain competitive advantage for their organizations.

Compiling the best practices of business excellence frameworks around the world, this new book addresses the need for innovative research on sustainable business performance. Using detailed empirical studies, the authors outline the motives and benefits of the implementation of such frameworks in different geographical regions. Comprehensive case studies showcase how the variety of excellence frameworks are manifested in their work cultures, values and beliefs. Academics studying quality management, HRM, and international business will find this book an essential read as it establishes the relevance of human capital in achieving and sustaining global business excellence.

The economic interdependence among developing and established industrialized nations, and the disintegration of barriers to the flow of capital, information and technology across national borders facilitates international market integration and globalization. These market conditions force manufacturing companies to seriously consider the strategies they need to implement if they are to develop competitive advantages. Very often the strategies that are executed will result in a sustained competitive advantage through which a firm becomes leaner, more flexible, and more focused on providing cost-effective goods and services to sophisticated customers. This book provides manufacturing business strategies to assist companies to meet those requirements.

Examination Thesis from the year 2016 in the subject Information Management, grade: A, International Islamic University Malaysia (GSM), course: Master of Management, language: English, abstract: We are living in the Knowledge era, a new age which is presumably to have a different perspective or point of view and which will involve a new route for doing businesses. Smart and speedy is vital to the success of organizations in increasingly changing set of the knowledge age. The expansion and practice of KM (knowledge management) is dramatically and continuously growing in firms. For reason of development in knowledge management, the speed for acquiring a competitive advantage by means of knowledge grows at faster rate as compared to the past. KM has also been demonstrated for its prospective contribution in creating SCA (sustained competitive advantages) for firms. The accusation that knowledge management might be able to generate SCA (sustained competitive advantage) for organizations is provocative; working in this field is relatively underdeveloped, both theoretically and empirically. The recent studies on competitive advantage and knowledge management have stressed description, rather than empirical research knowledge management could achieve to such an advantage. A possible or potential infrastructure for expanding the conceptual analysis of knowledge management’s impacts on firm’s CA (competitive advantage) is the RBV (resource-based view) of the organization which relates the CA of firms with capabilities and resources that are difficult to imitate and firm-specific. The RBV is recently the commanding theoretical view in strategic management published literature, and it concerns with expensive attributes of an organization which are viewed as the basic pillars of SA (competitive advantage). In RBV (resource-based view), knowledge is viewed as a strategic benefit or asset with the outcome potential to be a source of SCA (sustainable competitive advantage) for a company. The RBV of the organization extends and builds upon the resource-
based theory of the organization. It originally developed by Penrose (1959) and enlarged by others (Alavi and Leidner 2001). It encircles the aspects and features to knowledge combination or integration and the four initial method by which knowledge is arranged.

Porter's five forces analysis is a framework for analyzing the level of competition within an industry and business strategy development. It draws upon industrial organization (IO) economics to derive five forces that determine the competitive intensity and therefore the attractiveness of an industry. Attractiveness in this context refers to the overall industry profitability. An "unattractive" industry is one in which the combination of these five forces acts to drive down overall profitability. A very unattractive industry would be one approaching "pure competition," in which available profits for all firms are driven to normal profit. This analysis is associated with its principal innovator Michael E. Porter of Harvard University. This updated and expanded second edition of Book provides a user-friendly introduction to the subject, taking a clear structural framework, it guides the reader through the subject's core elements. A flowing writing style combines with the use of illustrations and diagrams throughout the text to ensure the reader understands even the most complex of concepts. This succinct and enlightening overview is a required reading for all those interested in the subject. We hope you find this book useful in shaping your future career & Business.

Now beyond its eleventh printing and translated into twelve languages, Michael Porter’s The Competitive Advantage of Nations has changed completely our conception of how prosperity is created and sustained in the modern global economy. Porter’s groundbreaking study of international competitiveness has shaped national policy in countries around the world. It has also transformed thinking and action in states, cities, companies, and even entire regions such as Central America. Based on research in ten leading trading nations, The Competitive Advantage of Nations offers the first theory of competitiveness based on the causes of the productivity with which companies compete. Porter shows how traditional comparative advantages such as natural resources and pools of labor have been superseded as sources of prosperity, and how broad macroeconomic accounts of competitiveness are insufficient. The book introduces Porter’s “diamond,” a whole new way to understand the competitive position of a nation (or other locations) in global competition that is now an integral part of international business thinking. Porter's concept of “clusters,” or groups of interconnected firms, suppliers, related industries, and institutions that arise in particular locations, has become a new way for companies and governments to think about economies, assess the competitive advantage of locations, and set public policy. Even before publication of the book, Porter’s theory had guided national reassessments in New Zealand and elsewhere. His ideas and personal involvement have shaped strategy in countries as diverse as the Netherlands, Portugal, Taiwan, Costa Rica, and India, and regions such as Massachusetts, California, and the Basque country. Hundreds of cluster initiatives have flourished throughout the world. In an era of intensifying global competition, this pathbreaking book on the new wealth of nations has become the standard by which all future work must be measured.

Enterprise risk must be identified, assessed and prioritized; developing a growth strategy proposal which leadership has to execute in order to achieve goals. As business leaders spearhead the efforts, they must minimize, monitor and control the probability and/or impact of unfortunate events and maximize the realization of opportunities. Building Sustainable Competitive Advantage shows how to use the Enterprise Excellence (EE) philosophy - a holistic approach for leading an enterprise to total excellence. It does this by focussing on achieving sustainable significant growth in revenue and profitability, reducing the business cycle time, strategically managing the enterprise risk and focusing on the needs of the customer.

Are you at risk of being trapped in an uncompetitive business? Chances are the strategies that worked well for you even a few years ago no longer deliver the results you need. Dramatic
changes in business have unearthed a major gap between traditional approaches to strategy and the way the real world works now. In short, strategy is stuck. Most leaders are using frameworks that were designed for a different era of business and based on a single dominant idea—that the purpose of strategy is to achieve a sustainable competitive advantage. Once the premise on which all strategies were built, this idea is increasingly irrelevant. Now, Columbia Business School professor and globally recognized strategy expert Rita Gunther McGrath argues that it's time to go beyond the very concept of sustainable competitive advantage. Instead, organizations need to forge a new path to winning: capturing opportunities fast, exploiting them decisively, and moving on even before they are exhausted. She shows how to do this with a new set of practices based on the notion of transient competitive advantage. This book serves as a new playbook for strategy, one based on updated assumptions about how the world works, and shows how some of the world's most successful companies use this method to compete and win today. Filled with compelling examples from “growth outlier” firms such as Fujifilm, Cognizant Technology Solutions, Infosys, Yahoo! Japan, and Atmos Energy, The End of Competitive Advantage is your guide to renewed success and profitable growth in an economy increasingly defined by transient advantage.

Terms such as the 'new competitive landscape', 'hypercompetition' and 'inherent instability and change' have been used over the past decade to describe the changing global competitive environment. A plethora of strategic and operational measures have been used to enable firms to gain sustainable competitive advantage, with varying degrees of success. Yet we remain in largely uncharted territory with strategic preparation for the future becoming a critical activity. Strategy and Performance provides academics, practitioners and students with a highly focused approach to competing in the global marketplace.

A nation's economic success depends on the capacity of its companies and trading organizations to develop business relationships, trade and do business in the international arena. Doing business across borders subtly changes the processes and skills the successful manager needs. Cultural, social, geographic and legal factors serve to complicate the picture. The mantra for managers today is think global, act local. In this handbook the authors concentrate on the big developments that currently are happening at an international level. They consider how managers operating in the global business landscape must change what they do to create advantages and remain competitive. The Global Business Handbook is based on the structure of the very successful IÉSEG International School of Management's programme on international management. It includes a global focus, backed by the latest research on different aspects of international business carried out in different parts of the world.

Many warn that the next stage of globalization—the offshoring of research and development to China and India—threatens the foundations of Western prosperity. But in The Venturesome Economy, acclaimed business and economics scholar Amar Bhidé shows how wrong the doomsayers are. Using extensive field studies on venture-capital-backed businesses to examine how technology really advances in modern economies, Bhidé explains why know-how developed abroad enhances—not diminishes—prosperity at home, and why trying to maintain the U.S. lead by subsidizing more research or training more scientists will do more harm than good. When breakthrough ideas have no borders, a nation’s capacity to exploit cutting-edge research regardless of where it originates is crucial: "venturesome consumption"—the willingness and ability of businesses and consumers to effectively use products and technologies derived from scientific research—is far more important than having a share of such research. In fact, a venturesome economy benefits from an increase in research produced abroad: the success of Apple’s iPod, for instance, owes much to technologies developed in Asia and Europe. Many players—entrepreneurs, managers, financiers, salespersons, consumers, and not just a few brilliant scientists and engineers—have kept the
United States at the forefront of the innovation game. As long as their venturesome spirit remains alive and well, advances abroad need not be feared. Read The Venturesome Economy and learn why—and see how we can keep it that way.

You think you have a winning strategy. But do you? Executives are bombarded with bestselling ideas and best practices for achieving competitive advantage, but many of these ideas and practices contradict each other. Should you aim to be big or fast? Should you create a blue ocean, be adaptive, play to win—or forget about a sustainable competitive advantage altogether? In a business environment that is changing faster and becoming more uncertain and complex almost by the day, it’s never been more important—or more difficult—to choose the right approach to strategy. In this book, The Boston Consulting Group’s Martin Reeves, Knut Haanæs, and Janmejaya Sinha offer a proven method to determine the strategy approach that is best for your company. They start by helping you assess your business environment—how unpredictable it is, how much power you have to change it, and how harsh it is—a critical component of getting strategy right. They show how existing strategy approaches sort into five categories—Be Big, Be Fast, Be First, Be the Orchestrator, or simply Be Viable—depending on the extent of predictability, malleability, and harshness. In-depth explanations of each of these approaches will provide critical insight to help you match your approach to strategy to your environment, determine when and how to execute each one, and avoid a potentially fatal mismatch. Addressing your most pressing strategic challenges, you’ll be able to answer questions such as: • What replaces planning when the annual cycle is obsolete? • When can we—and when should we—shape the game to our advantage? • How do we simultaneously implement different strategic approaches for different business units? • How do we manage the inherent contradictions in formulating and executing different strategies across multiple businesses and geographies? Until now, no book brings it all together and offers a practical tool for understanding which strategic approach to apply. Get started today.

The proliferation of entrepreneurship, technological and business innovations, emerging social trends and lifestyles, employment patterns, and other developments in the global context involve creative destruction that transcends geographic and political boundaries and economic sectors and industries. This creates a need for an interdisciplinary exploration of disruptive technologies, their impacts, and their implications for various stakeholders widely ranging from government agencies to major corporations to consumer groups and individuals. Disruptive Technology: Concepts, Methodologies, Tools, and Applications is a vital reference source that examines innovation, imitation, and creative destruction as critical factors and agents of socio-economic growth and progress in the context of emerging challenges and opportunities for business development and strategic advantage. Highlighting a range of topics such as IT innovation, business strategy, and sustainability, this multi-volume book is ideally designed for entrepreneurs, business executives, business professionals, academicians, and researchers interested in strategic decision making using innovations and competitiveness.

The global market is constantly evolving and it has become essential for organizations to employ new methods of appealing to customers in order to stay abreast on current trends within the world economy. The Handbook of Research on Driving Competitive Advantage through Sustainable, Lean, and Disruptive Innovation features theoretical development and empirical research in social media platforms, internet usage, big data analytics, and smart computing, as well as other areas of organizational innovation. Highlighting implementation challenges facing innovative processes, this publication is a critical reference source for researchers, students, professionals, managers, and decision makers interested in novel strategies being employed by organizations in an effort to
improve their standings on the global market. Competitive strategies and higher education-industry collaboration policies are playing an important role in fostering the reputation and international rankings of higher education institutions. The positive impact of these policies may best be observed in economic and social outputs of many countries such as the USA, Singapore, South Korea, EU countries, and Turkey. However, the number of academic publications that specifically concentrate on the impact of these policies on higher education institutions and authorities remains relatively limited. Digital Transformation and Internationalization Strategies in Organizations covers a wide range of issues and topics, including employment systems, quality management systems, international ranking systems in higher education, education and language policies in higher education, and business models employed in techno-parks. This book helps higher education institutions manage their manpower and become cognizant of the factors that may exert a drastic impact on their success. It is ideal for managers, executives, IT consultants, researchers, practitioners, academics, professors, and undergraduate and postgraduate students.

As businesses seek to compete on a global stage, they must be constantly aware of pressures from all levels: regional, local, and worldwide. The organizations that can best build advantages in diverse environments achieve the greatest success. The Handbook of Research on Global Competitive Advantage through Innovation and Entrepreneurship explores the emergence of new ideas and opportunities in various markets and provides organizational leaders with the tools they need to take full advantage of those opportunities. With a focus on economic growth in a fast-paced environment, this handbook is a critical reference for business leaders, economists, and students of economic theory.

The practical guide to using pricing and profitability management to build a better business A comprehensive reference for any business professional looking to understand the capabilities and competencies required for effectively managing pricing and profitability, Pricing and Profitability Management explains how to determine the right approach, tools, and techniques for each of six key categories (pricing strategy, price execution, advanced analytics and optimization, organizational alignment and governance, pricing technology and data management, and tax and regulatory effectiveness). Exploring each category in detail, the book addresses how an integrated approach to pricing improvement can give a sustainable, competitive advantage to any organization. The ultimate "how to" manual for any executive or manager interested in price management, the book presents a holistic, comprehensive framework that shows how integrating these pricing categories into a cohesive program leads to impressive gains that cannot be achieved through a single-pronged approach. Presents a comprehensive framework for more effectively managing pricing and profitability Identifies the six key categories of pricing and profitability management Shows you how to gain a competitive edge by managing pricing and profitability Taking a
comprehensive view of pricing, companies can position themselves to tap a vast source of shareholder value—the ability to set and enforce profitable prices, not just once, but again and again in response to marketplace changes and evolving business needs—and this book will show you how.

This book provides a richly illustrated study of sustainability, innovation and entrepreneurship. Specifically, it examines the ways in which governmental policies and practices modify the social conditions necessary to promote innovation in businesses and by so doing impact economic development. Exploring topics such as green innovation, green customer capital, smart cities, green entrepreneurship and environmental responsibility, this book presents some of the most current research and best practices in the field. In today's global economy, strategies, policies and practices that address the negative effects of human activity on the environment need to be incorporated into the business framework in order for companies to achieve a sustainable competitive advantage. Around the world, such changes have already resulted in a broad range of products, production methods and technical features that ensure environmental protection. At the same time, the mass media’s communication of a deteriorating earth have motivated a growing number of citizens in both developed and developing nations to modify their consumption habits towards more ecological products. Consequently, an increasing number of companies are reacting to these changes in business and legal frameworks and consumer preferences by investing in new forms of green innovation or “eco-innovation” designed to promote both environmental and corporate sustainability. For example, Hewlett-Packard eliminated lead from its welding process; Wal-Mart reduced the emissions of their suppliers; and Cisco, Dell and IBM are investing in smart grids. This volume showcases pioneering efforts among companies, citizens, and government agencies that are moving from theory to practice by placing sustainability at the core of their development strategies.

Any company can improve its results and, eventually, achieve a sustainable competitive advantage by following these Seven Guiding Principles of Successful Companies

Building Sustainable Competitive Advantage Through Executive Enterprise Leadership

This book examines what lies behind the uncertainties surrounding the fuel and power markets. Exploring the role of renewables and how they potentially disrupt or create opportunities, it challenges widely accepted wisdoms in investment. The author asks questions such as: Are “business as usual” strategies that favour fossil fuels the best route to future prosperity? What prospects do firms face when their competitors diversify into renewables? Why do generous subsidies to renewables often fail to achieve wide-scale deployment? Illustrating how real options and option games reasoning yield vastly different insights from those gained from NPVs, Energy Investments offers case studies and simulations to demonstrate how firms can benefit from the methods it showcases.

Management Strategy: Sustaining Competitive Advantage, 1st edition, by Alfred
Read Online Achieving Sustainable Competitive Advantage Through Marcus, is a strategy book which focuses on how making winning moves is dependent upon finding profitable patterns that repeatedly meet customer demands for solutions. Where many strategy books have lost sight of the purpose of strategy and fail to show how decisions actually affect business performance and ultimately, outcomes, Management Strategy focuses on the types of analyses the industry, environment, and a company's internal resources require to make effective strategic moves. In eight chapters, this textbook builds upon the analysis process and demonstrates how strategy impacts an organization's position in comparison to its competitors, both in terms of the cost and quality of its products and the scope of businesses in which it is involved (vertical and horizontal integration), as well as its global versus domestic reach. The outcomes that come from analyzing an organization also determine the extent to which the organization will strive to be an innovator as opposed to being a follower.

This book examines the ways in which quality management methods, tools, and practices help improve an organization's performance and achieve sustainable competitive advantages. This volume includes quality techniques and tools such as the EFQM Model, SERVPERF model, E-S-Qual scale and the ISO 9001 certification and provide a wide variety of empirical studies in different economic sectors. In the current economic environment, characterized by economic turmoil and fierce competition, quality management has become a key strategy for organizations to overcome today's challenges. Organizations benefits from implementing quality management systems by following two approaches. First, they implement quality practices aimed at ensuring customer satisfaction by considering consumer expectations and establishing strategies accordingly. Second, organizations improve processes by establishing efficient and effective process management systems that improve productivity, lower costs, reduce unnecessary expenses, eliminate all non-value added activities, and ultimately maximize excellence and customer satisfaction. Quality management thereby provides tools, techniques, and methods for continuous process improvement in both the professional and academic worlds, which, when implemented by organizations in times of crisis, enable more effective administration of activities undertaken by managers. Containing contributions from various academics and scholars, this new book provides cutting edge research, methods and techniques providing a reference manual for academics, scholars, practitioners and policy-makers.

Strategies that enable organizations to succeed as businesses and as responsible corporate citizens Based on the authors' many years of research and hands-on experience, this book provides tested and proven practical strategies that make it possible for organizations to develop, maintain, or extend their competitive advantage without causing harm to the environment and society. Moreover, it explains how to set goals and objectives and then monitor, measure, and report on progress towards achieving corporate social responsibility and environmental sustainability. Most importantly, readers will discover that this can all be accomplished while, at the same time, improving bottom-line profitability. Practical Sustainability Strategies: How to Gain a Competitive Advantage is divided into four parts: Part 1, Introduction to Sustainability, underscores the urgency for organizations to adopt and develop sustainable practices Part 2, Sustainable Strategies, details numerous strategies that have been proven to work, including environmental innovation through biomimicry, green buildings, and
green chemistry Part 3, Tools and Metrics, offers practical information on implementing strategies and measuring sustainability and reporting, including global standards and guidelines for managing sustainability, life-cycle analysis, carbon and water footprints such as GRI, GHG Protocol, UN Global Compact Part 4, Conclusion, provides an expert forecast of the future of sustainability Case studies based on the authors' research and fieldwork illustrate how leading companies have implemented each of the sustainability strategies discussed in the book. There's also an appendix with additional case studies exploring various aspects of business practices and sustainability. Practical Sustainability Strategies is ideal as a graduate textbook as well as a reference for business managers. All readers will not only gain a greater appreciation for sustainable development, but also the skills needed to integrate sustainability into all aspects of their organization's business practices.

The book outlines and develops an integrated and pragmatic socio-economic approach towards undertaking effective MNC strategy in emerging country markets. This, labelled the 'institutional network approach' (INA), applies a new strategic perspective to international business operations and emphasises the continuous interplay between institutions and networks in designing and executing global strategies. The INA integrates the shareholder and stakeholder viewpoint into a comparative holistic perspective of international business strategy based on a broader societal approach.

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