PART ONE  CONCEPTS AND TECHNIQUES FOR CRAFTING AND EXECUTING STRATEGY

Section A: Introduction and Overview
1. Strategy, Business Models, and Competitive Advantage  1
2. Strategy Formulation, Execution, and Governance  13

Section B: Core Concepts and Analytical Tools
3. Evaluating a Company's External Environment  36
4. Evaluating a Company's Resources, Capabilities, and Competitiveness  65

Section C: Crafting a Strategy
5. The Five Generic Competitive Strategies  89
7. Strategies for Competing in International Markets  132
8. Corporate Strategy: Diversification and the Multibusiness Company  153
9. Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy  181

Section D: Executing the Strategy
10. Superior Strategy Execution—Another Path to Competitive Advantage  198

Appendix  Key Financial Ratios: How to Calculate Them and What They Mean  228

PART TWO  CASES IN CRAFTING AND EXECUTING STRATEGY

Case 1  BillCutterz.com: Business Model, Strategy, and the Challenges of Exponential Growth  231
Case 2  Whole Foods Market in 2014: Vision, Core Values, and Strategy  237
Case 3  Apple Inc. in 2015  268
Case 4  Sirius XM Satellite Radio, Inc. in 2014: On Track to Succeed After a Near-Death Experience?  279
Case 5  Panera Bread Company in 2015—What to Do to Rejuvenate the Company's Growth?  300
Case 6  Vera Bradley in 2015: Can Its Turnaround Strategy Reverse Its Continuing Decline?  320
Case 7  Tesla Motors' Strategy to Revolutionize the Global Automotive Industry  333
Case 8  Deere & Company in 2015: Striving for Growth in a Weakening Global Agricultural Sector  366
Case 9  PepsiCo's Diversification Strategy in 2015  377
Case 10  Robin Hood  390
Case 11  Southwest Airlines in 2014: Culture, Values, and Operating Practices  392
Case 12  TOMS Shoes: A Dedication to Social Responsibility  430

Glossary  439
Indexes  443