

## What's New in the Fifth Edition?

I have revised and updated the new edition in the following ways, which were inspired by conversations and feedback from the many users and reviewers of prior editions.

### Overview of Major Changes in 5e:

- Section "Stakeholder Strategy and Competitive Advantage" now in Chapter 1.
- Section "Vision, Mission, and Values" now in Chapter 2.
- New section "Strategic Decision Making" in Chapter 2.
- New section "From External to Internal Analysis" in Chapter 4.
- Three new ChapterCases: Five Guys (Chapter 4), Alphabet and Google (Chapter 11), and Theranos (Chapter 12); all other ChapterCases revised and updated.
- All new or updated and revised StrategyHighlights (2 per chapter).
- Revised and updated module on "How to Conduct a Case Analysis."
- Five new MiniCases (Uber, PayPal, JCPenney, GE, and BlackBerry), featuring not only success stories but also failures; all other MiniCases revised and updated. One MiniCase per chapter, tightly integrated with learning objectives. Detailed and high-quality teaching notes are available from the Instructor Resource Center in the Connect Library.
- Three new full-length Cases (Airbnb, Nike, and The Vanguard Group); all other cases including most popular ones such as Amazon, Apple, Best Buy, Facebook, McDonald's, and Tesla, among others, are revised and updated. Detailed and updated case teaching notes, as well as financial data for these cases, are available from the Instructor Resource Center in the Connect Library.

### CHAPTER 1

- Revised and updated ChapterCase: "Tesla's Secret Strategy"
- New Strategy Highlight: "Does Twitter have a Strategy?"
- New Strategy Highlight: "Merck's Stakeholder Strategy"
- Improved chapter flow through moving the updated section "Stakeholder Strategy and Competitive Advantage" into Chapter 1 (from Chapter 2)

### CHAPTER 2

- Revised and updated ChapterCase: "Leadership Crisis at Facebook?"
- New section: "Strategic Decision Making"
- New exhibit: "Two Distinct Modes of Decision Making"
- New exhibit: "How to Use a Devil's Advocate to Improve Strategic Decision Making"
- New Strategy Highlight: "Teach for America: How Wendy Kopp Inspires Future Leaders"
- Improved chapter flow through moving the updated section "Vision, Mission, and Values" into Chapter 2 (from Chapter 1)

### **CHAPTER 3**

- Revised and updated ChapterCase: "Airbnb: Disrupting the Hotel Industry"
- New Strategy Highlight: "Blockbuster's Bust"
- New Strategy Highlight: "From League of Legends to Fortnite: The Rise of e-Sports"

### **CHAPTER 4**

- New ChapterCase: "Five Guys' Core Competency: 'Make the Best Burger, Don't Worry about Cost'"
- New section: "From External to Internal Analysis"
- New Strategy Highlight: "Dr. Dre's Core Competency: Coolness Factor"

### **CHAPTER 5**

- Revised and updated ChapterCase: "The Quest for Competitive Advantage: Apple vs. Microsoft"
- New Strategy Highlight: "PepsiCo's Indra Nooyi: Performance with a Purpose"

### **CHAPTER 6**

- Revised and updated ChapterCase: "JetBlue Airways: En Route to a New Blue Ocean?"
- New Strategy Highlight: "Cirque du Soleil: Finding a New Blue Ocean?"

### **CHAPTER 7**

- Revised and updated ChapterCase: "Netflix: Disrupting the TV Industry"
- New Strategy Highlight: "Wikipedia: Disrupting the Encyclopedia Business"

### **CHAPTER 8**

- Revised and updated ChapterCase: "Amazon's Corporate Strategy"
- New Strategy Highlight: "P&G Diversification Strategy: Turning the Tide?"

### **CHAPTER 9**

- Revised and updated ChapterCase: "Little Lyft Gets Big Alliance Partners and Beats Uber in Going Public"

### **CHAPTER 10**

- Revised and updated ChapterCase: "IKEA: The World's Most Profitable Retailer"
- New Strategy Highlight "Does GM's future lie in China?"

### **CHAPTER 11**

- New ChapterCase: "'A' is for Alphabet and 'G' is for Google"
- New exhibit: "Formal and Informal Building Blocks of Organizational Design"
- New Strategy Highlight: "Zappos: Of Happiness and Holacracy"

## **CHAPTER 12**

- New ChapterCase: "Theranos: Bad Blood"
- New Strategy Highlight: "HP's Board Room Drama and Divorce"
- New Strategy Highlight: "VW's Dieselgate: School of Hard NOx"

## **MINICASES**

- 12 MiniCases, one for each chapter. Each MiniCase is closely tied to the chapter's learning objective and includes discussion questions and detailed teaching notes
- Five new MiniCases: Uber, PayPal, JCPenney, GE, and BlackBerry
- Updated and revised the most popular MiniCases from the prior editions

## **FULL-LENGTH CASES**

- Three new full-length cases (Airbnb, Nike, and The Vanguard Group); all other cases, including most popular ones such as Amazon, Apple, Best Buy, Facebook, McDonald's, and Tesla, are updated and revised
- Detailed and updated case teaching notes as well as financial data for these cases are available for instructors in the Connect Library