Business Portfolio & Strategy

- **Traditional Strategy:** Focus resources on books like Rao/Steckel and Tellis to help solidify AWL's lead in traditional markets.
  - **Benefits :** Low risk, steady returns
  - **Trade-off: abandons cite growth opportunities** in innovation-driven areas

- **Leading-Edge Strategy:** Aggressively promote Lilien/Rangaswamy to focus on Innovative markets.
  - **Benefits : potential long-run growth leadership** in marketplace differentiation
  - **Trade-off:** Uncertain short-term returns and higher risk

- **Balanced Approach:** Invest proportionally in all three books to capture stable and emerging markets alike.
  - **Benefits:** Reduces risk while exploring innovative opportunities.
  - **Trade-off:** May dilute focus and resources, reducing overall impact.

Suggestion from GE Approach

Traditional Strategy Alignment:

Tellis scores highest in the traditional strategy due to its large market size, low investment needs, and alignment with AWL’s existing strengths.

Promotional resources should prioritize Tellis to maintain dominance in established markets.

Middle Ground:

Rao/Steckel moderately aligns with both strategies but does not dominate either, so it may receive balanced promotional support.

Leading-Edge Strategy Alignment:

Lilien/Rangaswamy scores highest for innovation due to its cutting-edge content, high synergy potential, and growth opportunities.

Promoting Lilien/Rangaswamy supports AWL's goal to build its reputation as a forward-thinking publisher.

Promotional Plan Recommendations:

Allocate resources based on strategic priorities:

- Focus on Tellis for immediate, stable returns.
- Invest in Lilien/Rangaswamy to secure long-term growth and innovation.

Other Factors to Take into Concern

01 **Publishing Industry Background in 1997**

Digital technologies began reshaping traditional publishing, and the internet was booming. While print remained dominant, digital publishing showed potential for future growth.

02 **Different from the Market**

Marketing Engineering was sufficiently different from any other books on the market.

03 **Company's Financial Status**

According to 1996's net profit and sales. AWL has a good financial status. Therefore, AWL are able to take risk to go for leading-edge strategy.

04 **Cost Constraints and ROI Expectations**

Ensuring that the allocated budget balances short-term financial goals with long-term growth potential.

05 **Customer Feedback and Instructor Preferences**

Engaging with instructors to gauge interest in adopting the books.

What should Mark do -- Leading-edge strategy.

Invest on Lilien/Rangaswamy、 Rao
Harvest Tellis

We suggest Mark should go with Leading-edge strategy.

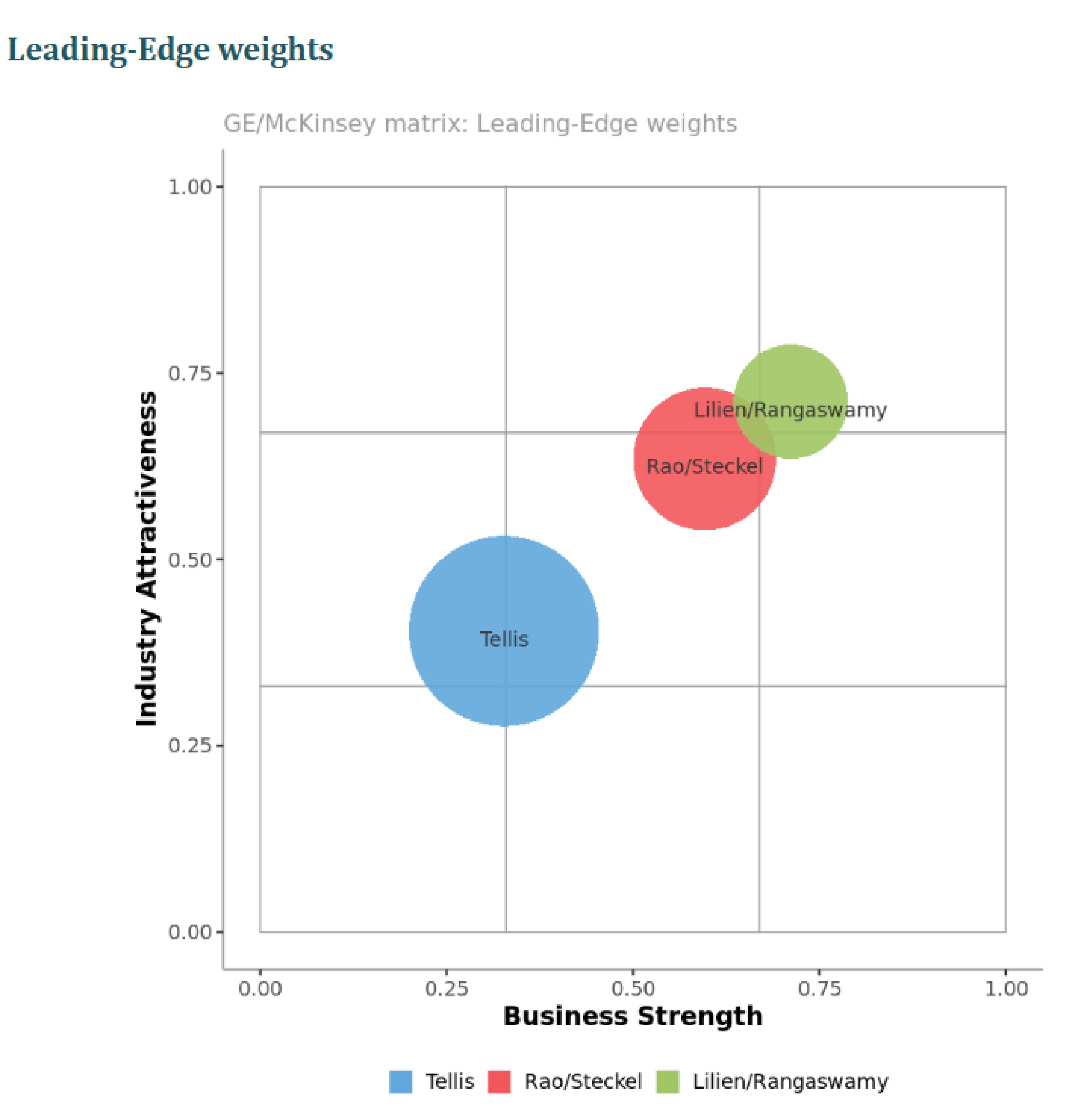
Regarding to the factors we take into concern, reasons are as follows:

1. **Rise of digital publishing** in the future.

2. The ***Marketing Engineering*** **has resources which is unique compare to other books in the market**. It is an advantage in the coming digital world.

3. AWL's **financial status** are able to take a risk for innovative strategy.

4.The company needs to innovate for **long-term benefits.**



Uses and Limitations of the GE model.

Limitations

1. Weights and Scores assigned depends on personal interpretation thereby producing different results from person to person.
2. The matrix doesn’t provide clear action plan as to how one should invest, devest or harvest.

Uses

1. Matrix provides a visualization for the business to understand the performance of their products in the market.
2. Matrix shows as to which products is worth expanding based on Industry Attractiveness and Business Strength.