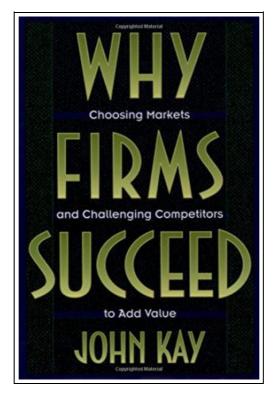
# Why Firms Succeed: Choosing Markets and Challenging Competitors to Add Value



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# Reviews

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(Janelle Kub PhD)

#### WHY FIRMS SUCCEED: CHOOSING MARKETS AND CHALLENGING COMPETITORS TO ADD VALUE



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Oxford University Press, USA. Hardcover. Condition: New. This item is printed on demand. 336 pages. When John Kays Foundations of Corporate Success first appeared in the U. K., it commanded the attention of the corporate world--and drew widespread praise. The Financial Times hailed it as a powerfully argued book, which casts a fresh light on a range of practical business challenges. And Business Age wrote, You must read John Kays new book Foundations of Corporate Success. Kay is currently the best management theorist in Britain, bar none. . . . . He is a rare find. Now John Kay has produced an American edition of this landmark book. In this freshly revised volume, Kay applies his groundbreaking theories to the U. S. experience, illustrating them with examples of success and failure in the American market. For too long, he writes, managers have chased after the latest fad in business planning and strategy, beguiled by military analogies and the demand for overarching vision. Success, he believes, should not be measured by organizational size or market share, but by the added value--the amount that output exceeds the input of raw materials, payroll, and capital. Corporate strategy should be aimed at this basic goal, beginning with the question, How can we be different Kay identifies four key ingredients: innovation, reputation (especially in the form of brands), strategic assets (government mandated monopolies or other measures which restrict market access by competitors), and architecture (the relationships between a company and its employees, suppliers, and customers). Success comes not when managers drive through a towering vision of the companys destiny, but when they act on their organizations specific capabilities and advantages--especially in the key area of architecture. Honda, he notes, captured a third of the American motorcycle market within five years. No vision was required for...



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