

(Read now) High Performance Companies: Successful Strategies from the World's Top Achievers

## High Performance Companies: Successful Strategies from the World's Top Achievers

*Nitin Pangarkar*

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**Nitin Pangarkar : High Performance Companies: Successful Strategies from the World's Top Achievers** before purchasing it in order to gauge whether or not it would be worth my time, and all praised High Performance Companies: Successful Strategies from the World's Top Achievers:

1 of 1 people found the following review helpful. Compulsory reading for business managers and students By Debesh In the alphabet soup of EBITDA, ROI, ROE, ROCE, EPS, PE et al, is an essential (and the most critical) ingredient - that of strategy. And who better to highlight this than Nitin Pangarkar, a global authority on strategy, who

not only addresses the theory behind the strategy of high-performance companies, but also the practicalities of it. In doing so he answers the germane question - how are high-performance companies so consistently successful? Indeed there is no cut-and-dried, cookie-cutter response to this question that perennially abounds in the minds of business managers, but instead there is an answer with many parts - called strategic principles. Professor Pangarkar illustrates those principles, replete with many an example. The core examples are mentioned below - there are many others in each of the chapters. Strategic principle # 1 - "diamonds in coal" highlights the very real need to pay attention to costs of acquisition, and which company could be a better study than Mittal Steel in this. Principle # 2 - "durable assets" stresses on the need for continued investment in assets as barriers to entry and what follows as an illustration is a fascinating study of Tiger Balm. "Small wins" - strategic principle # 3, dwells on why companies need a sure-fire "formula for small success" which when repeated and replicated and honed to perfection across time results in quite literally a "holistic win". Strategic principle # 4 - "integrate to innovate" deals with open innovation, and how (and why) companies must necessarily use all available sources of innovation (including competitors) to gain a competitive edge. In principle # 5 - "advance in a crisis", Nitin uses Singapore Airlines to exemplify how companies must and need to pursue their strategic objectives (or vision, mission et al) even during a crisis. Strategic principle # 6 - "on incremental change" is cautionary; using Tupperware as a case study, the principle highlights how companies can indeed undermine their core business strategy while implementing seemingly innocuous and innocent changes. In the Darwinian scheme of things today, adherence to these rules-of-thumb will be the difference between "sink or swim", or perhaps even "do or die" for businesses and corporations. Managers and students would do well in reading this book - word-by-word. Call this strategic principle # 7! 0 of 0 people found the following review helpful. High Performance Companies, a useful guide for business leaders from organizations at all the stages in its life cycle By Ravi In High Performance Companies Prof. Pangarkar has introduced strategic principles which can enhance the performance of the organizations from across the industries. There are principles for every phase of the organization: growth - build durable assets, maturity - institutionalize learning, consolidation - innovate to stay relevant. By including illustration from relatively low-profile industries Prof. Pangarkar has successfully driven the universal appeal of the book. The story-telling approach of the book reduces the gap between the board room and the shop floor. I sincerely believe globally business leaders will find the book a useful reference to enhance performance of their organizations. 0 of 0 people found the following review helpful. Most useful to teach strategy with pragmatic approach By Prof G Dr. Nitin Pangarkar wrote this book with a simple but yet powerful objective: to go beyond other strategy books by leveraging the concepts associated with new international examples. All of his real-world examples are depicted in a very user-friendly and pragmatic way that any instructor should appreciate. Strategic frameworks have been covered at length by others. What Dr. Pangarkar put together with respected colleagues at top business schools is rich in relevance and easy to apply in strategic discussions and formulation exercises. I will use his book in class and trust that it will help me have a greater impact on my business students.

The easy-to-adopt strategies that make companies from Coca-Cola to Starbucks perennial over-performers and that you can use, too High Performance Companies complements the frameworks for strategy making detailed in many existing books, proposing a number of rules of thumb (or principles) that companies can consider when making their day-to-day decisions which, in turn, will determine their actual strategies. These principles traverse a wide range of scenarios, such as strategic changes implemented by companies, resource allocation decisions; especially towards building durable assets; and resource acquisition through inorganic means. The book adopts a reader-friendly approach by teasing out the lessons to be found in detailed cases studies from interesting companies. The writing minimizes jargon while maintaining rigor, especially with regard to the applicability and relevance of the strategic principles to different business contexts. Cites extensive evidence in support of the proposed arguments, without sacrificing readability Combines both short and long case studies within each chapter to demonstrate the general applicability of the principles presented Uses a variety of examples ranging from well-known companies such as Coca-Cola, Singapore Airlines, and Starbucks to relatively lesser known companies such as Illinois Tool Work, SAS Institute, and Heng Long Leather to show that the principles presented are applicable everywhere Providing valuable new insight into what makes a business successful and how to replicate this in a company of any size, High Performance Companies is an essential addition to the library of any manager or student of business.

From the Inside Flap What makes a company a star performer? In an increasingly competitive and fast-paced business environment, a good strategy has become a matter of necessity rather than an option or choice. In High Performance Companies, Nitin Pangarkar; a world-recognized authority on business strategy; looks into the strategies of a diverse range of companies to see what makes them tick and how they have become perennial over-achievers. Rather than proposing yet another framework for broad strategizing, Professor Pangarkar offers business leaders a practical, proven set of rules-of-thumb or principles that companies can consider while making their day-to-day decisions which, in turn, will determine their actual strategy. These principles traverse a wide spectrum of scenarios, such as strategic changes implemented by companies, resource allocation decisions especially towards building durable assets, and

resource acquisition through inorganic means. Minimizing jargon while maintaining rigor, the book's reader-friendly approach engagingly draws out the message from detailed case studies of well-known companies such as Coca-Cola, Singapore Airlines and Starbucks to lesser known companies such as Illinois Tool Works, SAS Institute, Fanuc and Heng Long Leather. A combination of both short and long case studies in each chapter demonstrate the general applicability of the principles and also improve the relevance to the reader by introducing diversity in contexts.

From the Back Cover  
In *High Performance Companies*, Professor Pangarkar captures and illustrates perhaps the most important lesson of strategy: the best strategy processes and most effective strategies are based on relatively simple principles. Although elegant frameworks and analytical tools are useful in operationalizing these principles, the excellent examples and accessible style demonstrate the inherent value of each principle and the thought process behind it. I strongly recommend this book for both new strategy students and experienced decision-makers with an interest in refocusing on the essential basics.

Carl P. Zeithaml  
Dean, McIntire School of Commerce  
University of Virginia (USA)

Nitin has addressed an important gap in strategic management literature by simplifying strategic principles for the business leader. He has demystified key principles for the business leader who has neither the time nor the inclination for elaborate process. His unique methodology for deriving success principles from a broad swathe of large companies and his honest addressing of the practical pitfalls and barriers to applying these principles adds credibility to his conclusions. Nitin has made important connections between leadership and strategic success as well as addressed the complex interaction between strategy and leadership. A very readable book!

Alok Mishra  
Vice President, Asia Pacific for Strategic Marketing and Market Access, Johnson and Johnson  
High Performance Companies provides an interesting perspective on organizational strategies. Nitin writes refreshingly from his personal study of organizations and useful case examples of "brand-namer" organizations with strong presence in the global market. I heartily commend this book.

Grace Lee  
Senior Vice-President, Citi Private Bank, Asia Pacific  
High Performance Companies provides a powerful and focused set of core principles concerning vision, risk, and managing people. The book draws its ideas by examining a wide-ranging set of businesses, including both successful and struggling ventures, helping it to avoid the trap of simply "backcasting" from observed outcomes to apparent causes. Individually and, most powerfully, together, the six principles will help guide focused and practical action by strategic decision-makers in markets throughout the world.

Will Mitchell  
J. Rex Fuqua Professor of International Management, The Fuqua School of Business, Duke University  
Professor Pangarkar has delivered a remarkable, insightful and most importantly a defining collection of practical "thumb rules" useful to any business leader. These generic business guiding principles laced with illustrations of a cross-section of firms in different geographies across industries makes for a stimulating read. His absorbing analysis ranging from big-picture type strategic leaps to small yet effective tactical initiatives displays an array of ideas and tools ready for implementation. Most significantly, Professor Pangarkar's deliberate effort to ensure "implementability" is clearly evident and makes this a must-to-have resource on every business leader's desk.

Srinidhi Raghvendra  
COO, Straits Financial (Singapore)

About the Author  
Since obtaining a PhD degree in Strategic Management from the University of Michigan, Nitin Pangarkar has spent more than 15 years teaching Strategic Management in business schools around the world. In addition to his teaching in degree programs, he has also addressed several managerial conferences and conducted training sessions for blue-chip companies based in the US, Europe and Asia. Nitin has authored dozens of cases, scores of research articles in academic journals, articles in newspapers and two books that have been translated into Mandarin. He serves on the Editorial Board of *Strategic Management Journal*, the most prestigious journal in the strategic management area.