

RUDOLF GRÜNIG
RICHARD KÜHN

Process-based Strategic Planning

Fourth Edition

 Springer

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Rudolf Grünig · Richard Kühn

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Translated by Anthony Clark

With 138 Figures

 Springer

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Preface for the fourth edition

In the fourth edition, Chapter 12 has been revised and enlarged. With the corporate options matrix, a new approach for developing options at the corporate level is introduced.

The authors would like to express their thanks to Tu Le for her substantial work in revising the manuscript and the figures for this edition. The authors would also like to thank Esther Thahabi for updating the references and the bibliography.

April 2006

Rudolf Grünig, Richard Kühn

Preface for the third edition

In the third edition, Part II has been enlarged with a new chapter about the strategic analysis and planning toolbox. In addition, some revisions have been made to the text and figures and the visibility of the text has been improved with a new font format.

The authors would like to express their thanks to Tu Le for her substantial and excellent work in revising the manuscript and the figures for this third edition.

October 2004

Rudolf Grünig, Richard Kühn

Preface for the second edition

As a result of valuable feedback on the first edition of this book, some revisions have been made to the text and the figures for this second edition. In addition, the section in Chapter 12 which deals with stra-

tegic options at the corporate level has been improved and new findings about diversification have been added.

The authors would like to express their thanks to Wira Tandjung for his expert assistance with this second edition.

March 2002
Rudolf Grünig, Richard Kühn

Preface

The strategies of a company define its future way of doing business: they determine for years to come the target markets and the competitive advantages it must construct and maintain. It is the development of successful strategies, an essential and a complex task, which forms the focus of this book. The book begins with a brief introduction to strategic planning. This is followed by the presentation of a method for determining future strategies. Here seven stages in planning are proposed. They are afterwards described in detail and procedures are provided for dealing with each stage. The recommended procedures are sometimes rather complex: we have done our best, while avoiding oversimplification, to make our methodological suggestions accessible by using clear terminology, charts where appropriate, and a large number of examples and case studies as illustrations.

The authors would like to express their gratitude to all those who have helped in the writing of this book. Many of the ideas and examples came from practice. We are therefore especially indebted to the many managers who have allowed us to share their strategic work. The authors would also like to thank all those former and present students, doctoral candidates and assistants, who contributed to the book. In addition we would like to address our special thanks to three people. This book could not have been produced without the considerable talents of Anthony Clark who translated large sections of the book from German into English and improved the language of the parts we wrote in English. Kiruba Levi and Barbara Roos merit special

thanks for their efficient and excellent work in typing the text, designing the figures and producing the lists, the index and the bibliography.

March 2001

Rudolf Grünig, Richard Kühn

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