DEFINING THE BUSINESS: The Starting Point of Strategic Planning

DEREK F. ABELL

Associate Dean Harvard University Graduate School of Business Administration Vevey, Switzerland

TECHNISCHE HOCHSCHULE DARMSTAD Fachbereich 1	ŢP T
Gesamtbibliothek	
Betriebswirtschaftslehre	
Inventor-Nr.: 33.587 Abstell-Nr.: A 12/1015 Sachgebiete:	
1.2.2.3	
1.2.3	

Contents

Preface vii PART I

BACKGROUND 1

chapter I	The Problems of Defining
	a Business 3
chapter 2	Clues from Existing Theory
PART II	G THE BUSINESS
IN PRACT	· · · · · · · · · · · · · · · · · · ·
chapter 3	Contrasts in Customer
	Functions Served:
	Computer Peripherals 29
chapter 4	Contrasts in Customer
•	Functions and Customer
	Groups Served: Automatic
	Teller Machines 58
chapter 5	Contrasts in Customer
	Functions, Customer Groups
	and Technologies Utilized:
	CT Scanners 87
chapter 6	Defining the Business at
	Different Levels:
	Forestry Skidders 116

11

vi CONTENTS

PART III
NEW THEORY AND EXTENSIONS 167

chapter 7 A Theory of Business
Definition 169
chapter 8 A Theory of Market

cnapter 8 A Theory of Market

Boundary Definition 191

PART IV IMPLICATIONS 215

chapter 9 Implications for Strategy
Formulation 217
chapter 10 Implications for Organization and Planning 231

Index 249