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THE COHESION CASE: THE COCA-COLA COMPANY, 2018 (STOCK SYMBOL: KO)

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THE ALL-NEW (NO REPEATS FROM 16\textsuperscript{TH} EDITION), 17\textsuperscript{TH} ED. CASES ARE ALL 2018-BASED AND WRITTEN ON STUDENT-FRIENDLY FIRMS IN THE NEWS AND NEEDING A CLEAR STRATEGIC PLAN

The Outstanding 17\textsuperscript{th} Edition Case Lineup

Service Companies

Clothing Stores

1. Macy’s, Inc. (M)
2. The Gap, Inc. (GPS)

Supply Stores
3. Lowe’s Companies, Inc. (LOW)
4. Office Depot, Inc. (ODP)
5. Dick’s Sporting Goods, Inc. (DKS)

**Financial Institutions**

6. Bank of America Corporation (BAC)
7. JPMorgan Chase & Co. (JPM)

**Restaurants**

8. Chipotle Mexican Grill (CMG)
9. Cracker Barrel Old Country Store (CBRL)
10. Domino’s Pizza, Inc. (DPZ)

**Medical**

11. PetMed Express, Inc. (PETS)
12. CVS Health Corporation (CVS)
13. Ulta Beauty, Inc. (ULTA)

**Hospitality/Entertainment**

14. The Walt Disney Company (DIS)
15. Caesars Entertainment Corporation (CZR)

**Airlines**

16. Spirit Airlines, Inc. (SAVE)
17. Southwest Airlines Company (LUV)

**Online Technology**

18. Microsoft Corporation (MSFT)
19. Amazon.com, Inc. (AMZN)

**Manufacturing Companies**

**Sports**

20. Nike, Inc. (NKE)
21. Under Armour, Inc. (UA)
22. Polaris Industries Inc. (PII)

**Personal Care**
23. The Estee Lauder Companies (EL)
24. L’Oreal SA (LRLCF)

Diversified Machinery

25. General Electric Company (GE)
26. Whirlpool Corporation (WHR)

Food and Drink

27. Starbucks Corporation (SBUX)
28. PepsiCo, Inc. (PEP)

Nonprofit Organizations

29. National Audubon Society (www.audubon.org)
30. Ducks Unlimited (www.ducks.org)

Why Adopt The David Text?

• The David text is the most practical, skills-oriented strategic management textbook on the market. All chapters unfold from a widely used integrative model of strategic planning, so students learn the “process of doing strategic planning,” rather than focusing on seminal theories in strategy. The David approach is “learning by doing” - students develop skills that can enhance their own employability through numerous features, such as 62 new Assurance of Learning end-of-chapter exercises in this edition.

• The David text offers more coverage of business ethics, social responsibility, and sustainability than any other strategic management textbook, including topics such as bribery, workplace romance, devising codes of ethics, taking a position (or not) on social issues, and preserving wildlife – topics that other textbooks do not mention, even though companies continually face strategic decisions in these areas. A new Ethics Capsule appears in each chapter in this edition, to supplement Chapter 10 on business ethics, environmental sustainability, and social responsibility.

• The David text offers more coverage of global/international issues than any other strategic management textbook, including topics such as how business culture, taxes, tariffs, political stability, and economic conditions vary across countries – all framed from a strategic planning perspective. A new Global Capsule appears in each chapter in this edition, to supplement Chapter 11 on global and international issues.

• The David text offers a conversational, concise writing style supported by hundreds of current examples, all aimed at arousing and maintaining the reader’s interest as the “process” unfolds.
from start to finish. The fun, exciting writing style complements the logical flow of chapter material that emulates the actual practice of strategic planning.

- This textbook is trusted across five continents to provide students (and managers) the latest skills and concepts needed to effectively formulate and efficiently implement a strategic plan—a game plan, if you will—that can lead to sustainable competitive advantages for any type of business. The Association to Advance Collegiate Schools of Business (AACSB) International increasingly advocates a more skills-oriented, practical approach in business books, which this text provides, rather than a theory-based approach. This text meets all AACSB International guidelines for the strategic-management course at both the graduate and undergraduate levels, and previous editions have been used at more than 500 colleges and universities globally.

We believe you will find the seventeenth edition to be the most effective textbook available for communicating both the excitement and value of strategic management. Concise and exceptionally well organized, this text is now available in English, Chinese, Spanish, Thai, German, Japanese, Farsi, Indonesian, Indian, Vietnamese, and Arabic. In addition to universities, hundreds of companies, organizations, and governmental bodies also use this text as a management guide.

Eric Seiden, an MBA student that recently used this text wrote the following:

Dear Dr. David: I am in the midst of my MBA at Adams State University here in Colorado. I’m 7 of 12 classes in with a 4.0 average. As a result, I’ve been through about 14 textbooks (not to mention the 60 or so I went through for my BBA at the University of California (UC)-Berkeley. This is the first time I’ve written to the author of a textbook. Why? Because the David book is by far the best textbook I have ever used. It’s clear. It’s accurate. It’s not full of opinion masquerading as fact! You, sir, are to be commended. Usually when I spend an insane amount of money on a text, I’m broke. But your text is worth every cent, and I’ll keep it forever. Well done sir! Respectively, Eric Seiden, MBA Student in Littleton, Colorado (August 10, 2015)

Eric N. Sims, a professor who has used this text in his classes at Sonoma State University in California, says:

I have read many strategy books. I am going to use the David book. What I like—to steal a line from Alabama coach Nick Saban—is your book teaches “a process.” I believe at the end of your book, you can actually help a company do strategic planning. In contrast, other books teach a number of near and far concepts related to strategy.

A recent reviewer of this textbook shares his opinion:

One thing I admire most about the David text is that it follows the fundamental sequence of strategy formulation, implementation, and evaluation. There is a basic flow from vision/mission to internal/external environmental scanning, to strategy development, selection, implementation, and evaluation. This has been, and continues to be, a hallmark of the David text. Many other strategy texts are more disjointed in their presentation, and thus confusing to the student, especially at the undergraduate level.
Why Switch to the 17th Edition? The New 17th Edition Chapter Features Are:

1. This 17th edition provides 40 percent new chapter material, 30 brand new comprehensive student-friendly cases, 11 new end-of-chapter mini-cases, and virtually all new examples in the chapters. Special features of this edition include the following:

2. A brand new COHESION CASE on Coca-Cola Company (2018) is provided at the end of Chapter One. Students apply strategy concepts to Coca-Cola through 25 new, innovative Assurance of Learning Exercises at the end of each chapter. Coca-Cola is one of the most successful, well-known, and best-managed global companies in the world.

3. Eleven brand new, one-page MINI-CASES are included, one at the end of each chapter, complete with questions designed to apply chapter concepts. The new mini-cases focus on the following companies:

   Chapter 1: Tesla, Inc.
   Chapter 2: Ford Motor Company
   Chapter 3: Walmart, Inc.
   Chapter 4: Procter & Gamble (P&G)
   Chapter 5: Facebook, Inc.
   Chapter 6: Boston Consulting Group
   Chapter 7: De Beers Group
   Chapter 8: Hasbro, Inc.
   Chapter 9: TJX Companies, Inc.
   Chapter 10: Chick-fil-A
   Chapter 11: Lynk and Company

4. Eleven brand new EXEMPLARY STRATEGIST CAPSULES are provided, one at the beginning of each chapter, to showcase an individual that is employing strategic management exceptionally well. The capsules focus on the following persons:

   Chapter 1: Legendary Coach of the Green Bay Packers – Vince Lombardi
   Chapter 2: CEO and Founder of FedEx Corporation - Frederick Smith,
   Chapter 3: CEO and Cofounder of Pinterest - Ben Silbermann,
   Chapter 4: CEO and Cofounder of Tesla and SpaceX – Elon Musk
   Chapter 5: CEO of Apple, Inc. - Tim Cook,
   Chapter 6: CEO of Hobby Lobby - David Green,
   Chapter 7: CEO of PepsiCo - Indra Nooyi,
   Chapter 8: CEO of JPMorgan Chase, Jamie Diamond
   Chapter 9: CEO and Founder of Roku Inc. – Anthony Wood
   Chapter 10: CEO (former) and Chairman of Microsoft – Bill Gates
   Chapter 11: CEO of Philip Morris International – Andre Calantzopoulos

5. Eleven brand new GLOBAL CAPSULES are provided, one in each chapter, to showcase the strategic relevance of material to global operations, issues, and conditions. The global capsules focus on the following topics:
Chapter 1: Mobike - Global Bike Renting Takes Off Like a Jet Plane
Chapter 2: LinkedIn - Clear Core Values, Vision, and Mission Lead to Global Prominence
Chapter 3: Netflix – What Company is Growing Fastest Globally?
Chapter 4: Bitcoin – The New Global Currency.
Chapter 5: How Can a Firm Determine Where to Initiate New Business Use GDP?
Chapter 6: India’s Economy is Booming
Chapter 7: Four Guidelines to Follow in Global Marketing
Chapter 8: The Most and Least Corrupt Countries in the World
Chapter 9: What Country’s New Strategy is Called Vision 2030?
Chapter 10: The 20 Least (and Most) Corrupt Countries in the World for Doing Business
Chapter 11: The Strategic Plan of a Country: China Aims for Superiority in Quantum Computing

6. Eleven brand new ETHICS CAPSULES are provided, one in each chapter, to bring chapter material to life from an ethics perspective. The ethics capsules focus on the following topics:

Chapter 1: What Ethics Variable is Most Important in Doing Business?
Chapter 2: Facebook - Changing Our Mission to Enhance Our Ethics and Integrity
Chapter 3: Preserve Alaska Wildlife or Boost Alaska Economy?
Chapter 4: The Sagebrush Lizard Versus The Big Oil Man
Chapter 5: Are CEOs Less Ethical Today Than in the Past?
Chapter 6: As We Strategize We Must Not Jeopardize Animal Welfare
Chapter 7: Do Firms Need a Policy Against Workplace Phubbing?
Chapter 8: Projected Financial Statement Manipulation
Chapter 9: Achieving Exemplary Business Ethics Through Exemplary Transparency
Chapter 10: TOMS Shoes, Inc. – Shoes are Magic - Put Shoes on Every Child on the Planet
Chapter 11: What Airlines are Worst on Customer Service?

7. The 62 end-of-chapter ASSURANCE OF LEARNING EXERCISES are nearly all new, and, for the first time ever, are organized into four sets as follows that apply chapter concepts, tools, and techniques:

Set 1: Strategic Planning for Coca-Cola – 25 exercises apply chapter material to the Coca-Cola Cohesion Case Company to ready students for doing case analysis in for-profit companies

Set 2: Strategic Planning for My University – 12 exercises apply chapter material to your college or university to ready students for doing case analysis in nonprofit organizations

Set 3: Strategic Planning to Enhance My Employability – 14 exercises apply chapter material to individuals instead of companies to prepare students for making career choices

Set 4: Individual vs Group Strategic Planning – 11 exercises apply chapter material by comparing the effectiveness of individual vs group decisions; these are fun, in-class group exercises that yield “a winning individual and winning group for each activity.”

8. Each chapter ends with REVIEW QUESTIONS that apply chapter content. In total there are 475
review questions, mostly new and dispersed across the eleven chapters as follows: 52, 36, 40, 54, 56, 56, 55, 32, 31, 25, and 38.

9. The continually updated AUTHOR WEBSITE at (www.strategyclub.com) provides author videos, case and chapter updates, sample case analyses, and the popular, FREE EXCEL STUDENT TEMPLATE. The template enables students to more easily develop strategic-planning matrices, tables, and analyses needed for case analysis.

10. A brand new WEB RESOURCES section appears at the end of each chapter to reveal special places on the Internet where additional information can be located regarding chapter content.

11. All new CURRENT READINGS at the end of chapters (18 readings on average per chapter) are new with research and theories of seminal thinkers highlighted; however, practical aspects of strategic management are center stage and the trademark of this text.

12. A new, written-by-the-authors, CHAPTER INSTRUCTOR'S RESOURCE MANUAL is available to professors to reveal answers to all exercises, mini-cases, review questions, and more.

OTHER KEY CHANGES IN THE 17TH EDITION CHAPTERS ARE:

Chapter 1 – THE NATURE OF STRATEGIC MANAGEMENT – SWOT analysis is introduced; the integrative comprehensive strategic-management model is repositioned to the opening page of each chapter; the model is enhanced to accent the process of strategic planning being fluid rather than merely a sequence of silo activities

Chapter 2 – BUSINESS VISION AND MISSION – new material is provided on core value statements; new examples abound throughout

Chapter 3 – THE EXTERNAL ASSESSMENT – new material is provided on Porter’s Five-Forces Model; more guidance is provided regarding how to assign weights and ratings in matrices; new examples abound throughout; the ratings for a Competitive Profile Matrix now match the EFE Matrix in form and meaning

Chapter 4 – THE INTERNAL ASSESSMENT - this chapter has been revamped and shortened; the marketing material is enhanced; new examples abound throughout; the ratings for an IFE Matrix now match the EFE Matrix ratings in form and meaning

Chapter 5 – STRATEGIES IN ACTION - new material includes Blue Ocean Strategy, Value Chain Analysis, Porter’s Two Generic Strategies, and the need for firms to “BUILD, BORROW, or BUY”

Chapter 6 – STRATEGY ANALYSIS AND CHOICE - the presentation of this chapter that includes SWOT, BCG, IE, SPACE, GRAND, and QSPM analyses is enhanced and shortened; two new pages reveal how to estimate costs of recommendations

Chapter 7 – IMPLEMENTATING STRATEGIES: MANAGEMENT AND MARKETING ISSUES; the title of this chapter changed to reflect new marketing material; our new coauthor is a marketing
professor at Baylor University; this chapter is fully updated and enhanced, especially with new target marketing, segmentation, and positioning analyses

Chapter 8 – IMPLEMENTATING STRATEGIES: FINANCE AND ACCOUNTING ISSUES - the title of this chapter changed since marketing material moved; there is enhanced presentation of financial and accounting tools, such as EPS/EBIT analysis, Corporate Valuation, and Projected Financial Statements; a new running example for P&G is provided; numerous author comments are given regarding the strategic planning template at www.strategyclub.com

Chapter 9 – STRATEGY EVALUATION AND GOVERNANCE - the title of this chapter changed to include governance; new material on corporate governance is excellent

Chapter 10 – BUSINESS ETHICS, ENVIRONMENTAL SUSTAINABILITY, AND SOCIAL RESPONSIBILITY – this chapter provides updated and new coverage of ethics, workplace romance, hiring rival firms’ employees, wildlife welfare, and sustainability. This text reveals why “good ethics is good business” and why this is a strategic issue. The sustainability discussion is improved to promote and encourage firms to conduct operations with respect for the environment, an important concern for consumers, companies, society, and AACSB.

Chapter 11 – GLOBAL AND INTERNATIONAL ISSUES – this chapter is enhanced and shortened but provides new coverage of cultural and conceptual strategic-management differences across countries. Doing business globally has become a necessity in most industries.

Part 6 – STRATEGIC MANAGEMENT CASE ANALYSIS – this section that follows all chapters and has been totally re-written to be more concise and revealing for students performing case analysis.

Why Switch to the 17th Edition? The New 17th Edition Case Features Are:

1. All 30 case companies are brand new with this edition; no prior 16th edition cases are repeated; it’s a total fresh start; all cases have a 2018 setting, offering students up-to-date issues to evaluate.
2. All 30 cases focus on exciting, well-known, undisguised, in-the-news, student-friendly companies.
3. All 30 cases provide ample, excellent quantitative information, so students can prepare a defensible strategic plan.
4. All 30 cases are written in a lively, concise writing style that captures the reader’s interest.
5. All 30 cases are “comprehensive,” focusing on multiple business functions, rather than a single problem or issue. Every case includes (a) the firm’s vision/mission statements (if the firm has one); (b) the firm’s by-segment revenue breakdown (since allocating resources across divisions is a key strategy decision); (c) the firm’s organizational chart (since structure is a key strategy topic); and (d) the firm’s financial statements so students can show the impact of a proposed strategic plan on a firm’s financial statements. Thus, all 30 cases take a total-firm, multifunctional approach, which by definition is the nature of strategic management.
6. All 30 cases are supported by an excellent teacher’s note, provided to professors in a new, written-by-the-authors, Case Instructor’s Resource Manual.
7. All 30 cases are available for inclusion in a customized tailored text to meet the special needs of
8. All 30 cases facilitate coverage of all strategy concepts, but as revealed in the new Concepts by Cases Matrix, some cases especially exemplify various concepts, enabling professors to effectively use an assortment of cases with various chapters in the text.

9. All 30 cases have been class-tested to ensure that they are interesting, challenging, and effective for illustrating strategy concepts.

10. All 30 cases appear in no other textbooks, thus offering a truly fresh, new, up-to-date, learning platform.

11. The 30 cases represent an excellent mix of firms performing exceptionally well and some performing very poorly, including 19 service-based organizations, 19 manufacturing-based firms, plus 2 nonprofit organizations (National Audubon Society and Ducks Unlimited); one case firm (L’Oreal SA) is headquartered outside the USA, but nearly all the case firms do business globally.

12. All 30 case companies have excellent websites in English that provide detailed financial information, history, sustainability statements, ethics statements, and press releases, so students can easily access current information to apply strategy concepts.

Solving Teaching and Learning Challenges

The primary challenge facing strategy professors is to keep students engaged while making sure business skills are learned. The David text leads all others in being practical, skills-oriented, and unfolding in the same manner as the process of actually doing strategic planning unfolds. Students and professors alike appreciate this practical approach presented in a concise, conversational, exciting manner – beginning with the integrative model of the strategic-management process that unifies all chapters. All 30 brand new cases are designed specifically to apply chapter concepts, as are the 11 end-of-chapter Mini-Cases, 471 Review Questions, and 62 Assurance of Learning exercises. All of these exercises are developed by the textbook authors themselves.

Developing Employability Skills

Developing employability skills is a major new thrust in the 17th edition. Using this text, students learn how to actually do strategic planning and this is a huge employability skill – because employers recognize the benefits of employees having an understanding of what a firm is trying to achieve and why. Nearly all students using this text also use the free strategic-planning template at the www.strategyclub.com author website; many students include this skill on their resume to showcase their experience using this excel software commonly used by businesses for actually doing strategic planning.

Instructor Teaching Resources

At the Instructor Resource Center, www.pearsonhighered.com/irc, instructors can easily register to gain access to a variety of instructor resources available with this text in downloadable format. If assistance is needed, our dedicated technical support team is ready to help with the media supple-
ments that accompany this text. Visit http://247.pearsoned.com for answers to frequently asked questions and toll-free user support phone numbers.

A chapters-only paperback and e-book version of this text are available.

Custom-case publishing is available with this text whereby an instructor can combine chapters from this text with cases from a variety of sources or select any number of the 30 cases provided.

Extensive, author-developed chapter MyLab and case MyLab testing products are available with this text to promote assurance of learning – including 750 Chapter MyLab and 750 Case MyLab questions – all aimed at applying strategic-management concepts, tools, and techniques. Mini-simulations and videos are also available in the MyLab.

The following supplements are available with this text:

- Case Instructor’s Resource Manual
- Chapter Instructor’s Resource Manual
- Test Bank
- TestGen® Computerized Test Bank
- PowerPoint Presentation

Universities Currently or Recently Using This Textbook

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Daytona State College – Deland
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Davis & Elkins College
Delaware State University
Delaware Technology & Community College
Delaware Technology & Community College
DePaul University—Loop Campus
Dominican College
Drake University
D'Youville College
East Stroudsburg University
Eastern Michigan University
Eastern Oregon University
Eastern Washington University
ECPI College of Technology—Charleston
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Elmira College
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Empire State College
Emporia State University
Farmingdale State College
Ferrum College
Florida Agricultural & Mechanical University
Florida Gulf Coast University
Florida Southern College
Florida State University – Tallahassee
Florida Technical College—Deland
Florida Technical College—Kissimmee

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Mount Mercy University
Mount Wachusett Community College
Mt. Hood Community College
Mt. Vernon Nazarene University
Battle Creek, Michigan
Philadelphia, Pennsylvania
Benton Harbor, Michigan
Annville, Pennsylvania
Cleveland, Tennessee
Bronx, New York
Romeoville, Illinois
Lynchburg, Virginia
Gaffney, South Carolina
Harrogate, Tennessee
Baton Rouge, Louisiana
Chicago, Illinois
Tamil Nadu, India
Baltimore, Maryland
Lyndonville, Vermont
Livonia, Michigan
Riverdale, New York
Harrison, New York
Indianapolis, Indiana
Huntington, West Virginia
Huntington, West Virginia
Arlington, Virginia
Brooklyn, New York
Newport News, Virginia
Atlanta, Georgia
Macon, Georgia
Homestead, Florida
Kendal, Florida
Miami, Florida
Miami, Florida
East Lansing, Michigan
Oklahoma City, Oklahoma
Columbia, South Carolina
Millersville, Pennsylvania
Columbus, Mississippi
Springfield, Missouri
Butte, Montana
Bethlehem, Pennsylvania
Baltimore, Maryland
Sioux City, Iowa
Reno, Nevada
Yankton, South Dakota
Cedar Rapids, Iowa
Gardner, Massachusetts
Gresham, Oregon
Mt. Vernon, Ohio
MTI Western Business College
Muhlenberg College
Murray State University
Nebraska Wesleyan University
New England College
New Mexico State University
New York Institute of Technology – New York
New Mexico State University
New York University
North Carolina Wesleyan College
North Central College
North Central State College
Northern Kentucky University
Northwest Arkansas Community College
Northwestern College
Northwood University—Cedar Hill
Notre Dame of Maryland University
Nova Southeastern University
Nyack College
Oakland University
Ohio Dominican University
Ohio State University – Main
Oklahoma Christian University
Oklahoma State University, Main Campus
Olivet College
Oral Roberts University
Orange Coast College
Pace University—Pleasantville
Palm Beach State College
Park University
Pellissippi State Community College
Penn State University—Abington
Penn State University—Hazleton
Penn State University – University Park
Pensacola State College
Philadelphia University
Point Park University
Prince George’s Community College
Purdue University
Queens College of CUNY
Rider University
Robert Morris University
Roger Williams University
Rollins College
Rutgers University, Main Campus
Sacramento City College
Sacramento, California
Allentown, Pennsylvania
Murray, Kentucky
Lincoln, Nebraska
Henniker, New Hampshire
Las Cruces, New Mexico
New York, New York
Las Cruces, New Mexico
New York, New York
Rocky Mount, North Carolina
Naperville, Illinois
Mansfield, Ohio
Newport, Kentucky
Bentonville, Arkansas
Orange City, Iowa
Cedar Hill, Texas
Baltimore, Maryland
Ft. Lauderdale, Florida
New York, New York
Rochester, Michigan
Columbus, Ohio
Columbus, Ohio
Edmond, Oklahoma
Stillwater, Oklahoma
Olivet, Michigan
Tulsa, Oklahoma
Costa Mesa, California
Pleasantville, New York
Lake Worth, Florida
Parkville, Missouri
Knoxville, Tennessee
Abington, Pennsylvania
Hazleton, Pennsylvania
University Park, Pennsylvania
Pensacola, Florida
Philadelphia, Pennsylvania
Pittsburgh, Pennsylvania
Largo, Maryland
Indianapolis, Indiana
Flushing, New York
Lawrenceville, New Jersey
Chicago, Illinois
Bristol, Rhode Island
Winter Park, Florida
Camden New Jersey
Sacramento, California
Saint Cloud State University       Saint Cloud, Minnesota
Saint Edwards University       Austin, Texas
Saint Leo University       St. Leo, Florida
Saint Mary’s College       Notre Dame, Indiana
Saint Xavier University       Chicago, Illinois
Salisbury University       Salisbury, Maryland
Salve Regina University       Newport, Rhode Island
Sam Houston State University       Huntsville, Texas
San Antonio College       San Antonio, Texas
San Joaquin Valley College       Fresno, California
San Jose State University       San Jose, California
Santa Fe College       Gainesville, Florida
Savannah State University       Savannah, Georgia
Shippensburg University       Shippensburg, Pennsylvania
Siena Heights University       Adrian, Michigan
Sitting Bull College       Fort Yates, North Dakota
Sonoma State University       Rohnert Park, California
Sonoma State University       Sonoma, California
Southeastern Oklahoma State University       Durant, Oklahoma
Southern Maine Community College       South Portland, Maine
Southern Nazarene University       Bethany, Oklahoma
Southern New Hampshire University       Manchester, New Hampshire
Southern Oregon University       Ashland, Oregon
Southern University       Baton Rouge, Louisiana
Southern Wesleyan University       Central, South Carolina
Southwest Baptist University       Bolivar, Missouri
Southwest University       El Paso, New Mexico
Southwestern Oklahoma State University       Lake Charles, Louisiana
Sowela Technical Community College       Spokane, Washington
Spokane Community College       Saint Bonaventure, New York
St. Bonaventure University       Loretto, Pennsylvania
St. Bonaventure, New York
St. Francis University       St. Louis, Missouri
St. Louis University
St. Mary’s University       Winona, Minnesota
St. Martin’s University       Lacey, Washington
St. Thomas University       Miami Gardens, Florida
Sterling College       Sterling, Kansas
Stevenson University       Greenspring Valley, Maryland
Stockton University       Galloway, New Jersey
Strayer University—DC       Washington, DC
Texas A&M University—Commerce       Commerce, Texas
Texas A&M University—Texarkana       Texarkana, Texas
Texas A&M—San Antonio       San Antonio, Texas
Texas Tech University, Main Campus       Lubbock, Texas
Texas State Technical College       Harlingen, Texas
Texas Wesleyan University       Fort Worth, Texas
The College of New Jersey       Ewing Township, New Jersey
University of Toledo       Toledo, Ohio
University of West Alabama      Livingston, Alabama
University of West Florida      Pensacola, Florida
Upper Iowa University        Fayette, Iowa
Valley City State University  Valley City, North Dakota
Virginia Community College System  Franklin, Virginia
Virginia State University   Petersburg, Florida
Virginia Tech               Blacksburg, Virginia
Wagner College            Staten Island, New York
Wake Forest University     Winston-Salem, North Carolina
Washington State University, Main Campus       Pullman, Washington
Washington University       Saint Louis, Missouri
Webber International University  Babson Park, Florida
Webster University – Saint Louis       St. Louis, Missouri
West Chester University       West Chester, Pennsylvania
West Liberty University      West Liberty, West Virginia
West Valley College          Saratoga, California
West Virginia Wesleyan College       Buckhannon, West Virginia
Western Connecticut State University       Danbury, Connecticut
Western New Mexico University       Silver City, New Mexico
Western Kentucky University        Bowling Green, Kentucky
Western Piedmont College       Morgantown, North Carolina
Western Michigan University, Main Campus       Kalamazoo, Michigan
Western Washington University       Bellingham, Washington
Widener University            Chester, Pennsylvania
William Jewell College      Liberty, Missouri
William Penn University       Oskaloosa, Iowa
Williams Baptist College       Walnut Ridge, Arkansas
Winona State University       Winona, Minnesota
Winston-Salem State University     Winston-Salem, North Carolina
WSU Vancouver              Vancouver, Washington
Zane State College          Zanesville, Ohio

Sample of Countries Outside the United States Where This Text Is Widely Used

Mexico, China, Japan, Australia, Singapore, Canada, Indonesia, Pakistan, Iran, Kenya, Congo, Hong Kong, India, United Kingdom, Argentina, Equador, Zambia, Guam, Italy, Cyprus, Colombia, Philippines, South Africa, Peru, Turkey, Malaysia, Egypt, and Germany. For example more than 40 universities in China currently use this textbook and more than 20 colleges in Malaysia. In Egypt, two universities currently using this text are Cairo University and Beni Suwai University; two universities in Germany currently using this text are International School of Management ISM and University of Applied Sciences Augsburg. The huge Monterrey Institute of Technology and Higher Education in Mexico is among scores of institutions in Mexico that use this text.
The Case Rationale

Case analysis remains the primary learning vehicle used in most strategic-management classes, for five important reasons:

1. Analyzing cases gives students the opportunity to work in teams to evaluate the internal operations and external issues facing various organizations and to craft strategies that can lead these firms to success. Working in teams gives students practical experience in solving problems as part of a group. In the business world, important decisions are generally made within groups; strategic-management students learn to deal with overly aggressive group members as well as timid, non-contributing group members. This experience is valuable because strategic-management students are near graduation and soon enter the working world full time.

2. Analyzing cases enables students to improve their oral and written communication skills as well as their analytical and interpersonal skills by proposing and defending particular courses of action for the case companies.

3. Analyzing cases allows students to view a company, its competitors, and its industry concurrently, thus simulating the complex business world. Through case analysis, students learn how to apply concepts, evaluate situations, formulate strategies, and resolve implementation problems.

4. Analyzing cases allows students to apply concepts learned in many business courses. Students gain experience dealing with a wide range of organizational problems that impact all the business functions.

5. Analyzing cases gives students practice in applying concepts, evaluating situations, formulating a “game plan,” and resolving implementation problems in a variety of business and industry settings.

The Case MyLab Testing Feature

The new Concepts by Cases matrix presented in the Preface facilitates student learning of 30 key strategic-management concepts applied to 30 cases. The new Case MyLab Testing feature assures that the cases are excellent for testing student learning of the key strategic-management concepts, thus serving as a great mechanism for professors to achieve AACSB’s Assurance of Learning Objectives. This new testing feature simplifies grading for professors in both traditional and online class settings.

The Case MyLab testing feature with this textbook includes 25 multiple-choice questions for each case, comprised of 10 Basic questions that simply test whether the student read the case before class, and 15 Applied questions that test the student’s ability to apply various strategic-management concepts. In addition, there are 2 Discussion questions per case. The 15 Applied questions are presented in three sets of five that pertain to key concepts of particular importance for the respective case. This testing feature enables professors to determine, before class if desired, whether students (1) read the case in Basic terms, and/or (2) are able to Apply strategy concepts to resolve issues in the case. For example, the MyLab case Basic question may be: In what country is Dominos Pizza headquartered? Whereas a MyLab case Applied question may be: What are three aspects of the organizational chart given in the Dominos Pizza case that violate strategic-management guidelines?

All 30 cases facilitate coverage of all strategy concepts, but as revealed by purple cell, some cases especially exemplify particular key strategy concepts. The purple cells reveal which concepts are tested with multiple-choice questions in the MyLab. The Concepts by Cases matrix enables pro-
fessors to effectively utilize different cases to assure student learning of various chapter concepts. Note from the purple boxes that two, three, or four cases are used to test each strategic-management concept. This new, innovative ancillary promises to elevate the case learning method to new heights in teaching strategic management.

Acknowledgments

Many persons have contributed time, energy, ideas, and suggestions for improving this text over many editions, especially professors at the colleges and universities listed above. The strength of this text is largely attributed to the collective wisdom, work, and experiences of strategic-management professors, researchers, students, and practitioners. Names of particular individuals whose published research is referenced in this edition are listed alphabetically in the Name Index. To all individuals involved in making this text so popular and successful, we are indebted and thankful. Thank you also Dr. Yajiang Wang at Hebei University for your emails to us regarding the IFE Matrix.

Many special persons and reviewers contributed valuable material and suggestions for this edition. We would like to thank our colleagues and friends at Baylor University, Auburn University, Mississippi State University, East Carolina University, the University of South Carolina, Campbell University, the University of North Carolina at Pembroke, and Francis Marion University. We have taught strategic management or marketing courses at all these universities. Scores of students and professors at these schools helped shape the development of this text.

We thank you, the reader, for investing the time and effort to read and study this text. It will help you formulate, implement, and evaluate strategies for any organization with which you become associated. We hope you come to share our enthusiasm for the rich subject area of strategic management and for the systematic learning approach taken in this text. We want to welcome and invite your suggestions, ideas, thoughts, comments, and questions regarding any part of this text or the ancillary materials.

Please contact Dr. Fred R. David at freddavid9@gmail.com, or write him at the School of Business, Francis Marion University, Florence, SC 29501. We sincerely appreciate and need your input to continually improve this text in future editions. Your willingness to draw our attention to specific errors or deficiencies in coverage or exposition will especially be appreciated. Thank you for using this text.

Fred R. David, Forest R. David, and Meredith E. David

About the Authors

Fred R. David, Forest R. David, and Meredith E. David are a father–son-daughter team that have published more than 50 articles in journals such as Academy of Management Review, Academy of Management Executive, Journal of Applied Psychology, Long Range Planning, International Journal of Management, Journal of Business Strategy, and Advanced Management Journal. Two recent articles, listed below, are changing the way some strategic management courses are taught.


**Fred R. David**

Fred has been lead author of this textbook for three decades. This text is a global leader in the field of strategic management providing an applications, practitioner-approach to the discipline. Nearly 500 colleges and universities currently use this textbook across about 20 countries. With a Ph.D. in Management from the University of South Carolina, Dr. David is currently the TranSouth Professor of Strategic Planning at Francis Marion University in Florence, South Carolina. He has published more than 40 academic journal articles.

**Forest R. David**

Forest has been sole author of the *Case Instructor’s Resource Manual* for seven editions of this textbook. This *Manual* provides extensive teachers’ notes (solutions) for all the cases. Forest has also been sole author of the *Chapter Instructor’s Manual*, Case MyLab Questions, and Chapter MyLab Questions, as well as the free Excel Student Template found on the author website, (www.strategyclub.com). Forest has published more than 80 strategic management cases, articles, and papers. He has taught strategic-management courses at Mississippi State University and Francis Marion University, and management courses at Campbell University.

**Meredith E. David**

Meredith holds a PhD in Business Administration from the University of South Carolina and an MBA Degree from Wake Forest University. She currently is an Assistant Professor Marketing at Baylor University in Waco, Texas, and for Summer 2018 is teaching strategic management at the prominent Jiao Tong University in Shanghai, China. She has published more than 30 articles, cases, and papers on marketing and strategic management in such journals as “*Journal of Consumer Behavior*, *Journal of Advertising*, *Journal of Strategic Marketing*, *European Journal of Marketing*, and *Journal of Business Research*. Meredith has traveled the world over as a professor and student. Before joining the coauthor team on this textbook, Meredith received the prestigious Young Researcher Award in the Hankamer School of Business at Baylor University.