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## บทวิจารณ์หนังสือ

ชื่อหนังสือ Strategic management (6th ed.).

ผู้ประพันธ์ Rothaermel, F. T. (2024).

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This book was written by Prof. Dr. Rothaermel, a professor of strategy and innovation at the Scheler College of Business at the Georgia Institute of Technology (GT). He has received several management awards: a National Science Foundation (NSF) Career award, and the Theory-to-Practice award from the Vienna Strategy Forum at the Vienna University of Economics and Business.

This book has five parts, starting with (organization) analysis in part one, corporate formulation in part two, implementation in part three, twelve mini cases in part four, and full-length cases in part five, which is available online in Connect. At the end of each part, the author provided practical applications and considerations that can be applied to strategic leaders.

Part I contains five chapters. The author lays the foundation of business strategy in Chapter 1 and presents how organizational strategy gains and sustains the competitive advantage through

organizational value creation. The stakeholder impact analysis helps strategic leaders recognize, prioritize, and address the needs of different stakeholders. In this chapter, the author clarified the meaning of stakeholders and their impact on the business. The AFI (Analysis, Formulation, and Implementation) framework was proposed at the end of Chapter 1. Three cases from Twitter, Merck, and Tesla were presented. Chapter 2 explains the role of strategic leadership and what they do. Thus, the author outlined how to be a strategic leader. Besides being a strategic leader, the evaluation process for implemented business strategies needs to be focused on. The cases from Facebook, The Teach of America (TFA), and Starbucks were presented. Chapter 3 focused on external factor analysis. Analysis tools were proposed including the PESTEL and the Five Forces Model. With the presented models, the reader is capable of differentiating, applying, and examining the business structure and its performance. The cases from Airbnb, Blockbuster, Walmart, and League of Legends (LoL) were presented.

Chapter 4 proposed an internal analysis with the Resource-Based View Framework. Based on the resources and capabilities, the organization needs to review core competencies to leverage activities and gain the competitive advantage of the organization. SWOT analysis has been proposed to generate insights from external and internal analysis. In this chapter, three cases from Five Guys Burgers and Fries, Yeti, and Groupon were presented. Chapter 5 presented how to link corporate social responsibility, shared value, and organizational competitiveness advantage. Interestingly, in the accounting metrics part, the intangible assets of the firm have been highlighted. Value, price, and cost have been used to calculate the firm's competitive advantage. BSC (Balanced Scorecard) has been proposed as a management tool to achieve strategic goals by strategic leaders. In this chapter, the cases from PepsiCo, BlackRock, and Patagonia were presented.

Part II contains five chapters, from chapter 6 to chapter 10. Chapter 6 describes business-level strategy. It explains the differentiation strategy, cost-leadership strategy, and blue ocean strategy. Several cases were proposed including JetBlue and JCPenney. Business innovation, entrepreneurship, and platforms were explained in Chapter 7. It shows how innovation enhances organizational competitiveness. Besides, types of innovation and its relationship with the industry life cycle will also be discussed. The Business platform and Pipeline business model have been

proposed. Interesting cases from Netflix, the Electric vehicles industry, and Amazon.com were described. In Chapter 8, the corporate strategy was described through an economic activity, firm vs market. The strategic alliance was brought to attention in this chapter with the case study of Coca-Cola and Monster. Additionally, five types of vertical integration along the industry value chain were explained. Then, types of corporate diversification were described along with a case study from P&G. Merging and acquisition strategy was finally discussed in this chapter.

Chapter 9 describes how firms achieve growth by using the build-borrow-buy framework. The strategic alliances' strategy has been presented. It shows why firms enter strategic alliances. Based on the four objectives of being a strategic alliance, the case of Tesla was analyzed. In the last part of this chapter, the merging and acquisitions strategy was presented which showed three main benefits including a reduction in competitive intensity, lower costs, and increased differentiation. A case study from Kraft Heinz was presented to show the advantages of M&A. Global strategy was described in chapter 10. The term “Globalization” was described along with its advantages and disadvantages. A case study from IKEA has been presented. This chapter explains why firms need to compete globally. Thus, the CAGE framework which represents cultural, administrative political, geographic, and economic was proposed as a decision framework based on the relative distance between home and a foreign target country. The four global strategies were presented including international strategy, multi-domestic strategy, global-standardization strategy, and transnational strategy. A case study of Netflix’s transnational strategy was discussed. In the last part of this chapter, the Porter’s Diamond framework – factor conditions, demand conditions, competitive intensity in a focal industry, and related and supporting industries / complementors - was presented to describe why some nations outperform others in specific industries.

the previous part. There are two chapters in this part – chapter 11 and chapter 12. The organizational design was described in Chapter 11. Organizational design is the process of creating, implementing, monitoring, and modifying the structure, processes, and procedures of an organization. A case study of Alphabet’s Corporate Structure was discussed. Interestingly, organizational inertia which lead established firms to failure was discussed. The four key building blocks of an organizational structure were presented as specialization, formalization,

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centralization, and hierarchy. The two characteristics of organizations are mechanistic and organic organization which firms must choose to match with the strategy. Three organizational structures were proposed simple structure, functional structure, multidivisional structure, and matrix structure. A case study of Zappos was highlighted. This chapter also describes how to organize innovation in the organization with the comparison case between Sony and Apple. The last part, organizational culture which covers values, norms, and artifacts has been discussed. The issue of “how does organizational culture change?” has been raised to enhance the organizational competitiveness advantages.

Chapter 12 focused on corporate governance, business ethics, and business models. The Theranos demonstrated how intricate and intertwined business ethics issues and competitive advantage can be. However, Theranos also represented ineffective corporate governance. This chapter also applied agency theory to explain why and how companies use governance mechanisms to align the interests of principles and agents. There are four components of governance mechanisms including the board of directors, executive compensation, the market for corporate control, financial statement auditors or government regulators, and industry analysts. This chapter also explains the relationship between strategy and business ethics. A case study from Volkswagen – VW was highlighted. Eight business models were discussed including razor-razor blades, subscription, pay-as-you-go, freemium, ultra-low cost, wholesale, agency, and bundling. Understanding those models will increase the tools in the strategy toolkit. Business models innovation and the dynamic nature of them helped to increase the firm’s competitive advantages. Part IV, there are twelve mini cases to be discussed. There are Whitney Wolfe Herd’s Dating strategy, Microsoft, Robinhood, Dr. Dre’s Core Competency, Toms Shoes, Warby Parker, PayPal, GE, LVMH, Hollywood, Chick-fil-A, and Purdue Pharma. The author recommended the reader to make notes regarding the following basic questions including what company or companies is the case about? Who are the principal actors? And what are the key events? When and where do they happen? Then, the author suggested making the diagnosis by describing the problem(s), or opportunity(ies). Finally, the reader should propose feasible solutions or treatment plans. There are two parts of the treatment plan: the what and the why. What activities should be done? And why are the activities appropriate courses of action? There are five main themes that readers

need to try to put together. (a) are the firm's value chain activities mutually reinforcing? (b) do the firm's resources and capabilities fit with the demands of the external environment (c) does the firm have a clearly defined strategy that will create a competitive advantage (d) Is the firm making good use of its strengths and taking full advantage of its opportunities? And (e) Does the firm have serious weaknesses or face significant threats that need to be mitigated? Eventually, the author recommended that it is valuable to discuss what the readers have analyzed in class. However, things need to keep in mind that there is no single correct in any case.