Following each part introduction, you will find a Video Case Study from a leading international company. Read the case study, watch the video, which is available on the Companion Website at: www.pearsoned.co.uk/hollensen, and then answer the questions.
Each chapter begins with a set of Learning Objectives that will enable you to focus on what you should have achieved by the end of the chapter.

Short Chapter Introductions concisely introduce the themes and issues that are built upon within the chapter.

Glossary

Key Terms are highlighted in the text with a brief explanation in the margin where they first appear. These terms are also included in the Glossary at the end of the book.
3.4 HOW DO WE LEARN ABOUT OUR COMPETITORS?

In an attempt to be competitive, companies and departments in an organisation are constantly monitoring or engaging strategically to learn from the competition. Traditionally, companies use a variety of sources to collect data on their competitors, including public records, trade journals, industry showcases, trade exhibitions, and discussions within the industry. Companies often develop competitor analysis tools and databases to manage this information, and use this information to develop strategies to improve their performance relative to their competitors and to gain competitive advantage.

Companies are often interested in learning about the current situation regarding a competitor's business and its projected direction. By learning about the competitor, companies can use this information to adapt to the competitor's moves and align their strategies to take advantage of or counteract the competitor's activities. Companies may use a variety of methods to learn about their competitor, such as conducting market research, following competitors' websites, and engaging in conversations with industry associations, regulatory bodies, and government organisations.

Companies may also use public and private sources to identify the company's competitors. Public sources can include government records, trade journals, and industry publications. Private sources may include company databases, trade associations, and industry groups. Companies may also use other methods, such as direct communication with current and former employees, to learn about their competitor's strategies and tactics.

Companies may use a variety of tools and methods to learn about their competitor. Some companies may use customer surveys and feedback to understand the competitor's strengths and weaknesses. Companies may also use competitive analysis tools to identify the competitor's market share and to assess the competitor's competitive strategy. Companies may also use pricing analysis tools to understand the competitor's pricing strategy and to set their own pricing strategy accordingly.

New and engaging Exhibits analyse and discuss specific companies to show how the theories in the chapter are used by well known brands in the business world.

Colour figures and photos illustrate the key points and concepts and help clarify the topics discussed.
A Case Study concludes each chapter, providing a range of material for seminars and private study, by illustrating real-life applications and implications of the topics covered in the chapter. These also come with a set of questions to help you test your understanding of the case.

Chapter Summaries reflect on what the chapter has covered and will help you to consolidate your learning and provide an important revision tool.

Questions for Discussion provide a useful assessment to test your knowledge and encourage you to review and/or critically discuss your understanding of the main topics and issues covered in each chapter.

An extensive list of References at the end of each chapter directs you to other books, journal articles and websites, which will help you develop your understanding and inspire independent learning.