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Scholarly Essay

from the year 2009

in the subject

Business economics

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Corporation
- Marketing,
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Markets
Communication,
CRM, Market
Research, printed
single-sided, grade:
-, The University of
Surrey (School of
Management),
language: English,
comment: Autoren:
Markus B. Baum
Marco Hackstein

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Marcel Mehling,
abstract:

Assessment of why
the Sony Walkman
brand lost out to
iPod in terms of its
position and level of
demand in the
marketplace

Companies studied:
Apple and Sony by
Markus B. Baum
Marco Hackstein

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Marcel Mehling
Abstract: The

managing director
of Sony, Japan has
asked a report
based upon an
assessment of why
his Sony Walkman
brand lost out to
iPod in terms of its
position and level of
demand in the
marketplace. This

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analysis provides analysis such as SWOT and different position mapping or other techniques, which will lead to an understanding of the reasons the iPod product has remained strong over the past few years. The strategic implications will

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also discussed as
well an
recommendations

as to the future
direction and
improvement of
Sony personal
player products.

Keywords: Sony,
Apple, Ipod, Iphone,
analysis, SWOT,
position mapping,
strategy, strategic

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implications,
market analysis,
macro
environmental,
PEST, market
profile, key factors
of success
integrated system,
repositioning
strategy, marketing
mix, promotion,
product, price,
place, 4P, survey,

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Porter's Generic
Research And
Strategies, Markets

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Management,
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1,0 (A), Hamburg

University of
Applied Sciences,

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course: Int. Management/Culture- and

Research And Social Studies, 7

entries in the

bibliography,

language: English,

abstract: "It's a

Sony " - When

looking around in

your household you

will probably see

that this once used

advertisement

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slogan in fact is true. No matter if television, radio, video recorder or Walkman - the name Sony is one of the most recognized brands on electronic entertainment devices. No surprise that the Sony corporation is one

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global player in
electronic business.

It is a leading
manufacturer of
audio, video,
communications,
and information
technology for
consumer and
professional
markets world-
wide. The company,
headquartered in

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Tokyo, in March 2002 employed 168,000 people all over the world. In 1946, when the two founders of Sony, the Japanese electrical engineers Masaru Ibuka and Akio Morita, decided to create their own company in Tokyo, they

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started with 20 employees. In the past there were a lot of companies who conjured their subsidiaries out of nothing, and this is where often they very soon returned to. In contrast, the Sony corporation gave an impression on what is possible

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with the proper strategy. This impressive story of global success was only possible through a unique vision that was influenced a lot by Japanese habits and culture, by the way of operating and doing things "the Japanese way."

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What is so special about the Japanese way? How did the Sony corporation and especially Akio Morita, who could undoubtedly be seen as the uncrowned head of the company, successfully manage to transfer it to subsidiaries

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world-wide? In my opinion, many aspects of the Sony strategy and philosophy could also be transferred to many Western companies today. To investigate all these aspects was the goal of this work.

With today's

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industry

experiencing major changes on an almost daily basis, media managers must have a clear understanding of the different delivery platforms, as well as a grasp of critical management,

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planning, and
economic factors in
order to stay
current and move
their organizations
forward.

Telecommunication
s Management
helps current and
future media
professionals
understand the
relationship and

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convergence
patterns between
the broadcast,
cable television,
telephony, and
Internet
communication
industries. Author
Richard A. Gershon
examines
telecommunications
industry structures
and the

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management
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practices and
business strategies
affecting the
delivery of
information and
entertainment
services to
consumers. He
brings in specialists
to present the finer
points of
management and

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planning
responsibilities.
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Case studies from the International Radio and Television Society (IRTS) competition supplement the main text and offer an invaluable perspective on management issues. Developed

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for students in
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telecommunications
management,
electronic media
management, and
telecommunication
economics, this
volume also serves
as a practical
reference for the
professional
manager.

Handbook of East

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Asian
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Entrepreneurship
The Theory of the
Business (Harvard
Business Review
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The Six Mindsets
That Distinguish the
Best Leaders from
the Rest

Evidence for Psi
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Conglomerates and
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Application: 2011
Edition

"Sony vs.
Samsung is

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business history
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at its best! It
explores the
divergent
fortunes of
these two
electronics
giants in the
last decade and
identifies the
true reasons
behind Sony's
decline and
Samsung's rise.

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Contrary to popular belief, Chang shows that success (or failure) does not simply arise from different strategies.

Rather, it emerges from major decisions that are deeply rooted in the companies'

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processes and
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executives'
political
behavior. This
book is a must-
read for any
senior
executive."
—Constantinos
Markides, Robert
P. Bauman
Professor of

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Strategic
Research And
Markets
Leadership and
Chairman,
Strategy
Department,
London Business
School "Sea-Jin
Chang has
produced that
rarity in a
business
book--one that
is as valuable
to practicing

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managers as it
is insightful to
academic

researchers. In
this fascinating
comparison of
two modern
global giants,
he applies his
high resolution
research
microscope to
their changing
fortunes by

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dissecting their
contrasting
strategies, and
providing
interesting
insights into
their divergent
organizational
processes and
management
practices. This
is a very
valuable
contribution to

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the
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international
business

literature. It
will end up in
as many
corporate
boardrooms as
faculty
seminars."

—Christopher A.
Bartlett, Thomas
D. Casserly
Professor

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Emeritus,
Harvard Business
School "Sea-Jin

Chang has
written a
fascinating
comparison of
Sony and Samsung
that will be
valuable to
anyone
interested in
strategy,
organizations or

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international
business. The
interwoven and
very detailed
case studies of
two very
different
companies in
overlapping
industries
illuminate
problems such as
adaptation to
technological

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change (analog to digital), organizational flexibility and globalization. His attempt to analyze both strategic development and implementation is successful and very useful. Both academics and

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practitioners
will learn a lot
from this book."

—Stephen J.

Kobrin, William
Wurster

Professor of
Multinational
Management, The
Wharton School,
University of
Pennsylvania

"Refreshingly
original and

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entertaining,
this book

analyzes major
strategic
decisions of
Samsung and Sony
and highlights
organizational
processes and
top management
leadership that
have shaped
their
performances.

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This is a must-read for all executives who want to understand the strengths and weaknesses of Asian competitors. It also provides penetrating insights to other Asian companies with

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global
ambitions."

—Myoung Woo Lee,
President and
CEO, iriver

This
comprehensive
Handbook
provides a
synthesis of
current work and
research in
media management
and economics.

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The volume has been developed around two primary objectives: assessing the state of knowledge for the key topics in the media management and economics fields; and establishing the

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research agenda
in these areas,
ultimately
pushing the
field in new
directions.

Edited by three
well-known and
widely published
scholars, the
Handbook is the
definitive
source for study
in media

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management and
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chapters are
organized into
parts addressing
the theoretical
components, key
issues,
analytical
tools, and
future
directions for
research. Each
chapter offers

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the current
state of theory
and scholarship
of a specific
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establishes the direction for the next phases of research in this growing arena of study. Standing alone as a thorough summary of existing theory and research, the Handbook of Media Management and Economics

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will serve to stimulate future thought and research in the media management and economics disciplines. As such, this volume will be a required reference for students, professors, and industry

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practitioners
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for years to
come.

Burgelman,
Maidique, and
Wheelwright have
written the
market leading
text for a
course in
technology and
innovation. This
text covers the
latest research

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by using a combination of text, readings, and cases. Based on reviewer response to a survey, the authors have updated many of the cases and instructors found outdated or lacking. As in the current

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edition, the book has a strong case foundation at Harvard and Stanford.

Classic cases such as Claire McCloud have been kept, while newer cases such as Intel Corporation in 1999 have been

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added. There is also a strong set of readings from sources such as Harvard Business Review, California Management Review, and Sloan Management Review.

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House of
Representatives,
Ninety-seventh

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Congress, First
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Contemporary

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The bursting of the 'dotcom bubble' and the terrorist attacks of September 11, 2001, have brought into question received wisdom about strategy. This volume reviews the

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lessons to be learnt from these events, and proposes that, as a result, strategy in the twenty-first century will have to develop along new lines.

Comprising a

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series of
outstanding
contributions
by experts in
the field, the
collection
focuses on
changes that
are occurring
in how strategy
is viewed,
formulated and
analysed, and

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looks forward to the future of strategic management. It discusses the emergence of new modes of thinking, new models, and new processes, and lays foundations on which strategy

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can build in
future.

Peter F.

Drucker argues
that what
underlies the
current malaise
of so many
large and
successful
organizations
worldwide is
that their

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theory of the
business no
longer works.

The story is a familiar one: a company that was a superstar only yesterday finds itself stagnating and frustrated, in trouble and, often, in a

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seemingly
unmanageable
crisis. The
root cause of
nearly every
one of these
crises is not
that things are
being done
poorly. It is
not even that
the wrong
things are

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being done.

Indeed, in most
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cases, the

right things
are being
done—but
fruitlessly.

What accounts
for this
apparent
paradox? The
assumptions on
which the

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organization
has been built
and is being
run no longer
fit reality.

These are the
assumptions
that shape any
organization's
behavior,
dictate its
decisions about
what to do and

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what not to do, and define what an organization considers meaningful results. These assumptions are what Drucker calls a company's theory of the business. The Harvard

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volume contains
a
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idea that
continues to
shape best
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countless
managers around
the world—and
will have a
direct impact

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and for years
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to come.

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printing and
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languages,
Michael
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Nations has
changed
completely our
conception of
how prosperity
is created and
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the modern
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study of
international

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competitiveness
has shaped
national policy
in countries
around the
world. It has
also
transformed
thinking and
action in
states, cities,
companies, and
even entire

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regions such as
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America. Based
on research in
ten leading
trading
nations, The
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Advantage of
Nations offers
the first
theory of
competitiveness

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based on the causes of the productivity with which companies compete. Porter shows how traditional comparative advantages such as natural resources and pools of labor

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have been
superseded as
sources of
prosperity, and
how broad
macroeconomic
accounts of
competitiveness
are
insufficient.
The book
introduces
Porter's

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“diamond,” a whole new way to understand the competitive position of a nation (or other locations) in global competition that is now an integral part of

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international
business
thinking.

Porter's
concept of
"clusters," or
groups of
interconnected
firms,
suppliers,
related
industries, and
institutions

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that arise in particular Research And Markets locations, has become a new way for companies and governments to think about economies, assess the competitive advantage of locations, and

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set public
policy. Even
before

publication of
the book,
Porter's theory
had guided
national
reassessments
in New Zealand
and elsewhere.
His ideas and
personal

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involvement
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have shaped
strategy in

countries as
diverse as the
Netherlands,
Portugal,
Taiwan, Costa
Rica, and
India, and
regions such as
Massachusetts,
California, and

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the Basque
country.
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Hundreds of cluster initiatives have flourished throughout the world. In an era of intensifying global competition, this

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Edition has been produced by the world's leading scientists, engineers, analysts, research institutions, and companies. All of the content is from peer-reviewed sources, and all of it is written,

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*Document from the
year 2017 in the
subject Business
economics - Operations
Research, course:
Strategic Management,
language: English,
abstract: Business*

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*organizations globally
spend millions*

*annually to invest in
strategies that enhance
the growth of business.*

*Therefore, the capacity
of an organization to
report the value of
expenditure is of*

*paramount importance
to sustain support and
funding. Organizations*

must spend their

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*financial resources on
initiatives effectively*

*and efficiently for
them to be profitable.*

*These initiatives,
solutions or strategies
must be evaluated to
determine their value.*

*This essay conducts a
performance analysis
of Sony Corporation
and reviews reviewing
responsibilities and*

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*duties of each
employee and their
qualifications required
for the position the
employee is holding at
Sony Corporation. It
further delivers a
performance gap
analysis and
intervention strategies.
The role and
implications of culture
are reviewed. and*

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*some final
recommendations are
made bases on an
assessment of Sony
Corporation.*

*Volume 2: Education,
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Computer Science
Kpm - Innovation,
Development and
Improvement
The Routledge
Companion to*

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CEO Excellence

Creating and

Sustaining Superior

Performance

Management

Essay from the year

2010 in the subject

Economics - Case

Scenarios, grade: 1.0,

The University of

Surrey, course: Strategy,

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language: English,
abstract: After the

financial crisis hit the global economy in 2008 many global companies found themselves in economic distress. To remain competitive and successful, it is vital for any company to be aware of their status quo and its future strategic direction. Sony is a global company that

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operates in over 204 countries. According to Howard Stringer (CEO of Sony), Sony's mission for the future is to become a leading global provider in the sector of network consumer electronics, entertainment and services. Sony wants to challenge its designers, engineers and producers to improve their

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hardware as well
software in terms of
innovation in order to
further the
differentiation process
towards its competition.
The purpose of this
report is to analyze
Sony's current situation
within the electronics
industry by assessing its
macro- and micro-
environmental factors in
order to offer future

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strategic

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recommendations for
the Corporation. The

following methods and theories will be applied throughout the essay: 1) Competitive Analysis of the Industrial Current Status of Sony - Porter's Five- Forces - SWOT Analysis - Value-Chain Analysis - Resource-Based Analysis 2) Impacts of External

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Forces on the
Competitive Advantage
of Sony - PESTEL 3)

Recommendations of
Future Strategic

Decisions of Sony 4)

Conclusion

Innovation contributes
to corporate
competitiveness,
economic performance
and environmental
sustainability. In the
Internet era, innovation

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intelligence is
transferred across

borders and languages at
an unprecedented rate,
yet the ability to benefit
from it seems to become
more divergent among
different corporations
and countries. How
much an organization
can benefit from
innovation largely
depends on how well
innovation is managed in

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it. Thus, there is a discernible increase in interest in the study of innovation management. This handbook provides a comprehensive guide to this subject. The handbook introduces the basic framework of innovation and innovation management. It also presents innovation management from the perspectives of

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strategy, organization
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and resource, as well as
institution and culture.

The book's
comprehensive coverage
on all areas of
innovation management
makes this a very useful
reference for anyone
interested in the subject.
Seminar paper from the
year 2014 in the subject
Business economics -
Business Management,

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Corporate Governance, ,
language: English,

abstract: Sony

Corporation is one of
the world biggest mobile
communications
company, founded in
1947, with its
headquarters in Tokyo
Japan. It does not
operate independently
but it is a parent
company of several
other subsidiaries in

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other parts of the world.

Sony's competitors are

Apple, Nokia and

Samsung making it to be
the fourth largest

handset company after

them. This is an

indicator that they must

have had a very good

strategy and visionary

leadership to come to

such a competitive

position in the world.

This report focuses is on

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how to maintain that competitive position and even how to overcome the competitors that have been in the first three positions for quite a while. It will focus on analyzing and evaluating various future strategies to identify the one that is most formidable. It will assess the roles and responsibilities of the Sony staff that have a

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direct involvement in strategy implementation, analyze the required resources in the implementation of the new strategy, and finally evaluate the contribution of SMART objectives which Sony could employ to reach its objectives and overall strategic implementation.

Journal of Rehabilitation

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**"Based on
extensive
interviews with
today's . . .
corporate leaders,
this look at how the
best CEOs do their
jobs focuses on the
mindsets and
actions that foster
an environment of
excellence"--**

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“Psi” is the term used by researchers for a variety of demonstrable but elusive psychic phenomena. This collection of essays provides a detailed survey of the evidence for psi at the level of scientific

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examination. Key features of apparent psi phenomena are reviewed, including precognition and remote perception (knowledge of future or distant events that cannot be inferred from present

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information),
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(physiological
responses to stimuli
that have not yet
occurred), the
effects of human
emotions on
globally dispersed
machines, the
possible impact of
local sidereal time

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on psi

performance, and

the familiar feeling

of knowing who is

calling on the

phone. Special

attention is given to

those phenomena

that make it

difficult for

scientists to get a

clear

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**understanding of
psi. The body of psi
research, while
complex and
frustrating, is
shown to contain
sufficiently
compelling positive
evidence to
convince the
rational open-
minded observer**

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**that psi is real, and
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**In 1975 Sony
introduced into
the market the
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cassette recorder
(VCR). This has
been the main
actor of an**

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interesting competitive battle in the consumer electronics industry. In detail, this industry was at its early stage, and standards were not defined yet. Apparently Sony built a valid

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and good strategy that was supposed to win the standard war against its main competitor VHS, a VCR provided by Matsushita.

However, Matsushita performed a different strategy

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***that have lead it
as winner
(Raynor 2007).
Even if Sony's
strategy was well-
built, Sony lost
this standard war
due to other
unpredictable
factors such as
market and
technological***

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uncertainties.

***This paper aims
to analyze these
factors in detail,
with a
complementary
identification of
the rationale
beyond Sony's
strategic choices,
and a
consequential***

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identification of the strategic choices that it would have done differently.

Furthermore, rationale beyond Matsushita's strategic choices will be studied as well, and the competitive battle

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will be analyzed also from the technology point of view. Hence, it's interesting to observe how these two firms have adopted so different strategies, in alignment with the firm

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corporate strategy, and how they focused in different product attributes. So, the outcome of this paper will be understandings of the insight of Sony's strategy in relation to relevant

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the global
economic gravity
toward emerging
economies and
the roaring
economic growth
of the past three
decades in China,
East Asian
catching-up***

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***growth strategies
have profound
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in general, there

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introducing unique***

and original

products and

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media managers

are faced with the

same basic

question: what are

the best methods

for staying

competitive over

time? In one word:

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**electronic
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(Amazon, Google)
to music and video
streaming (Apple,
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media has
transformed the
business of retail
selling and
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and

**pharmaceutical
companies, among
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dynamic models of
vertical integration
are compared and
critically discussed,
and a set of
influencing variables
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to the specific
characteristics of
the media industry
in general and the
media
conglomerates in

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particular, is derived
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integration and firm
performance in the

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integration literature.

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study finds that the

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all, for the time

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frame selected,
predominantly
followed a corporate
strategy of vertical
integration and are
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