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# The Strategy Planning Process

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Rudolf Grünig • Richard Kühn

# The Strategy Planning Process

Analyses, Options, Projects

Second Edition

Translated from German by Maude Montani

 Springer

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# Preface

The strategy of a company defines its future way of doing business. It will determine the target market positions and the competitive advantages of the offers and the resources to construct for years to come. Determining the future strategy is an important and complex task. This book illustrates how to approach it. It is published in parallel in German (see Grünig and Kühn 2018a) and French (see Grünig and Kühn 2018b).

Consulting projects, master theses, and case study solutions based on the first edition of this book were systematically analyzed. As a consequence, the analysis and planning processes at the business level were simplified. The propositions in the second edition are therefore easier to apply.

Many of the ideas and examples come from discussions with current and former assistants, PhDs, and students. The authors would like to thank them for their interest and their contributions. The book also contains many experiences and approaches from practice. The authors are therefore indebted to the many managers who have allowed sharing their strategic work.

But the biggest thanks are addressed to three people: T. Schulthess coordinated the project, M. Montani translated the text from German into English and proposed valuable ideas for improvements, and T. Le typed the text and designed the figures. The authors would like to express their gratitude to the three ladies for their extraordinary involvement and their excellent work.

Fribourg, Switzerland  
Bern, Switzerland  
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Rudolf Grünig  
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