

GUIDE TO THE MAIN FOCUS OF CASES IN THE BOOK

PAGE NUMBER IN THE BOOK	CASES	Introduction to strategy	Strategy lenses	The environment	Strategic capability	Strategic purpose	Culture and strategy	Business-level strategy	Directions and corporate-level strategy	International strategy	Innovation and entrepreneurship	Mergers, acquisitions and alliances	Strategy evaluation	Strategy development	Organising for success	Managing strategic change	The practice of management	Public sector/not-for-profit management	Small-business strategy
544	The LEGO Group: adopting a strategic approach	●	●																
549	The global pharmaceutical industry – in the land of shrinking giants			●	●					●									
559	Vodafone: developing communications strategy in the UK market			●	●			●											
567	Global forces and the Western European brewing industry			●	●					●									
571	A source of cheap energy or a source of problems – the potential benefits and costs of shale gas			●	●												●		
575	H&M in fast fashion: continued success?				●	●		●		●	●								
583	The Formula One constructors: capabilities for success				●	●		●		●									
591	Integration of a Corporate Social Responsibility programme in Coloplast					●	●			●									
595	Manchester United FC: still successful despite new threats		●		●	●													
600	Pierre Fabre: culture and the challenges of internationalisation		●		●		●	●		●					●				
606	Adnams – a living company		●		●	●	●	●							●			●	
612	Ryanair: the low-fares airline – future directions?			●	●			●	●	●									
624	Marks & Spencer: is this as good as it gets?							●	●						●				
629	Hotel du Vin: strategic entrepreneurship and innovative continuity in the boutique hotel sector							●	●		●							●	●
634	Going for growth: Teva's global strategy							●	●	●	●								
639	CRH plc: dimensions of successful corporate strategy							●	●	●	●								
647	SABMiller: from strength to strength							●	●	●									
657	The internationalisation of Tesco – new frontiers and new problems								●	●		●							
662	Gridsum and the Microsoft partner ecosystem: engaging in China and beyond?								●	●		●							●

Key: ●● = major focus, ● = important subsidiary focus

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666	Severstal and the global steel industry			●					●	●		●	●						
671	FeedHenry – innovating in the cloud							●			●	●							●
676	Flight Centre Limited		●					●			●	●			●	●			
680	Strategic leadership and innovation at Apple, Inc. ’							●			●					●			
686	‘Where’s Irene and just exactly is she up to?’ The acquisition of Cadbury PLC by Kraft Foods , 2010					●					●	●							
695	Gazprom and NIS : the oil and gas industry in Serbia					●	●				●	●							
700	International HIV/AIDS Alliance (B) : a strategy for 2020					●					●	●	●	●				●	●
707	The Mexican narco-trafficking problem							●				●	●					●	
715	Dancing with the mouse: a strategic metamorphosis at Ocean Park , Hong Kong						●						●	●				●	
721	GMB : strategic leadership in a trade union		●										●	●		●		●	●
727	Academies and Free Schools					●								●	●			●	●
731	Paul Polman and the revitalisation of Unilever						●	●							●	●			
738	LEAX : managing growth in a volatile world			●									●		●	●			●
742	Changing tracks at Babcock Rail						●						●		●	●			
749	In the boardroom at HomeCo					●		●				●					●	●	●
755	QR National – Aurizon					●		●										●	●

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