On Competition
Updated and Expanded Edition

Michael E. Porter

A Harvard Business Review Book
Contents

Introduction xi

Part I  Competition and Strategy: Core Concepts

1  The Five Competitive Forces That Shape Strategy  3
MICHAEL E. PORTER

2  What Is Strategy? 37
MICHAEL E. PORTER

3  How Information Gives You Competitive Advantage 73
MICHAEL E. PORTER AND VICTOR E. MILLAR

4  Strategy and the Internet 97
MICHAEL E. PORTER

5  From Competitive Advantage to Corporate Strategy 133
MICHAEL E. PORTER

Part II  The Competitiveness of Locations

6  The Competitive Advantage of Nations 171
MICHAEL E. PORTER

7  Clusters and Competition: New Agendas for Companies, Governments, and Institutions 213
MICHAEL E. PORTER
8 Competing Across Locations: Enhancing Competitive Advantage Through a Global Strategy 305
MICHAEL E. PORTER

Part III Competitive Solutions to Societal Problems

9 Green and Competitive: Ending the Stalemate 347
MICHAEL E. PORTER AND CLAAS VAN DER LINDE

10 The Competitive Advantage of the Inner City 373
MICHAEL E. PORTER

11 Redefining Competition in Health Care 405
MICHAEL E. PORTER AND ELIZABETH OLMSTED TEISBERG

Part IV Strategy, Philanthropy, and Corporate Social Responsibility

12 Philanthropy’s New Agenda: Creating Value 431
MICHAEL E. PORTER AND MARK R. KRAMER

13 The Competitive Advantage of Corporate Philanthropy 451
MICHAEL E. PORTER AND MARK R. KRAMER

14 Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility 479
MICHAEL E. PORTER AND MARK R. KRAMER
Part V  Strategy and Leadership

15  Seven Surprises for New CEOs  507
    MICHAEL E. PORTER, JAY W. LORSCH, AND NITIN NOHRIA

Index  527

About the Contributors  542