## CONTENTS

Preface to the Second Edition ................................................................. v
Preface to the First Edition ................................................................. vi

### I. Sources of Competitive Advantage

1. Geo-Institut Columbus GmbH (A) – Constantly Changing ...................... 1
2. Geo-Institut Columbus GmbH (B) – Extending the Market Position ........... 11
3. Going Up or Going Down? - A Case Study of the German Lift Market ........ 21
4. Modomoto vs. Outfittery - A Fierce Fight to free Men from their Shopping Pains .................................................. 35

### II. Strategy Content

5. Bringing Henkel Shared Services to the next Level – The Contribution of Shared Services to the Company Target Achievement 2012 .................. 49
7. The Takeover of Boxler – A Quantum Leap for Markus Schober? ............. 83
8. The WOW Air Cargo Alliance .................................................................. 95
9. Business Strategy in Russia: Market Entry and Development of Vaillant .... 111
10. A Brazilian Love Affair – Did ThyssenKrupp’s Internationalization Strategy Fail? ..................................................... 123

### III. Strategy Process and Context

11. Searching for new Business Opportunities – The Strategy Process at Egrima Holding ................................................................. 139
13. Strategic Planning at a University Department – A Meaningless Endeavor or Just Done in the Wrong Way? ........................................... 167
14. Online Food Retailing in Germany – Sleeping Giant or a Niche Market? ........ 177
IV. Constructivist Perspectives

16 Reissdorf Kölsch: Regaining Momentum ............................................................... 213

17 Higher Education as Rocket Science: Private Business School Taking Off or Hitting the Ground? ................................................................. 225

Authors ....................................................................................................................... 245