

Peng *Global Strategy 2E* hot new topics—by Mike Peng (Nov 11, 2008)

<i>Chap</i>	<i>Topic</i>	<i>Comments</i>
Every	New “The Savvy Strategist” section + 1 table for “Strategic Implications for Action”	No other book is so savvy and so action-packed
Ch 1 (p. 3)	Opening case: How did <i>Global Strategy 1E</i> enter and compete in China?	Treating this book itself as “case study” material – hidden agenda: Why did GS1E become a global market leader?
Ch 1 (p. 7)	Strategy in Action 1.1. Li Ning goes global	Li Ning is the Chinese Olympian who lighted the flame for the Beijing Olympics
Ch 1 (p. 23)	Strategy in Action 1.4: Are US multinationals good for America?	Should the US offer tax incentives for US multinationals to keep investments and jobs @ home? (would the Obama Administration do that?)
Ch 1 (p. 26)	Closing Case: Strategy for the base of the pyramid	The January 2008 release of the (Indian) Tata Nano car (\$2500) is making Western automakers very nervous
Ch 2 (p. 33)	Opening case: The auto industry	Can Detroit’s Big Three survive, without government bail-outs?
Ch 3 (p. 73)	Strategy in Action 3.2: ANA: Refreshing the parts other airlines can’t reach	The launch customer for the Boeing 787 Dreamliner installs bidet-toilets to satisfy its fastidious customers
Ch 3 (p. 76)	Strategy in Action 3.3: Capabilities of private military companies (PMCs)	Assuming the US (national) military will withdraw from Iraq (per Obama), will US PMCs remain?
Ch 3 (p. 79)	Table 3.4: Benefit of \$1 US spending on offshoring to India	Despite popular critics, BOTH countries gain
Ch 4 (p. 95)	Strategy in Action 4.1: Kenya’s flower industry copes with uncertainty	Ethnic violence during early 2008
Ch 4 (p. 98)	Strategy in Action 4.2: Resolving commercial disputes in India	Number of cases pending in India courts are now 30 million (up from 20 million in 1997)
Ch 4 (p. 106)	Table 4.5: Some cross-cultural blunders	Very laughable
Ch 4 (p. 108)	Figure 4.5: The only cartoon in GS2E	Charge premium for integrity?
Ch 4 (p. 117)	Closing Case: Siemens in a sea of scandals	About 20 countries are now investigating this “bad barrel”
Ch 5 (p. 147)	Closing Case: Cyworld launches against MySpace	Does South Korea’s Cyworld have a chance?
Ch 6 (p. 153)	Opening Case: Wal-Mart in Germany	Why did mighty Wal-Mart fail to make a tiny profit in Germany?
Ch 6 (p. 160)	Strategy in Action 6.2: Chinese banks eye US assets	“In today’s financial mess, you’d be extremely brave or extremely stupid to acquire US banks”—one expert
Ch 6 (p. 180)	Closing Case: Foreign retailers eye India	This sector in India is still not fully open to FDI. Why?
Ch 7 (p. 187)	Opening Case: Danone versus Wahaha: From alliance to divorce	The highest profile corporate divorce case in China recently
Ch 8 (p. 222)	Strategy in Action 8.1: Cisco versus Huawei: War and peace	Are they still fighting or now (post-settlement) trying to carve up the world?
Ch 8 (p. 228)	Strategy in Action 8.2: Publish or perish in patent race	Patent race was introduced for the 1 st time into this book
Ch 8 (p. 230)	How to fight low-cost rivals (Figure 8.5)	New section (new figure) was introduced for GS2E
Ch 8 (p. 233)	Strategy in Action 8.3: Who is afraid of Google?	A lucidly written <i>Economist</i> article that outlines the main challenges from Google—for competition/antitrust policy

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Ch 8 (p. 246)	Table 8.5: Strategic response to digital piracy	Don't just fight, cooperate with pirates too!
Ch 8 (p. 249)	Closing Case: Fighting the online video game wars in China	How to fight these “crazy” wars? (One game has 1.3 million concurrent gamers during its peak play time)
Ch 9 (p. 264)	Strategy in Action 9.2: Indian companies on a buying binge	Globally, 70% of M&As fail. Will the inexperienced Indian acquirers beat these odds?
Ch 9 (p. 268)	Strategy in Action 9.3: Making M&As fly in China	Adapted from my published <i>Harvard Business Review</i> article (2006)
Ch 10 (p. 291)	Opening Case: Toyota as (almost) number one	Toyota only sold 3,000 cars fewer than GM in 2007—it might have intentionally decided not to be #1. Why?
Ch 10 (p. 294)	Strategy in Action 10.1: The ups and downs at Ford	Can Boeing's best pilot (who is Ford's current CEO) pull Ford out of a hard landing?
Ch 10 (p. 314)	Closing Case: Moving headquarters overseas	It's not about low-level jobs, it's about moving HQ and the high-paying executive jobs. Will Obama do something here?
Ch 11 (p. 321)	Opening Case: The private equity challenge	The private equity purchase of the publisher of <i>this</i> book is discussed too. Will Obama intervene?
Ch 11 (p. 328)	Strategy in Action 11.1: Outside directors in Chinese corporations	They are mostly window dressing. Many failed to show up at board meetings (and if they did show up, they evidently took a nap during the meetings)
Ch 11 (p. 338)	Strategy in Action 11.2: Sarbanes-Oxley and New York	Even before the Sept-October 2008 meltdown, SOX already drove away foreign IPOs and NYC jobs
Ch 11 (p. 344)	Strategy in Action 11.3: Infosys	Corporate governance example of a leading Indian firm
Ch 12 (p. 353)	Opening Case: Plan A at Marks & Spencer	Unleashed 2007, Plan A is not known to be corporate social responsibility, it's “How we do business.” There is no Plan B.
Ch 12 (p. 356)	Strategy in Action 12.1: Is Icelandic Glacial really “carbon neutral”?	This box puts the little Iceland on the map (before its financial meltdown)
Ch 12 (p. 375)	Closing Case: Which side is Toyota on?	Toyota tries to have cake and eat it at the same time—positioning itself as a green automaker and joining the “bad boys” to lobby against tougher emission standards
Case 3 (p. 397)	Mattel and the toy recalls	In the news since summer 2007
Case 4 (p. 407)	Not a toy problem: How Chinese toymakers respond to recalls	Except this case, nobody else talks about the strategic responses of Chinese toymakers
Case 5 (p. 411)	Unilever's “Fair & Lovely” whitening cream in India	A successful facial whitening cream is being criticized as being “racist” and “discrimination on the basis of skin color”
Case 6 (p. 427)	Pizza Patron eyes Mexico	How can a Dallas-based pizza chain enter Mexico?
Case 8 (p. 441)	Is a diamond (cartel) forever?	The case updates De Beers' recent settlement with the US antitrust authorities, including customer refunds
Case 12 (p. 463)	3i's private equity investment in China's Little Sheep	Private equity, entrepreneurship, China—all packed into one timely case
Case 13 (p. 477)	Have you offset your own carbon emissions?	A super short, 2-page case that focuses on the Kyoto Protocol and emission reduction/trading
Case 14 (p. 479)	Building a better rat trap for the Irula	A bit “outside-the-box,” the case talks about entrepreneurship at the base of the economic pyramid, where people make a living by hunting rats