

STEVEN P. SCHNAARS

# MANAGING IMITATION STRATEGIES

How Early Imitators Seize Markets from Producers

# Managing Imitation Strategies

**Mike Baxter**

## Managing Imitation Strategies:

**Managing Imitation Strategies** Steven P. Schnaars, 2002-04-29 Pioneers those innovative first movers who enter markets before competitors are often deified as engines of economic growth while imitators are generally scorned as copycats and shameful followers But who most often wins Drawing on seven years of research Steven Schnaars documents that in sharp contrast to conventional beliefs imitators commonly surpass pioneers as market leaders and attain the greatest financial rewards How do they do it In this ground breaking book the first to formulate imitation strategies for managers Schnaars systematically examines 28 detailed case histories from light beer to commercial jet liners in which imitators such as Anheuser Busch and Boeing prevailed over pioneers He describes the marketing wars court battles and even personal vendettas that often resulted and shows that imitators have several clear advantages Pioneers are forced to spend heavily on both product and market development They also risk making costly mistakes Pioneers often aid in their own destruction thrown into confusion by rapid growth internal bickering and the neverending search for expansion capital Moreover imitators do not have to risk expensive start up costs or pursuing a market that does not exist enabling them to quickly outmaneuver pioneers once the market is finally shaped By patiently waiting on the sidelines while the innovator makes the mistakes imitators can also usurp benefits from the test of time major defects in the product having been removed by the pioneer at an earlier stage in the game Schnaars discusses the three basic strategies that successful imitators such as Microsoft American Express and Pepsi have used to dominate markets pioneered by others First some imitators sell lower priced generic versions of the pioneer's product once it becomes popular as Bic did with ballpoint pens Second some firms imitate and improve upon the pioneer's product for example WordPerfect in the case of word processing software Third building on their capital distribution and marketing advantages that smaller pioneers cannot hope to match imitators use the most prevalent strategy of all bullying their way into a pioneer's market on sheer power In several cases a one two punch or combination of strategies is often utilized by the imitator to remove any doubt regarding their dominance in the market and in the eyes of the public Schnaars concludes that the benefits of pioneering have been oversold and that imitation compels recognition as a legitimate marketing strategy It should be as much a part of a company's strategic arsenal as strategies for innovation

**Product Design** Mike Baxter, 1995-01-31 The discovery of market needs and the manufacture of a product to meet those needs are integral parts of the same process Since most textbooks on new product development are written from either a marketing or an engineering perspective it is important for students to encounter these two aspects of product development together in a single text Product Design Practical Methods for the Systematic Development of New Products covers the entire new product development process from market research through concept design embodiment design design for manufacture and product launch Systematic and practical in its approach the text offers both a structured management framework for product development and an extensive range of specific design methods Chapters feature Design Toolkits that

provide detailed guidance on systematic design methods present examples with familiar products and conclude with reviews of key concepts This major text aims to turn the often haphazard and unstructured product design process into a quality controlled streamlined and manageable procedure It is ideal for students of engineering design and technology on their path to designing new products

**Business Strategy Formulation** Bassil A. Yaghi,2026-02-03 This book introduces the innovative 7C Strategy Wheel framework an extensive toolkit designed to transform how businesses select appropriate strategy approaches In today s rapidly evolving business environment characterised by volatility uncertainty complexity and ambiguity businesses face mounting pressures that demand more robust agile innovative and adaptable strategic approaches Despite acknowledging the importance of aligning strategy with specific strategic contexts many continue to rely on a limited set of traditional tools that are better suited for stable environments Business Strategy Formulation addresses key challenges in strategy selection by providing a comprehensive framework comprising seven strategic postures 28 approaches and 59 methods Built on a thorough integrative review of theoretical empirical and practitioner knowledge bases it synthesizes insights from disciplines such as strategic management economics sociology and public policy This interdisciplinary approach creates a common strategic language reduces ambiguities and fosters better understanding and alignment between boards executives and managers This framework serves as a powerful guide for strategic leaders strategists planners and practitioners enabling them to navigate the complex competitive strategy landscape with confidence

**Innovation Management** Mark Dodgson,2017-10-25 Innovation is the means by which organizations survive and thrive in uncertain and turbulent conditions Innovation management has become a well established field of research teaching and practice with a substantial literature As a broad based research field contributions stem from an array of perspectives including science economics engineering and psychology Innovation is crucial for economic and social progress and it needs to be managed in order to be beneficial Innovation Management A Research Overview provides a concise introduction to the best research on innovation management It covers four main themes foundational studies key concepts and frameworks important empirical studies and current and emerging themes The research discussed includes classic studies with core insights in the field key thinking on strategies and processes for innovation well established and novel research methods and issues of greatest contemporary importance This shortform book provides direction through the maze of research on the nature processes and outcomes of innovation management and provides an invaluable introduction to the literature on innovation management for students and professionals

**Management Economics: An Accelerated Approach** William G. Forgang,Karl W. Einolf,2015-03-26 Thoroughly classroom tested this text is designed specifically for one semester accelerated and online courses at the upper undergraduate and MBA levels It is based on the theme that business and personal decisions are made within both micro and macro economic environments By understanding the environments and their effects on outcomes of decisions better choices can be made The text also differs from others in the area because it is less theoretical it provides a

broader perspective for management problem solving and it bridges economics with other business disciplines Each chapter includes a management decision oriented case study that applies tools of economic analysis An online instructors manual is available to professors who adopt the text **Exploiting Intellectual Property To Promote Innovation And Create Value** Joe Tidd,2017-10-05

There are two traditional views of the role of intellectual property IP within the field of innovation management in innovation management research as an indicator or proxy for innovation inputs or outputs e g patents or licensing income or in innovation management practice as a means of protecting knowledge Exploiting Intellectual Property to Promote Innovation and Create Value argues that whilst both of these perspectives are useful neither capture the full potential contribution of intellectual property in innovation management research and practice The management of IP has become a central challenge in current strategies of Open Innovation and Business Model Innovation but there is relatively little empirical work available Theoretical arguments and empirical research suggest that from both an innovation policy and management perspective the challenge is to use IP to encourage risk taking and innovation and that a broader repertoire of strategies is necessary to create and capture the economic and social benefits of innovation This book identifies how intellectual property can be harnessed to create and capture value through exploiting new opportunities for innovation It is organized around three related themes public policies for IP firm strategies for IP and creating value from IP and offers insights from the latest research on IP strategies and practices to create and capture the economic and social benefits of innovation

**Innovation and Entrepreneurship in the Global Economy** Charlie Karlsson,Urban Gråsjö,Sofia Wixe,2015-06-29 We have in recent decades been able to witness a veritable revolution in the world economy known as globalization Generally the term is connected to the rapid increase of the free movement of goods capital people ideas information and knowledge around the globe This book contributes to the meso and micro economic literature on innovation and entrepreneurship in the global economy

**Sampler Strategic Management** Mason A. Carpenter,William Gerard Sanders,2005-12-29 **The Academy of Management Review** Academy of Management,1997 **Academy of Management Journal** Academy of Management,1995

**Handbook of Systems Engineering and Management** Andrew P. Sage,William B. Rouse,1999-05-10 Focus in this book is placed on systems engineering and systems management for building systems of all types The role of these systems to produce high reliability and quality services and products is stressed The role of advanced information technologies in enhancing productivity and quality is also discussed

**Japanese Distribution Strategy** Michael R. Czinkota,Masaaki Kotabe,2000 Highlighting the complexity of the Japanese distribution system from a variety of perspectives Japan the United States and Europe this text emphasises the business policy and research aspects **Strategic Management** Arthur A. Thompson,Alonzo J. Strickland,1996 **Harvard Business Review** ,1994 **Strategic Market Management** David A. Aaker,1995 Relevant for strategic management courses as well as market management this textbook synthesizes literature in the field of strategy and can be used at both the undergraduate and MBA levels This edition s global perspective

reflects the trend to integrate marketing throughout a company     Management, Marketing, and the Competitive Process  
Peter E. Earl,1996 This book presents critical surveys of literature from behavioural and evolutionary economics  
management marketing and business history and offers new empirical evidence involving both case studies and behavioural  
research Particular attention is given to transaction cost and resource based perspectives on business organization The book  
concludes by discussing the emerging growth of knowledge and management without trade offs approaches to the firm  
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