

Contents

PREFACE	vii
ACKNOWLEDGEMENTS	xi
PART I – INTRODUCTION AND HISTORY	1
Chapter 1 Strategy for the Corporate Level:	
Summary of the Main Messages	3
Chapter 2 Some History: From Boston Box to	
Three Logics that Drive Corporate Action	31
PART II – PORTFOLIO STRATEGY: WHERE TO	
INVEST AND WHAT TO AVOID	73
Chapter 3 How to Find Good Businesses and	
Avoid Bad Businesses	75
The Business Attractiveness matrix	83
Chapter 4 How to Make Businesses More	
Successful	99
The Heartland matrix	104
Chapter 5 How to Buy Low and Sell High	117
Fair Value matrix	133
Chapter 6 Making Decisions about Where to	
Invest and What to Avoid	139

PART III – WAYS OF ADDING AND SUBTRACTING VALUE FROM CORPORATE HEADQUARTERS	157
Chapter 7 Ten Sources of Value from Direct Influence	159
Chapter 8 Nine Sources of Value from Coordinating across Business Divisions	181
Chapter 9 Eight Ways Headquarters can Destroy Value	199
Chapter 10 How to Identify Sources of Added Value for Your Company	219
 PART IV – MANAGEMENT STRATEGY: HOW TO STRUCTURE, HOW MUCH TO CENTRALISE AND HOW TO GROW THE BUSINESS DIVISIONS	 237
Chapter 11 Structuring the Organisation into Businesses and Divisions	239
Chapter 12 Corporate-level Strategy in Integrated Companies – The Apple Example	259
Chapter 13 How Much to Centralise: Designing Corporate Headquarters	279
Chapter 14 Developing New Capabilities at Corporate Headquarters	303
Chapter 15 Encouraging Synergy and Cooperation across Business Divisions	321
 PART V – RETROSPECTIVE	 331
Chapter 16 Lessons from 20 Years of Consulting Experience	333
Appendix The Links between International Strategy and Corporate-level Strategy	347
 INDEX	 379