# 참고 문헌 및 출처

많은 장에서 설명과 정량적 정보를 위해 비즈니스 스쿨 사례를 많이 활용했습니다. 모든 관련 사례는 각 장의 참고 문헌 서두에 인용되어 있습니다. 달리 명시되지 않는 한, 영업 이익 및 투자 자본 수익률과 같 은 시계열을 나타내는 수치는 Compustat 데이터베이스에 수집 및 기록된 기업의 연례 보고서 및 1만 건 의 신고서의 데이터를 기반으로 합니다.

## <u>서문</u>

Increasing Apple market share, www.appleinsider.com, 1/18/07.

## CHAPTER 1 전략, 시장 그리고 경쟁

Michael Porter, Competitive Strategy: Techniques for Analyzing Industries and Competi tors (New York: Free Press, 1980).

#### <u>CHAPTER 4 경쟁 우위의 평가</u>

Hewlett-Packard printer share, Hewlett-Packard Web site (www.hp.com), citing IDC reports.

Apple's school share, Education Week on the Web, May 15, 2002. The diagram is re- produced with the permission of Harvard Business School Publishing.

## CHAPTER 5 핵심 지역에서 규모의 경제를 달성하라

Wal-Mart

Harvard Business School, Case 9-387-018, Wal-Mart Stores' Discount Operations, 1986.

Target segment data from Target annual reports, 1994-2001.

Wal-Mart segment information, annual reports 1996-2002 and Form 10K filings.

Coors

Harvard Business School, Case 9-388-014, Adolph Coors in the Brewing Industry, 1987.

## CHAPTER 6 니치의 경쟁우위와 성장의 딜레마

Michael van Biema, Bruce Greenwald, and Charlotte Kaufman, "Corporate Re- birth: Compaq Computer," Columbia Business School Case.

## CHAPTER 7 소멸되는 생산 경쟁우위

Philips

Harvard Business School, Case 9-792-035, Philips' Compact Disc Introduction (A).

Sony history is available on the company's Web site.

Cisco

and following: Paul Johnson, "Cisco and the Network Hardware Tornedo," in Geoff- rey A. Moore, Paul Johnson, and Tom Kippola, The Gorilla Game: Picking Winners in High Technology, Revised Edition (New York: HarperBusiness, 1999); Paul Johnson, "An Open Letter to Warren Buffett Re: Cisco Systems," Robertson Stephens & Company Report, February 20, 1997; Paul Johnson, Research Reports on Cisco Sys- tems, Inc., November 5, 2001, May 16, 2002, Robertson Stephens & Company.

Cisco annual reports, 1996-2003.

Infrastructure, "Router Market Stabilizes, Cisco Continues to Dominate," May 16, 2003.

## CHAPTER 9 물고 물어뜯기는 콜라 전쟁

Harvard Business School Cases:

9-387-108, Coca-Cola Versus Pepsi-Cola (A), 1986

9-387-109, Coca-Cola Versus Pepsi-Cola (B)

9-387-110, Coca-Cola Versus Pepsi-Cola (C)

9-391-179, Coca-Cola Versus Pepsi-Cola and the Soft Drink Industry

9-794-055, Cola Wars Continue: Coke vs. Pepsi in the 1990s

9-799-117, A Hundred Years War: Coke vs. Pepsi, 1890s-1990s

Footnote, Warren Buffett in talk at Columbia Business School, May 9, 2002. 194 New Coke introduction, Jack Honomichl, "Missing Ingredients in 'New' Coke's Re- search," in Esther Thorson (Ed), Advertising Age: The Principles of Advertising at Work (Lincolnwood, IL: NTC Business Books, 1989).

Quotes from Goizueta and Ivester in Patricia Sellers, "How Coke Is Kicking Pepsi's Can," Fortune,

134:8 (October 28, 1996): 70-84.

Patricia Sellers, "Crunch Time for Coke," Fortune, 140:2 (July 19, 1999): 72-78. 199 The "rational player" phrase is from Beverage World, December 1999; see also the issue of January 15, 2000.

#### CHAPTER 10 장벽 안으로 진입하기

Harvard Business School, Case 9-387-096, Fox Broadcasting Company, 1993.

#### <u>CHAPTER 12 날지 못할까 두려운 새</u>

Harvard Business School, Case 9-390-025, The U.S. Airline Industry, 1978-1988, 1990.

Benjamin Graham, The Intelligent Investor, Fourth Revised Edition (New York: HarperBusiness, 1973), p. xiv.

Buffett quote, from a talk at the Kenan-Flager School of Business, University of North Carolina, on the PBS video Warren Buffett Talks Business, 1995.

Iverson quote, in Forbes, September 14, 1992.

pay cut to ward off Continental, in USA Today, September 22, 1994.

entrance of many new airlines, Economist, November 15, 2004.

Iverson quote, in New York Times, May 22, 1995.

Accumulated losses, from testimony of Danny Wright, President and COO of Kiwi International, before the House Committee on Transportation and Infrastructure, Federal Document Clearing House, March 22, 1995.

On Kiwi's demise, see also Bergen Record, June 18, 1996; Aviation Daily, October 16, 1996; Aviation Week and Space Technology, October 7, 1996.

#### <u>CHAPTER 13 즉석 만족은 없다</u>

Harvard Business School, Case 376-266, Polaroid-Kodak, 1976; and Case 378-173, Polaroid-Kodak (B1), 1978.

Land quote, from Business Week, March 2, 1981.

Land quote, from Newsweek, July 26, 1982.

Land quote, from Business Week, March 2, 1981.

Polaroid's improving relationship with distributors, Business Week, June 20, 1977.

instant cameras' share of the market, in Forbes, February 5, 1979.

decline in market share by 1981, Business Week, March 2, 1981. On Kodak's losses, Forbes, November 15, 1984.

On the court case and decision, New York Times, September 14, 1985; Los Angeles Times, October 12, 1985. Layoffs by Kodak, Chemical Week, January 5, 1986.

almost \$900 million in damages, United Press International, October 12, 1990.

"The day we deliver," in Business Week, June 20, 1977.

Kodak in the copier business, Forbes, November 11, 1984, and St. Petersburg Times, March 18, 1999.

#### CHAPTER 15 협조

Nintendo

Harvard Business School, Case N9-795-102, Power Play (A) Nintendo in 8-Bit Video Games, 1995.z

virtuous circle, Adam M. Brandenburger and Barry J. Nalebuff, Co-opetition (New York: Currency Doubleday, 1996).

"Marketing Kombat," in Advertising Age, July 17, 1995.

Lead-Based Additives

Harvard Business School, Case 9-794-111, Marketing Practices in the Lead-Based Gasoline Additive Industry (A), 1995.

The EPA Web site, www.EPA.gov, History, Timeline, has the dates for EPA regula- tions.

Chemical Week, January 19, 1983.

"oligopoly," in Chemical Week, August 26, 1981.

Federal Trade Commission ruling, Metals Week, April 11, 1983.

Ethyl's additive as percentage of income, Chemical Week, April 14, 1982.

Ethyl's arrangment with Octel, M2 Presswire, December 12, 1997.

Great Lake's earnings by segment, Business Week, May 15, 1995.

Ethyl segment information, Ethyl Form 10K, 1997 and 1998.

prior notification, M2 Presswire, April 1, 1998.

#### Octel annual reports, 2000-2002.

Sotheby's

introduction of buyer's premium and other background information, Financial Times, February 26, 2000.

sliding buyer's commission, Independent, February 27, 2000.

first meeting of Taubman and Tennant and other information from the trial, New York Observer, November 26, 2001.

Davidge's deal, Financial Times, January 29, 2000.

pressure on Brooks, New York Times, July 27, 2000.

settlement of \$256 million, New York Times, September 23, 2000.

Tennant remained in Britain, Daily News (New York), December 6, 2001.

"They needed Mr. Davidge's notes," New York Observer, November 26, 2001. 319 shared some 90-95 percent, Daily News (New York), December 6, 2001. 321 increase in buyer's fees, Wall Street Journal, February 25, 2000.

#### CHAPTER 16 전략적 측면에서의 가치 평가

Figure 16.1 appeared originally in Bruce Greenwald, Judd Kahn, Paul Sonkin, and Michael van Biema, Value Investing from Graham to Buffett and Beyond (New York: John Wiley and Sons, 2001), which offers a fuller treatment of the value approach to investing.

footnote, Warren Buffett, "The Superinvestors of Graham-and-Doddsville," in Benjamin Graham, The Intelligent Investor, Fourth Revised Edition (New York: HarperBusiness, 1973). Buffett's essay was written in 1984.

#### CHAPTER 17 기업 확장과 전략

Michael E. Porter, "From Competitive Advantage to Corporate Strategy," Harvard Business Review, May-June, 1987.

footnote, Gregor Andrade, Mark Mitchell, and Erik Stafford, "New Evidence and Perspectives on Mergers," Journal of Economic Perspectives, 15:2, 2001.

AT&T acquiring Teleport, "AT&T Merges with Teleport," Discount Long Distance Digest, January 19, 1998.

## CHAPTER 18 자유 경쟁 시장

Table 18.1, Michael van Biema and Bruce Greenwald, "Managing Our Way to Higher Service-Sector Productivity," Harvard Business Review, 75:4, July-August, 1997.

Tables 18.2, 18.4, and 18.5 are drawn from the unpublished version of this paper, table 18.6 from the published version. Also A.M. Best Reports on insurance com- panies.

AT&T, MCI, and Sprint employee figures, the companies' annual reports 1992-94. 367 footnote, Martin Neil Baily, Charles Holten, David Campbell, "Productivity Dy. namics in Manufacturing Plants," Brookings Papers: Microeconomics, 1992. This arti- cle is the source of table 18.3.

on the revival of U.S. manufacturing, Robert H. Hayes, Steven C. Wheelwright, and Kim B. Clark, Dynamic Manufacturing: Creating the Learning Organization (New York: Free Press, 1988).

Jim Collins, Good to Great: Why Some Companies Make the Leap... and Others Don't (New York: HarperCollins, 2001).

## <u>부록</u>

G. Bennett Stewart's The Quest for Value (New York: HarperBusiness, 1991) has a detailed discussion of more precise ways of measuring ROIC by one of the originators of Economic Value Added analysis.