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**Small-scale Fisheries Management** Dec 06 2021 Small-scale fisheries make up a large proportion of world's fisheries, both by catch and participation. Effective management is essential to ensure access to fish for food and income. Covering social and economic aspects of the fishery management and governance challenge, this book provides guidance on innovative and alternative management measures and methods for small-scale fisheries. The book covers key topics such as rights, policy, co-management, communications and trade, and is an important reference for researchers and students in fisheries science and management as well as fisheries re.

[Value Chain Analysis](#) Jun 04 2024 Business collaborations have become complex; hence, the exchange of goods on markets does not always work. The central causes of this are specific customer demands, global sourcing opportunities and non-economic objectives that require a variety of refined cooperation processes. This is why value chains are gaining in importance for companies attempting to deal with these challenges. This book addresses the optimal design of value chains. It identifies problems that affect the overall business environment, information systems, production processes and customer demands. It develops a general simulation model in order to verify the effects of any disruption to the collaborative process and the effectiveness of management measures.

[Understanding Value Chains](#) Sep 14 2022 Understanding Value Chains first examines the process of the institutionalization of the main theoretical foundations of the global value chain since its conception in the academic field and, subsequently, in international organizations. The authors analyse the evolution of Mode 5 services jobs and salaries in the EU, assessing whether there are signs of functional upgrading and how it affects female jobs and the gender pay gap. The coffee global value chain is broken down into five segments: primary production, processing, trade, roasting, and marketing. An investigation of 34 Indonesian provinces was conducted in an effort to reformulate the policies relating to circular sustainable reverse logistics. Four new components: vision, mission, and managerial orientation; infrastructure capabilities; human resource and organizational commitment; and regulation are used to assess the readiness of each level of government. The authors discuss how, as the UK had no trade agreement with the African, Caribbean, and Pacific countries immediately after the referendum vote, this transition period presents an excellent opportunity to negotiate a new trade agreement. Value chain analysis is used to help understand how Guyana participates in the gold value chain, and to help develop appropriate policies to address its supply-side limitations. Guinea-Bissau's position in the cashew value chain is assessed, and recommendations to address challenges are proposed. This compilation presents the agricultural value chain framework, introducing the main ideas of the system dynamics methodology and demonstrating the application of system dynamics modeling to a real-world case.

**Value Chain Analysis for Assessing Competitive Advantage** Sep 26 2023

**Spreading the Gains from Globalisation** Jan 07 2022

[Michael Porter's Value Chain](#) May 03 2024 Understand Michael Porter's value chain in no time! Find out everything you need to know about this valuable business tool with this practical and accessible guide. The Harvard Business School professor Michael E. Porter has dedicated much of his career to studying competitive advantage. One of his best-known concepts is the value chain, which is used to deliver a product or service to the market and has three key objectives: to improve services, to reduce costs and to create value. The model can be applied to virtually any business in any sector, making it a vital tool for companies looking to make the most of their competitive advantage in an increasingly crowded market. In 50 minutes you will be able to: •Identify the nine functions that generate value within a business •Analyse your company's activity to make the most of your competitive advantage •Find areas for improvement and take concrete steps to maximise performance ABOUT 50MINUTES.COM | MANAGEMENT AND MARKETING The Management and Marketing series from the 50Minutes collection provides the tools to quickly understand the main theories and concepts that shape the economic world of today. Our publications will give you elements of theory, definitions of key terms and case studies in a clear and easily digestible

format, making them the ideal starting point for readers looking to develop their skills and expertise.

*Competitive Advantage* Mar 01 2024 Now beyond its eleventh printing and translated into twelve languages, Michael Porter's *The Competitive Advantage of Nations* has changed completely our conception of how prosperity is created and sustained in the modern global economy. Porter's groundbreaking study of international competitiveness has shaped national policy in countries around the world. It has also transformed thinking and action in states, cities, companies, and even entire regions such as Central America. Based on research in ten leading trading nations, *The Competitive Advantage of Nations* offers the first theory of competitiveness based on the causes of the productivity with which companies compete. Porter shows how traditional comparative advantages such as natural resources and pools of labor have been superseded as sources of prosperity, and how broad macroeconomic accounts of competitiveness are insufficient. The book introduces Porter's "diamond," a whole new way to understand the competitive position of a nation (or other locations) in global competition that is now an integral part of international business thinking. Porter's concept of "clusters," or groups of interconnected firms, suppliers, related industries, and institutions that arise in particular locations, has become a new way for companies and governments to think about economies, assess the competitive advantage of locations, and set public policy. Even before publication of the book, Porter's theory had guided national reassessments in New Zealand and elsewhere. His ideas and personal involvement have shaped strategy in countries as diverse as the Netherlands, Portugal, Taiwan, Costa Rica, and India, and regions such as Massachusetts, California, and the Basque country. Hundreds of cluster initiatives have flourished throughout the world. In an era of intensifying global competition, this pathbreaking book on the new wealth of nations has become the standard by which all future work must be measured.

*Agriculture Value Chain -- Challenges and Trends in Academia and Industry* Apr 29 2021 This book is the first volume in a collection of contributions arising from a multidisciplinary project developed in the field of agri-food value chain analysis. The respective papers combine a range of disciplines to analyse major agri-food challenges in Europe and South America, offering readers a practical understanding of how risk and uncertainties can be managed by means of validated data and results from agri-food systems analysis. Experts from agronomy, information communication and technology, operations and supply chain management share their findings and propose novel approaches. Given its scope, the book will be of interest to a broad readership who want to learn about current agri-food challenges and requirements, and to professionals whose work involves real-life industry requirements, food and/or farming.

Unlocking the Customer Value Chain Feb 17 2023 Based on eight years of research visiting dozens of startups, tech companies and incumbents, Harvard Business School professor Thales Teixeira shows how and why consumer industries are disrupted, and what established companies can do about it—while highlighting the specific strategies potential startups use to gain a competitive edge. There is a pattern to digital disruption in an industry, whether the disruptor is Uber, Airbnb, Dollar Shave Club, Pillpack or one of countless other startups that have stolen large portions of market share from industry leaders, often in a matter of a few years. As Teixeira makes clear, the nature of competition has fundamentally changed. Using innovative new business models, startups are stealing customers by breaking the links in how consumers discover, buy and use products and services. By decoupling the customer value chain, these startups, instead of taking on the Unilevers and Nikes, BMW's and Sephoras of the world head on, peel away a piece of the consumer purchasing process. Birchbox offered women a new way to sample beauty products from a variety of companies from the convenience of their homes, without having to visit a store. Turo doesn't compete with GM. Instead, it offers people the benefit of driving without having to own a car themselves. Illustrated with vivid, in-depth and exclusive accounts of both startups, and reigning incumbents like Best Buy and Comcast, as they struggle to respond, *Unlocking the Customer Value Chain* is an essential guide to demystifying how digital disruption takes place – and what companies can do to defend themselves.

**A Manual for Agribusiness Value Chain Analysis in Developing Countries** Apr 21 2023 "This manual shows how value chain analysis (VCA) principles can be applied in developing countries, where time and funding is often restricted. It explains how to undertake affordable VCA that generate valid data and produce recommendations that will have impact"--

**Supply Chain Analysis** Nov 28 2023 This is a carefully developed work focused on the analysis of supply chain interaction issues in emerging markets and industry sectors. It is a leading-edge handbook that will emphasize areas of study where, thus far, little work has been done and where the "rubber meets the road" – the supply chain process, information, and systems integration. These are pertinent issues facing practitioners and researchers in today's business environment. This is a gap-bridging handbook that analyzes interaction issues from both the research and practitioner sides. The result is a volume that examines and provides practical solutions on interaction issues while being firmly grounded in research principles.

*Value Chain Analysis of DELL. Administration with the Global Supply Matrix* Oct 28 2023 Academic Paper from the year 2020 in the subject Business economics - Supply, Production, Logistics, Open University Malaysia, language: English, abstract: This report generates substantial idea about how Dell has introduced understanding of its value chain analysis and how it administers a better supply chain scenario using the global supply matrix. Dell technology is termed to be an end to end provider of technology and has a comprehensive portfolio. It is a US multinational organization dealing in development, selling and repairing of different aspects of computers. The company was initially known as PC's Limited and the company was initially run from a dormitory room. It started business by providing different forms of updates for PCs. The founder of Dell was Michael Dell in the year 1984 and he was from University of Texas in Austin. The latest revenue collection of Dell is \$ 23.8 million as per the reports of fourth quarter GAAP. In accordance to Brand Finance, Dell is listed in 92nd position among all the 500 companies enlisted in Brand Finance Global list. It is also enlisted at 68th position in the Global Rep Trak 100 position. Dell has worked with the aspect of corporate development in the recent year. It has incorporated focus on innovation by the Dell capital. This is going to include Strategic Development, Complex Transaction Structuring, Mergers and Acquisitions and Market Intelligence. In 2017, it has achieved in bringing in transparency in its supply chain.

**Global Value Chains and Development** Aug 26 2023 Studies conceptual foundations of GVC analysis, twin pillars of 'governance' and 'upgrading', and detailed cases of emerging economies.

Value chain transformation: Taking stock of WorldFish research on value chains and markets Feb 05 2022 The goal of WorldFish's research on markets and value chains is to increase the benefits to resource-poor people from fisheries and aquaculture value chains by researching (1) key barriers to resource-poor men, women and other marginalized groups gaining greater benefits from

participation in value chains, including barriers related to the availability, affordability and quality of nutrient-rich fish for resource-poor consumers; (2) interventions to overcome those barriers; and (3) mechanisms that are most effective for scaling up of value chain interventions. This paper aims to promote and document learning across WorldFish's value chain research efforts in Asia and Africa. It has three main objectives: (1) to take stock of WorldFish's past and ongoing research on value chains; (2) to draw out commonalities and differences between these projects; and (3) to provide a synthesis of some learning that can guide future work.

*Business Strategies and Value Chain Management* May 23 2023 This book is an introduction to the complexity of business strategies and value chain management. It shows the variety of the different strategies and their importance in a company's failure or success..

*Markets and Rural Poverty* Jul 01 2021 First Published in 2011. Routledge is an imprint of Taylor & Francis, an informa company.

Porter's Value Chain and the REA Analysis as an Accounting Information System Aug 14 2022 Seminar paper from the year 2011 in the subject Business economics - Accounting and Taxes, grade: 1,7, Linnaeus University (-), language: English, abstract: Rachel Branckowitz and Rick Young are two dentists who are merging their offices together. They are faced with finding an Accounting Information System that fulfils their requirements e.g. the extended number of clients. The merging and system implementation is due in six months. Therefore Porter's Value Chain will be derived as a solution after having explained the Value Chain concept. From there on a REA Analysis will be developed, which will be explained in detail. The Case used in this paper "Designing and Implementing an Information System for the Dental Office of Branckowitz & Young" by Alex Nikitkov and Barbara Sainty can be found in "ACCOUNTING PERSPECTIVES Instructional Cases Teaching Notes and Supplementary Materials" Volume 7, Issue 4.

Sustainable Value Chain Management Oct 04 2021 This book introduces the integrated management concept of "Sustainable Value Creation", which delivers sustainability 'inside-out' from the core business. It is based on the premise that sustainability can provide a platform for growth, if it is implemented in a company's products, services and supply chains (combined also known as the 'Value Chain'). Managing the Value Chain from the outset with a sustainability mindset subsequently allows profitable economical, ecological and societal growth. It combines the need for increased sustainability and its implementation in the operations of a company. The book addresses the following issues: How do economic, environmental and societal factors impact the value-creation process of a company? What requirements and expectations need to be met to balance economic, ecological and societal value creation? What are the building blocks and measures that can be utilized on the journey towards building a sustainable value chain? What benefits can be achieved through sustainable value chains? What are the practical examples of sustainable value chains in leading companies that can inspire others to follow? The book includes contributions from the following organisations and companies: Beiersdorf, SAP, Klenk und Horsch, VAUDE, Infineon Technologies, Independent Capital Management, BASF, Nanogate, the Federal German Council for Sustainable Development, Henkel, Symrise, shared.value.chain, Siemens, Fairphone and Thin Air Factory

**Value Chain Analysis for Assessing Competitive Advantage** Dec 18 2022

*Quantitative Industry-Wide Value Chain Analysis* Jan 24 2021 Value chain analysis is really important in the battle for discovery of a new benchmarking process. A combined qualitative and quantitative VCA constitutes an important tool, which can provide a holistic economic view on the activities of the MNE group and further. Performing quantitative VCA is explained in this booklet and applied on 5 industries: Apparel, Publishing, Pharma, Telecom & Mining.

**Value Chains, Social Inclusion and Economic Development** May 11 2022 Lead firms, development organisations, donors and governments view value chains and voluntary standards as vital instruments for achieving millennium development goals through trade and market-related interventions. The precise foundations for these development strategies, which suggest positive development outcomes from integration of poor actors into value chains, are as yet underdeveloped. The interdisciplinary work in this volume shows how trade is managed and asks theory-driven questions about how value chains relate to locally-rooted development processes. Policy makers and development practitioners are increasingly using value chain analysis to frame pro-poor development interventions. This book offers multiple conceptualizations of development outcomes of inclusion of small producers, firms and workers in value chains. Processes of inclusion at different scales are unpacked in order to identify the terms of participation of small producers, firms and workers. As value chains are embedded, the book further argues that inclusion can be conceptualized as the degree of alignment between value chain logics and the institutions and capacities in the local business system. The combination of inclusive governance and endogenous development informs a grounded debate on roles of development-oriented partnerships. Chapters in this volume draw on multiple strands of economics, sociology, political science, geography and management studies; and for empirical grounding engage in comparative analysis of cases from Latin America, SubSaharan Africa and East and South East Asia. These are combined with processes taking place at a global level, such as the proliferation of standards and the growth of roundtables and multi-stakeholder partnerships. The contributions explore contrasts – between contexts, between industries or commodities/products, and between conceptual frameworks; and the context dependency of development impact necessitates cross-case investigations. This collection will be of interest to scholars in development studies, economics, business studies, as well as to development policy makers.

**Apple Value Chain analysis** Apr 02 2024 Seminar paper from the year 2013 in the subject Business economics - Operations Research, grade: B, Monash University Melbourne, language: English, abstract: Value chain analysis goes a long way in the categorization of the value adding activities in an organization. This aspect is important with the fact that, firms now increasingly look towards the development of their Sustainable Competitive Advantage based on the value addition to the company's output at each level of the company (Kaplinsky & Morris, 2001). As the value chain, as explained later in this paper, encompasses the entire organization- classified as the inputs for the primary and secondary activities, the proper analysis of the same is very crucial to the overall development of the organization and its long term sustainability in this competitive world. The analysis of the value chain of the Apple Inc. showed a very critical aspect in the manufacturing and production sector of the company. This is due to the fact that Apple Inc. does not have any manufacturing facilities to produce the hardware for its products. They, instead rely on the outsourcing of

the manufacturing to Chinese corporations. This can be very detrimental to the company in the long run. Another aspect that could be improved is the Human resource aspect that makes a part of the support activity of the value chain. Our recommendations would include to build manufacturing units to buffet the firm from external influences, to make changes in the technology aspect by making the operating system open sourced and to have more robust human resource policies to make it very employee friendly.

**Diagnostics for Industrial Value Chain Development** Jul 25 2023 Promoting industrial value chains in developing countries is a promising approach to foster economic development, create jobs and induce inclusive growth while addressing social and environmental issues. However, such promotion requires understanding of the status of development in the value chain and the complex linkages among its actors and with the socio-political environment. This publication assists analysts and decision makers in obtaining a complete picture of the status quo in a given value chain using rapid data collection and analysis methods. This type of diagnostic is useful at any point of value chain development: at the outset, when choosing the value chain, during the analysis phase and later during implementation, monitoring, evaluation and adjustment.

**Value Chain Analysis for Assessing Competitive Advantage** Nov 16 2022

**Value Chain Analysis for Policy-makers and Practitioners** Dec 30 2023

**Decoding China's Export Miracle: A Global Value Chain Analysis** Jun 11 2022 In less than three decades, China has emerged as the world's largest exporting nation with more than \$2 trillion exports annually. China's quick rise as a leading exporter in the world is an unprecedented miracle. There are many theories explaining this miracle. This book adopts the global value chain (GVC) approach to analyze the Chinese export miracle over the last four decades. It focuses on the tasks rather than the gross export value and emphasizes the organizations of modern trade rather than the national comparative advantage. The GVC approach systematically explains how, in less than four decades China has evolved from a closed economy to the world's No. 1 exporting nation; why China, a developing country, has exported more high-technology products than labor-intensive products to the US; and why almost half of the US trade deficit has originated from China. The book identifies three spillover effects of GVCs that originated from brands, technology and product innovation, and distribution and retail networks of GVCs lead firms. It argues that China's deep integration with GVCs has been a decisive factor for China's emergence as the world's No.1 exporting nation and the champion of high-technology exports. In addition, this book uses iPhone trade and the operation of Apple, the largest factory-less American manufacturer, to explain how current trade statistics exaggerate China's exports to and its trade surplus with the US on the one hand, and underestimate US exports on the other hand. By using the experience of the Chinese mobile phone industry, the book argues that the GVC strategy can be a short-cut for developing countries to achieve industrialization and enable firms of developing countries to enter high-technology sectors despite their intrinsic disadvantages. At this end, the book also discusses the future trajectory of China-centered GVCs under the shadow of the US-China trade war and the COVID-19 pandemic.

**The Economy of Brands** Nov 04 2021 In many businesses brands account for the majority of shareholder value. It is crucial to understand how the economy of brands works and can be exploited to create sustainable value. The purpose of this book is to develop and enhance the understanding of the brand as an economic asset, to make better business and investment decisions.

**Agriculture Value Chain - Challenges and Trends in Academia and Industry** Jul 13 2022 This book is the first volume in a collection of contributions arising from a multidisciplinary project developed in the field of agri-food value chain analysis. The respective papers combine a range of disciplines to analyse major agri-food challenges in Europe and South America, offering readers a practical understanding of how risk and uncertainties can be managed by means of validated data and results from agri-food systems analysis. Experts from agronomy, information communication and technology, operations and supply chain management share their findings and propose novel approaches. Given its scope, the book will be of interest to a broad readership who want to learn about current agri-food challenges and requirements, and to professionals whose work involves real-life industry requirements, food and/or farming.

**Handbook of Quantitative Supply Chain Analysis** Mar 09 2022 The Handbook is a comprehensive research reference that is essential for anyone interested in conducting research in supply chain. Unique features include: -A focus on the intersection of quantitative supply chain analysis and E-Business, -Unlike other edited volumes in the supply chain area, this is a handbook rather than a collection of research papers. Each chapter was written by one or more leading researchers in the area. These authors were invited on the basis of their scholarly expertise and unique insights in a particular sub-area, -As much attention is given to looking back as to looking forward. Most chapters discuss at length future research needs and research directions from both theoretical and practical perspectives, -Most chapters describe in detail the quantitative models used for analysis and the theoretical underpinnings; many examples and case studies are provided to demonstrate how the models and the theoretical insights are relevant to real situations, -Coverage of most state-of-the-art business practices in supply chain management.

**Handbook on Global Value Chains** Apr 09 2022 Global value chains (GVCs) are a key feature of the global economy in the 21st century. They show how international investment and trade create cross-border production networks that link countries, firms and workers around the globe. This Handbook describes how GVCs arise and vary across industries and countries, and how they have evolved over time in response to economic and political forces. With chapters written by leading interdisciplinary scholars, the Handbook unpacks the key concepts of GVC governance and upgrading, and explores policy implications for advanced and developing economies alike. p.p1 {margin: 0.0px 0.0px 0.0px 0.0px; font: 10.0px Arial}

**New Horizons for a Data-Driven Economy** Mar 28 2021 In this book readers will find technological discussions on the existing and emerging technologies across the different stages of the big data value chain. They will learn about legal aspects of big data, the social impact, and about education needs and requirements. And they will discover the business perspective and how big data technology can be exploited to deliver value within different sectors of the economy. The book is structured in four parts: Part I "The Big Data Opportunity" explores the value potential of big data with a particular focus on the European context. It also describes the legal, business and social dimensions that need to be addressed, and briefly introduces the European Commission's BIG project. Part II "The Big Data Value Chain" details the complete big data lifecycle from a technical point of view, ranging from data acquisition, analysis, curation and storage, to data usage and exploitation. Next, Part III "Usage and Exploitation of Big Data" illustrates the value creation possibilities of big data applications in various sectors, including industry, healthcare, finance, energy,

media and public services. Finally, Part IV “A Roadmap for Big Data Research” identifies and prioritizes the cross-sectorial requirements for big data research, and outlines the most urgent and challenging technological, economic, political and societal issues for big data in Europe. This compendium summarizes more than two years of work performed by a leading group of major European research centers and industries in the context of the BIG project. It brings together research findings, forecasts and estimates related to this challenging technological context that is becoming the major axis of the new digitally transformed business environment.

**Mapping actors along value chains** Oct 16 2022

**Integrating Innovation Systems Perspective and Value Chain Analysis in Agricultural Research for Development** May 30 2021

Strategic Management (color) Mar 21 2023 Strategic Management (2020) is a 325-page open educational resource designed as an introduction to the key topics and themes of strategic management. The open textbook is intended for a senior capstone course in an undergraduate business program and suitable for a wide range of undergraduate business students including those majoring in marketing, management, business administration, accounting, finance, real estate, business information technology, and hospitality and tourism. The text presents examples of familiar companies and personalities to illustrate the different strategies used by today's firms and how they go about implementing those strategies. It includes case studies, end of section key takeaways, exercises, and links to external videos, and an end-of-book glossary. The text is ideal for courses which focus on how organizations operate at the strategic level to be successful. Students will learn how to conduct case analyses, measure organizational performance, and conduct external and internal analyses.

Value Chain Analysis for Assessing Competitive Advantage Jan 31 2024

Value Chains Jan 19 2023 Award-winning book showcases case studies uncovering the exploitation of labor and class in the Global South Winner of the 2018 Paul M. Sweezy—Paul A. Baran Memorial Award for original work regarding the political economy of imperialism, Value Chains examines the exploitation of labor in the Global South. Focusing on the issue of labor within global value chains, this book offers a deft empirical analysis of unit labor costs that is closely related to Marx's own theory of exploitation. Value Chains uncovers the concrete processes through which multinational corporations, located primarily in the Global North, capture value from the Global South. We are brought face to face with various state-of-the-art corporate strategies that enforce “economical” and “flexible” production, including labor management methods, aimed to reassert the imperial dominance of the North, while continuing the dependency of the Global South and polarizing the global economy. Case studies of Indonesian suppliers exemplify the growing burden borne by the workers of the Global South, whose labor creates the surplus value that enriches the capitalists of the North, as well as the secondary capitals of the South. Today, those who control the value chains and siphon off the profits are primarily financial interests with vast economic and political power—the power that must be broken if the global working class is to liberate itself. Suwandi's book depicts in concrete detail the relations of unequal exchange that structure today's world economy. This study, up-to-date and richly documented, puts labor and class back at the center of our understanding of the world capitalist system.

Youth-sensitive value chain analysis and development Aug 02 2021 This publication is intended to assist field practitioners, youth organizations and other stakeholders to identify binding constraints and viable opportunities to youth engagement in value chains that can translate into greater youth inclusion. Considering youth heterogeneity and inequalities, the youth sensitive framework for value chain analysis gives guidance to assess factors that push and pull youth into employment and entrepreneurship in value chains. The youth-sensitive value chain (YSVC) analysis is a starting point for youth-inclusive agricultural value chain development, since it identifies entry points and key actions expected to bring about the desired increase in employment and business opportunities for youth within a more attractive agriculture sector.

Contemporary Strategy Analysis Text Only Sep 02 2021 Robert M. Grant combines a highly accessible writing style with a concentration on the fundamentals of value creation and an emphasis on practicality in this leading strategy text. In this new edition, he includes an even greater focus on strategy implementation that reflects the needs of firms to reconcile scale economies with entrepreneurial flexibility, innovation with cost efficiency, and globalization with local responsiveness. This edition also incorporates some of the key strategic issues of today including: post-financial crisis adjustment, the continuing rise of China, India and Brazil, and the increased emphasis on ethics and sustainability. Coverage is also provided on strategy in not-for-profit organizations. An interactive e-Book is included with every new copy of this text, including case and author clips, quizzes and glossary flashcards. Resources for instructors include an instructor's manual, case teaching notes, test bank, teaching slides, case video clips and extra cases.

BMW Value Chain Analysis Jun 23 2023 Scholarly Research Paper from the year 2004 in the subject Business economics - General, grade: A-, Hawai'i Pacific University, course: MBA IT class, 11 entries in the bibliography, language: English, abstract: This paper will analyze how the German car manufacturer BMW derives value from information systems as well as identify the value chain activities that are affected by the identified information systems. Following analysis will be limited to the information systems that provide the greatest value to BMW in form of gaining or maintaining a competitive advantage. BMW, which stands for Bayerische Motoren Werke, is a luxury car manufacturer. The headquarters of the BMW group is in Munich, Germany, but the company is present all over the world (BMW Group, 2004). The company built high brand equity over the years through continuous branding efforts and high quality products (Interbrand, 2001). BMW is arguably the most admired carmaker in the world and BMW products inspire near-fanatical loyalty (Kiley, 2004). Michael E. Porter developed the value chain concept in 1985. Porter's value chain provides a systematic means of categorizing activities. At each stage of the value chain there exists an opportunity to contribute positively to the firm's competitive strategy by performing some activity or process in a way that is better than the competitors, and so providing some uniqueness or advantage (Porter, 1985). Value activities can be divided into two broad types, primary activities and support activities (Porter, 1985). There are five generic categories of primary activities involved in competing in any industry: (a) Inbound Logistics, (b) Operations, (c) Outbound logistics, (d) Marketing and Sales, and (e) Services (Porter, 1985). Support activities support the primary activities and can be divided in four generic categories: (a) Procurement, (b) Technology Development, (c) Human Resource Management and (d) Firm Infrastructure (Porter, 1985).

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