

JOAN MAGRETTA

UNDERSTANDING

**MICHAEL
PORTER**

*The Essential Guide to
Competition and Strategy*

HARVARD BUSINESS REVIEW PRESS

Boston, Massachusetts

Contents

Acknowledgments ix

Introduction 1

Part One: What Is Competition?

1. Competition: *The Right Mind-Set* 19
2. The Five Forces: *Competing for Profits* 35
3. Competitive Advantage: *The Value Chain and Your P&L* 63

Part Two: What Is Strategy?

4. Creating Value: *The Core* 95
5. Trade-offs: *The Linchpin* 121
6. Fit: *The Amplifier* 141
7. Continuity: *The Enabler* 159

Epilogue: *A Short List of Implications* 183

FAQs: An Interview with Michael Porter 187

A Porter Glossary: Key Concepts 211

Chapter Notes and Sources 223

Index 229

About the Author 237