



Beating Low Cost Competition: How Premium Brands can respond to Cut-Price Rivals

Adrian Ryans

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Low cost competitors, who offer “good enough” products and services at very attractive prices, are currently significantly impacting the businesses of many leading companies, and some are starting to “move up” to challenge the traditional companies in their core markets. It’s only a matter of time before most companies will feel the pressure from these aggressive, cut-price competitors. *Beating Low Cost Competition* offers a step-by-step structured approach to help executives in traditional companies with premium brands think through the options for responding to their low cost rivals and select the most appropriate strategy to win in their chosen markets.

By examining a wide-ranging group of companies from around the world, Adrian Ryans provides numerous examples of how different companies in different industries have responded to low cost competitors and analyses the effectiveness of their strategies. He also discusses the leadership and cultural challenges that many companies are facing as they take steps to respond to their low cost rivals.

Ultimately, the insights gained from this book will lead to better and more profitable business decisions.

Adrian Ryans is Professor of Marketing and Strategy at IMD, Lausanne, Switzerland. He has designed and taught on executive programs for organizations in North America, Europe, Australia and Asia, including GE, Bank of Montreal, Medtronic, Deloitte, Borealis, Saurer, Vestas, IBM, Boeing, National Semiconductor, BioWare, ASML, Holcim, Varian, Hoechst, Amgen, Fluke, LSI Logic, Hutchison Port Holdings and Qualcomm. He has also acted as a consultant for a number of leading global corporations.

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