

1. Record Nr.	UNINA9910145745903321
Titolo	Value creation [[electronic resource]] : strategies for the chemical industry / / edited by Florian Budde, Utz-Hellmuth Felcht, and Heiner Frankemolle
Pubbl/distr/stampa	Weinheim, : Wiley-VCH, c2006
ISBN	1-281-31170-7 9786611311704 3-527-61224-6 3-527-61225-4
Edizione	[2nd ed.]
Descrizione fisica	1 online resource (503 p.)
Altri autori (Persone)	BuddeF (Florian) FelchtUtz-Hellmuth FrankemolleHeiner <1957->
Disciplina	338.4761510688
Soggetti	Chemical industry - Planning Chemical industry - Management Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Value Creation; Contents; Preface; Acknowledgements; List of Contributors; 1 Today's Chemical Industry: Which Way Is Up?; 1.1 The Chemical Industry Today - A Snapshot; 1.2 Eras of the Chemical Industry; 1.3 Summary; 2 Shareholder Value Orientation: Not a Question of Whether, but How; 2.1 Capital Market Deviations as the Key Challenge for Shareholder Value Orientation; 2.2 How Capital Markets Reflect Fundamental Value Creation; 2.2.1 Capital Markets and Effects of Earnings Announcements; 2.2.2 Capital Markets and Expectations on Fundamental Value Creation 2.3 New Tools for an Advanced Shareholder Value Orientation 2.3.1 Capital Market Diagnostic: Gain an In-depth Understanding of Capital Market Signals; 2.3.2 Financing Policy: Harmonizing Financing with Strategy; 2.3.3 Investor Relations: from a PR Approach to Targeted Marketing; 2.4 Summary; 3 Structural Drivers of Value Creation in the Chemical Industry; 3.1 Introduction to the Study; 3.2 Mobility in a

Mature Industry; 3.3 What Drives Performance?; 3.4 A Closer Look at Value Creation in the Segments; 3.4.1 Commodity Companies; 3.4.2 Specialty Companies; 3.4.3 Diversified Companies
3.5 Summary4 Chemicals - Driving Innovation in Other Industries; 4.1 Liquid Crystals: Superlative, Not Superfluous; 4.1.1 Staying Power; 4.1.2 Managing an Active Patent Strategy; 4.1.3 A Customer-focused Approach Built on Expertise in Production and Application Technology; 4.1.4 Timing is Everything: Internationalization and Diversification; 4.1.5 The Best Intellectuals; 4.2 Outlook; 4.3 Summary; 5 Today's Challenges and Strategic Choices; 5.1 Overall Outlook Stable; 5.2 The Value Kaleidoscope; 5.2.1 East, West, Is Home Best?; 5.2.2 The Feedstock Rollercoaster
5.2.3 Biotechnology - Looking into the Seeds of Time5.2.4 Mergers and Acquisitions; 5.3 What Happens Next?; 5.4 Summary; 6 An Approach to Determining the Long-term Attractiveness of Commodity Chemical Businesses; 6.1 Looking beyond Cyclicalities; 6.1.1 Two Types of Costs Needed to Anticipate the Future; 6.1.2 The Role of Reinvestment Economics; 6.1.3 Learning to Love Fly-ups; 6.2 Putting the Model to Work; 6.3 The Example of Ethylene; 6.3.1 The Rise of the Middle East; 6.3.2 Awash with Stranded Gas?; 6.4 Tailoring the Model; 6.5 Conclusion; 6.6 Summary
7 Middle East: Opportunities and Challenges from the Rapid Emergence of a Global Petrochemical Hub7.1 Turning to the East; 7.1.1 Booming Demand in Asia-Pacific; 7.1.2 High Input Costs Render Western Companies Uncompetitive; 7.2 Pathways to Growth for the Middle East; 7.2.1 Local Capacity Expansion; 7.2.2 Portfolio Expansion and Forward Integration; 7.2.3 Geographic Expansion; 7.2.4 Hurdles to Overcome; 7.3 Way Forward for the West; 7.4 Capturing the Value; 7.4.1 Business Intelligence; 7.4.2 Microeconomic Rigor; 7.4.3 Managing Risks and Uncertainties; 7.4.4 Organizational Excellence
7.4.5 Execution

Sommario/riassunto

Written by a global team of top managers and senior McKinsey experts, this expanded and completely revised second edition provides a wide-ranging manual on the subject of value creation in the chemical industry. Drawing on extensive first-hand management experience, several hundred consulting engagements, and in-depth research projects, the authors outline the key ingredients for managing chemical companies successfully. The book addresses in detail key issues of strategy and industry structure, describes best practice in the core functions of the chemical business system, looks at the stat
