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Nota di contenuto	Cover; Contents; List of Figures; Abbreviations; About the Author; Acknowledgements; CONTEXT OF THE MULTI-UNIT ENTERPRISE; 1 Introduction; 1.1 Why Multi-Unit Leaders?; 1.2 What is the Multi-Unit Enterprise?; 1.3 History of the Multi-Unit Enterprise; 1.4 Disruptive Forces; 1.4.1 On-Line; Threat or Opportunity?; 1.4.2 Changing Consumer Expectations; 1.4.3 Economic Conditions; 1.4.4 Disruptive Effects; 1.5 Challenges of the Multi-Unit Firm; 1.5.1 Optimising Unit-Based Human Capital; 1.5.2 Consistency of Standards; 1.5.3 Standardisation versus Customisation 1.5.4 Format and Channel Proliferation 1.5.5 Centre versus Local Tensions; 1.6 The Multi-Unit Leader (MUL); 1.6.1 History of the Role; 1.6.2 Previous Research; 1.7 A Model of Effective Multi-Unit Leadership; 1.7.1 Research and Methodology; 1.7.1.1 Data collection; 1.7.1.2 Data analysis; 1.7.2 Conceptual Model of Effective MUL; 1.7.2.1 Drivers and clusters; 1.7.2.2 Critical dependencies; 1.7.2.3 Theoretical underpinning; 1.7.3 Book Structure and Arguments; 2 Strategic Responses to Disruption; 2.1 Mediating Factors; 2.1.1 Ownership Type;

2.1.2 Service Firm Life Cycle

2.1.3 Adaptive Expert Leadership 2.2 Strategic Responses; 2.2.1 Cost Leadership; 2.2.1.1 Supply chain efficiencies; 2.2.1.2 Labour efficiencies; 2.2.1.3 Site, plant and building efficiencies; 2.2.1.4 Operational efficiencies; 2.2.1.5 Promotions and sales efficiency; 2.2.2 Differentiation; 2.2.2.1 Amenity and experience; 2.2.2.2 Product distinctiveness; 2.2.2.3 Customer promise and service; 2.2.3 Value; 2.2.3.1 Results-based solutions; 2.2.3.2 Process quality; 2.2.3.3 Price; 2.2.3.4 Customer access costs; 2.3 Organisational Design; 2.3.1 Best Practice Design Principles

2.3.1.1 Alignment mechanisms 2.3.1.2 Gates and 'filtration' processes; 2.3.1.3 Feedback and insight loops; 2.3.1.4 Re-set mechanisms; 2.3.1.5 Rapid decision forums; 2.3.1.5 Talent planning processes; 2.3.2 Operational Roles; 2.3.2.1 Unit managers; 2.3.2.2 Area/District/Regional managers (MULs); 2.3.2.3 Regional/Zone director; 2.3.2.4 Divisional/Managing directors; 2.4 Internationalising Multi-Unit Enterprises; 2.4.1 Why Internationalise?; 2.4.1.1 Diversification and growth; 2.4.1.2 Developing markets; 2.4.1.3 Efficiency; 2.4.1.4 Defence; 2.4.2 How do Multi-Unit Enterprises Internationalise?

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vi) Ad hoc processes/change initiatives

| Sommario/riassunto | Land-based multi-unit service enterprises face significant economic disruption at the present time. A pivotal actor in these organisations is the Multi-Unit Leader (MUL) - otherwise known as District, Area or Regional Manager. Given inherent challenges and their complex positional space, how do effective MULs optimise performance? In his book, Effective Multi-Unit Leadership - full of up-to-date case studies - Chris Edger advances an Integrated Model of MUL that elucidates how key activities (sales-led service, systems and standards - 3Ss) are driven through behavioural practices (commitment, |