



Commoditization and the Strategic Response

Andrew Holmes

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Organizations and those who work within them are under attack from the increasingly pervasive impacts of commoditization. With little to distinguish one company's products and services from another or one person's skills and capabilities from the next, organizations and workers alike are finding themselves trapped in the me-too hell of commoditization. For many this means the survival of the cheapest, as price becomes the principal basis for decision making. For others it requires them to think creatively to avoid the trap of commoditization, even though this may only provide a temporary respite. In this groundbreaking book, Andrew Holmes sets out why commoditization represents such a clear and present danger to every corporation and all white-collar workers. Starting with the nature of the commodities we are familiar with such as coal and cotton, Holmes moves on to describe how commoditization is affecting entire industries and is increasingly touching the work of the professional classes. The evidence is both fascinating and compelling and it is clear that the impacts of commoditization are far reaching. The author also outlines the impact of commoditization on an organization's strategy towards brand, supply chain, value chain, innovation, pricing and competition. He explores the implications for skills, attitudes and behaviours in the workplace before describing a series of strategies for avoiding the risk and exploiting the opportunities offered by a new commoditized world, such as outsourcing, innovation, offshoring, mergers and acquisitions, divestments and first mover advantage. Holmes offers organizations and white-collar workers a range of strategic responses which can be used to combat its worst impacts. And as commoditization continues to make inroads into the corporate and working worlds, this book will be an invaluable companion to addressing the challenges which it presents.

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