



# Designing Interactive Strategy: From Value Chain to Value Constellation

*Richard Normann, Rafael Ramírez*

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Strategy is the art of creating value. It provides frameworks, conceptual models, and governing ideas that allow a company's managers to identify opportunities for bringing value to customers and for delivering that value at a profit. This book illustrates how new ways of creating value are being created by current global competition, changing markets, and new technologies. It shows how the focus of strategic analysis should not be the company or the industry, but the value-creating system itself, within which suppliers, business partners, allies, and customers work together to co-produce value.

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