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## Strategic Options in a declining industry environment

By Markus Karmann

GRIN Verlag Gmbh Aug 2013, 2013. Taschenbuch. Book  
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2012 in the subject Business economics - Business  
Management, Corporate Governance, grade: 1,0, Reutlingen  
University, language: English, abstract: At some point in time,  
business students around the world will most likely be  
confronted with the famous product and industry life cycle.  
This tool is mainly used as a marketing instrument. It offers  
advertising and investment directions for each of the three to  
five stages of the cycle. Everything in this theory seems obvious  
and clear, until the decline stage of the cycle is reached. The  
question is, is there really only one option, namely to harvest  
and then divest, in the last phase of the life cycle Is the decrease  
in revenues and profits inevitable The past shows that this is  
not necessarily the case. Some companies actually did  
generate profits and proved to be quite successful in a difficult  
market environment. Take for example the fountain pen  
maker Mont Blanc. The market for fountain pens has been  
declining for decades due to technological change (invention  
of typewriters and computers) and...



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