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Added value, enterprise value and competitive advantage

[David Walters, Michael Halliday, Stan Glaser](#) ▾[Management Decision](#)

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Abstract

This paper attempts to answer the questions raised in a previous paper by the authors ("Creating value in the 'new economy'", *Management Decision*, Vol. 40 No. 8) which dealt with how business has had to reevaluate the importance of its assets in the "new economy". The present paper now addresses the questions of how these changes affect traditional marketing delivery structures and mechanisms and, more importantly, how these changes affect the cost of marketing and the estimation of value that marketing delivers. The disciplines of marketing are such that a major role can be played in exploring the likely scenarios that will optimise competitive advantage.

Keywords

Globalization

Business strategy

Value analysis

Competitive advantage

Marketing management

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