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organizations nail down the specific features of their operating environment that can help or hinder survivability by analyzing the three influences Organizations can respond to external influences by developing three pronged capabilities efficiency resilience and prominence ERP that respond to the three survivability influences Organizations often struggle with identifying the appropriate strategies to apply under different conditions Fortunately nature provides several mechanisms that can be analogically applied to guide business strategies. The book contains many illustrations and examples of strategic principles observed among living organisms that can help an organization develop ERP capability Finally the book introduces seven strategic design heuristics Combination Elimination Separation Segmentation Replication Dynamics and Maximization observed in a living system that can be flexibly utilized to generate ideas to achieve strategic ends Black Enterprise, 2008 Entrepreneur ,1988-07 The Plumbers Trade Journal ,1897 The Poultry Item, 1920 Michigan Farmer and State Journal of Agriculture, 1911 <u>System</u> ,1921 American Agriculturist ,1900 The Churchman, 1901 The Maritime Farmer and Co-operative Dairyman ,1923 American Magazine ,1927 American Lumberman ,1910 Scientific American, 1903 California Cultivator ,1912 The Engineer ,1898

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