



Copycats: How Smart Companies Use Imitation to Gain a Strategic Edge

Oded Shenkar

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In the business world, imitation gets a bad rap. We see imitating firms as "me too" players, forced to copy because they have nothing original to offer. We pity their fate: a life of picking up crumbs discarded by innovators striding a path paved with fame and profit.

In *Copycats*, Oded Shenkar challenges this viewpoint. He reveals how imitation—the exact or broad-brushed copying of an innovation—is as critical to prosperity as innovation.

Shenkar shows how savvy imitators generate huge profits. They save not only on R&D costs but also on marketing and advertising investments made by first movers. And they avoid costly errors by observing and learning from others' trials.

Copycats presents suggestions for making imitation a core element in your competitive strategy and pairing it powerfully with innovation, including:

- How to select the right model to imitate
- How to avoid oversimplification of a model
- Which imitation strategy to use
- How to prepare and execute an implementation plan

Engaging, practical, and rich in company examples, *Copycats* unveils how to add imitation to your competitive arsenal.

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