# Documentation tool

# CRAAP Test

**Resource Title:**  
Growth and Competitiveness Strategy

**Resource URL:**  
https://open.umn.edu/opentextbooks/textbooks/growth-and-competitive-strategy-in-3-circles

**Currency: The timeliness of the information:  
  
  
When was the resource published or posted?  
Has the resource been revised or updated?  
Does your topic require current information?  
Are the links functional?**  
2012  
Reviewed in 2018  
Yes   
Yes the links are functional

**Relevance:&nbsp;The importance of the information for your needs  
  
  
Does the resource relate to your needs?  
Who is the intended audience?  
Is the information in the resource at an appropriate level for your learners?**  
Yes I am teaching business students -The 3-Circle model was developed over the past several years, initially in strategic planning for a university graduate program and in an executive MBA course designed to integrate the concepts of marketing and competitive strategy. Over the course of time, the 3-Circle model has been successfully used by hundreds of organizations throughout the world in establishing and growing their market positions. Many of the case examples in this book demonstrating applications of the 3-Circle model applications are from executives who have attended executive education training at the University of Notre Dame.

**Authority: The source of the information  
  
  
Who is the creator?&nbsp;  
What are their credentials or organizational affiliations?  
Are they qualified to write on this topic?**  
About the Contributors  
Authors  
Joe Urbany, who received his PhD from Ohio State University, is Professor of Marketing in the Mendoza College of Business at the University of Notre Dame. His work has appeared in the Journal of Consumer Research, the Journal of Marketing, Marketing Science, Harvard Business Review, the Journal of Retailing, and the Journal of the Academy of Marketing Science.  
  
James H. Davis received his PhD in corporate strategy from the University of Iowa, MBA from Idaho State University, and MEd and BA from Brigham Young University. From 1998 to 2008, he was director of the Gigot Center for Entrepreneurial Studies at the Mendoza College of Business. He received the Notre Dame College of Business MBA Outstanding Professor of the year award in 1996, 1998, and 1999. He was awarded Outstanding Professor by Purdue University’s German International School of Management Administration in 2001.

**Accuracy:&nbsp;The reliability and truthfulness of the information  
  
  
Is the information supported by evidence?  
Has the resource been reviewed or refereed?  
Are there spelling, grammar, or typographical errors?**  
  
  
  
Reviewed by James Stock, Distinguished University Professor, University of South Florida on 3/27/18  
  
Yes it is .For a text on marketing strategy, the book presents a reasonably comprehensive view of the major components of strategy. The fundamental focus of the text is the customer value proposition, which is a very good way of approaching marketing.  
Grammatical Errors rating: 5  
  
No notable grammatical errors were noted.

**Purpose:&nbsp;The reason the information exists  
  
  
Why does this resource exist? (to inform, teach, sell, entertain, or persuade?)  
Is the information fact, opinion, or propaganda?  
Are there political, ideological, cultural, religious, institutional, or personal biases?**  
It is for students   
Quote :"The 3 Circles Growth strategy is far more relevant than other text books I have used in the past. It aligns well with current business practices and the examples are easily updated by drawing from current events and publications."

**Notes:&nbsp;Are there additional questions or observations you have about this material that affect your decision to use it? (i.e. this is an opinion piece that I will use to demonstrate one side of an argument).**  
Clarity rating: 4  
  
This eBook is clear and easy to understand. The only markdown is for repetitiveness of some material.  
  
Consistency rating: 5  
  
The terminology and content flowed consistently throughout the book.  
  
Modularity rating: 5  
  
The text is easy to break into three separate sections. I used this to establish team "Board Meetings" for each circle, to help guide the class on dealing with each in detail as they worked on a strategy case in small teams.  
  
Organization/Structure/Flow rating: 5  
  
I found the three circles helped build a natural and logical progression of thought.  
  
Interface rating: 5  
  
I, nor any of my students had any problems accessing the text and materials.

**Final Recommendation:&nbsp;Will you use this resource? Why or why not?**  
The development of competitive strategy is difficult because there are a lot of moving parts, as well as hundreds of frameworks, that might potentially guide the effort. Executives appreciate how the 3-Circle model simplifies the integration of customer, firm, and competitor analysis to generate growth strategies. It also provides a common language and process for understanding and explaining competitive advantage and for identifying profitable growth strategy.  
As mentioned there might be need to to have more culturaly appropriate references