



## Core Competency-Based Strategy

*By Andrew Campbell, Kathleen Sommers Luchs*

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**Core Competency-Based Strategy** By Andrew Campbell, Kathleen Sommers Luchs

In a highly competitive business environment the ability to develop and maintain core competencies will set both you and your company well ahead of the competition. Core Competency-Based Strategy gives an up-to-the-minute picture of what industry experts have said on the subject and how it relates to business practice. It will provide an accessible and broad-based introduction to core competence to newcomers with no previous knowledge of the subject. The reader consists of thirteen full-length articles by international experts in their fields, each one supported by an explanatory introduction. The articles are divided into three sections, covering: an overview of the subject explaining the main ideas and writers involved in how competence theory since the 1950's; applications of a core competence approach to major strategic issues; examples of how competence operates on a practical level in multi-business companies and how competences are built. Core Competency-Based Strategy addresses all the key topic and issues, taking an accessible and thorough approach to the complex ideas involved in the area. It will prove an invaluable resource for students and practising managers.

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### **Review**

1. Looking Inside for Competitive Advantage 2. Understanding Organizations as Learning Systems 3. Managing Core Competency for Corporate Renewal: Towards a Managerial Theory of Core Competencies 4. Unexplored Assets for Diversification 5. Related Diversification, Core Competences and Corporate Performance 6. Targeting a Company's Real Core Competencies 7. Corporate Strategy: The Quest for Parenting Advantage 8. Building Core Skills 9. Knowledge Creator vs. Knowledge Broker: Corporate Roles in Technology Development in Diversified Firms 10. Intra-Firm Transfer of Best Practices 11. The Factory as a Learning Laboratory 12. Creating Knowledge in Practice 13. Leveraging Competencies Across Businesses

### **About the Author**

Kathleen Sommers Luchs is an Associate at the Ashridge Strategic Management Centre. She has an MBA from the London Business School and a PhD from Yale University.

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