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## Analyse Core Competencies

Core competence is a bundle of skills and technologies that enables a company to provide a particular benefit to customers'.

For example


- A Sony – benefit is *pocketability*
- core competence is miniaturization
- At Federal Express – benefit is *on time delivery*
- core competence is logistics management
- At Motorola–benefit is *untethered communication*
- core competence is wireless communication.

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## Desirable Competencies

- Valuable**
  - Allow the firm to exploit opportunities or neutralize threats in its external environment
- Rare**
  - Possessed by few, if any, current and potential competitors
- Costly to imitate**
  - When other firms cannot obtain them or must obtain them at a much higher cost
- Non- substitutable**
  - The firm is organized appropriately to obtain the full benefits of the resources in order to realize a competitive advantage

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## Threats and Opportunities

**Industry Environment**

- Set of factors directly influencing a firm and its competitive actions and competitive responses
- Threat of new entrants
- Power of suppliers
- Power of buyers
- Threat of product substitutes
- Intensity of rivalry among competitors

**Economic**

- Inflation rates
- Interest rates
- Trade deficits or surpluses
- Budget deficits or surpluses
- Personal savings rate
- Business savings rates
- Gross domestic product

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## Threats and Opportunities

**The Sociocultural Segment**

- Women in the workplace
- Workforce diversity
- Attitudes about quality of work life
- Concerns about environment
- Shifts in work and career preferences
- Shifts in product and service preferences

**The Global Segment**

- Product innovations
- Applications of knowledge
- Focus of private and government-supported R&D expenditures
- New communication technologies

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## Threats and Opportunities

**The Technological Segment**


- Product innovations
- Applications of knowledge
- Focus of private and government-supported R&D expenditures
- New communication technologies

**The Political/Legal Segment**

- Antitrust laws
- Taxation laws
- Deregulation philosophies
- Labor training laws
- Educational philosophies and policies

**The Demographic Segment**

- Population size
- Age structure
- Geographic distribution
- Ethnic mix
- Income distribution

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## Examples of each strategy type

Strength-Opportunity Strategies	Weakness-Opportunity Strategies	Strength-Threat Strategies	Weakness-Threat Strategies
Expand globally	Joint venture	Diversify	Divest
Increase sales staff	Acquire competitor	Acquire competitor	Increase promotion
Increase advertising	Expand nationally	Liquidate	Retrench
Develop new products	Backward integration	Expand locally	Restructure
Diversify	Forward integration	Re-engineer	Downsize