## CONTENTS

	List of illustrations List of contributors	vii viii
, 1	INTRODUCTION: THE EMERGING COMPETENCE PERSPECTIVE  Nicolai J. Foss	1
, 2	THE COMPETENCE PERSPECTIVE: A HISTORICAL VIEW Christian Knudsen	13
, 3	THE ORGANIZATION OF INDUSTRY Brian Loasby	38
4	COMPETITIVE ADVANTAGE AND THE CONCEPT OF CORE COMPETENCE  Bo Eriksen and Jesper Mikkelsen	54
5	COMPETENCES, TRANSACTION COSTS AND COMPETITIVE STRATEGY Paul Robertson	75
6	STRATEGIC IMPLICATIONS OF BUSINESS PROCESS RE-ENGINEERING Bo Eriksen and Raphael Amit	97
7	ANALYSING THE TECHNOLOGY BASE OF THE FIRM: A MULTI-DIMENSIONAL RESOURCE AND COMPETENCE PERSPECTIVE Jens Frøslev Christensen	111
8	STUDIES OF KEY FACTORS OF PRODUCT-DEVELOPMENT SUCCESS: A RESOURCE-BASED CRITIQUE AND REINTERPRETATION  Kirsten Foss and Hanne Harmsen	122
	ALLISTON I USS UNU ITANNE MARMSEN	133

## CONTENTS

9	THE IMPACT OF FOREIGN ACQUISITION ON THE EVOLUTION OF DANISH FIRMS: A COMPETENCE-BASED PERSPECTIVE	
	Torben Pedersen and Finn Valentin	150
10	WHITHER THE COMPETENCE PERSPECTIVE? Nicolai J. Foss	175
	Index	201

## **ILLUSTRATIONS**

## **FIGURES**

5.1	Iwo firms drawing on a single competence	86
	The convergence and divergence of firms and products	89
	The effects of innovation and obsolescence on the convergence	
	and divergence of firms and products	90
9.1	Relations between firm properties of the three clusters	160
	The average employment indices of the three clusters covering	
	the year of acquisition and the subsequent ten years	170
	TABLES	
5.1	Competences and the cost of selected strategies	78-9
	The effects of spreading knowledge on the use of competences	87
	Comparison between the BPR organization and traditional	
	types of organization	101
8.1	Key factors of success identified in two studies	144
	Average values and analysis of variance (ANOVA) of the three	
	clusters related to selected variables describing the firm	154
9.2	Average values and analysis of variance (ANOVA) of the three	
	clusters related to selected firm properties	159
9.3	The nature of transfers between an MNE and its Danish	
	subsidiaries	163
9.4	Analysis of variance of pre-acquisition employment level in	
	each of the three clusters	166
9.5	Relative shifts in emphasis on seven types of firm activity after the	
	acquisition – analysis of variance	167
9.6	Analysis of variance of the impact of the variables cluster and time	
	on post-acquisition employment level	169