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Nota di contenuto	Preface to the Second Edition; Contents; List of Contributors; Part 1 - Strategic Competencies; Chapter 1 The Competence Cycle: Translating Knowledge Into New Processes, Products and Services Joe Tidd; Definition: Identifying and Measuring Competencies; Innovation: Translating Competencies into New Products, Processes and Services; Learning: Acquiring New Competencies; Knowledge acquisition; Information distribution; Organisational memory; Conclusions; Chapter 2 What are Strategic Competencies? Richard Hall; Introduction; Competitive Advantage; Strategic Competencies "Find the Hero Inside Yourself" The valued attributes; The intangible resources which produce the valued attributes; Development scenarios; The Results of Empirical Work on the Role of Intangible Assets; A national survey into the contribution which intangible assets make to business success; The results of six case studies using product attributes and the four capabilities framework; The Knowledge-Based

View of Strategy; Continuous and discontinuous learning; Conclusion; Appendix 1; The Morgan Car Company Analysis; Chapter 3 Making Strategy Happen Peter Hiscocks and Dan Riff; Introduction Background Common Pitfalls in Making Strategy Happen; Principles that Underpin Strategy; The sum of individual actions must equal strategy; Less is more; Management must pay attention up-front; Accelerate innovation through a system approach; Bridging Vision and Reality: What is an Innovation Strategy?; Making Choices: Translating Strategy Into Action; Strategic impact and alignment; Risk and return; Resource analysis; Measuring the Progress and Impact of Action; Who does this Right and Why?; Leading Financial Services Concern; Overview; The problem; The approach; The solution; The results

Part 2 - Market Competencies Chapter 4 Brands, Innovation and Growth: The Role of Brands in Innovation and Growth for Consumer Businesses Tony Clayton and Graham Turner; Benchmarking Business Performance; Benchmarks for Growth; Do Brands Help Growth?; Scope of the Study; The Role of Brands; What the Evidence Shows; Competitiveness and Growth; Brands and Innovation; Competition, Innovation and Growth; Conclusions; Implications for Policy and for Management; Chapter 5 Technological and Market Competencies and Financial Performance Joe Tidd and Ciaran Driver; Introduction; Measures of Innovation Measures of Innovation and Financial Performance Towards a Synthesis of Measures; Conclusions; Chapter 6 Building Knowledge Management Capabilities for Innovation Projects David Tranfield, Malcolm Young, David Partington, John Bessant and Jonathan Sapsed; Background - Innovation and Strategic Advantage; The "D-R-N" Process Model of Innovation; Research Methodology; Unit of analysis - The organisational routine; Approach; Sample; Data collection; Validating the data; Case 1 Radical Product Innovation - Computer-based Training Solutions; Innovation narrative; Enabling activities Blocking activities

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## Sommario/riassunto

The business and academic communities continue to have an interest in the concepts of knowledge management and strategic competencies or core capabilities. This book attempts to establish the links between strategic competencies, knowledge management, organisational learning and innovation - specifically, how an organisation identifies, assesses and exploits its competencies, and translates these into new processes, products and services. The contributors to this book include leading researchers and practitioners in the field. Adopting a practical but rigorous approach to the subject, they focus

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