

Marketing Benchmarking, Triangulated Isomorphism, and Firm Strategy

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Abstract

The research outlines forces that threaten a firm's ability to retain competences that lead to comparative advantage. We argue that resource specialization within competence creation can create resource lock-in which can make the firm vulnerable to interfirm casual ambiguity, intra-firm casual ambiguity, and reward system misalignment. Together, the three elements can result in a triangulated isomorphism which can decrease competence retention. Also, we posit that retention of competences in the presence of triangulated isomorphism results in a new product development focus on incremental (rather than radical) innovations. Discussion and conclusion ensue.

Keywords

Competence Isomorphism Marketing strategy Causal ambiguity Transaction costs Reward systems Path dependent Lock-in Resource specialization Benchmarking

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