

**Corporate strategy, superior performance and long term value creation - illuminating the linkages by integrating inside -out and outside –in approaches in complex, turbulent and uncertain environments.**

## **INTRODUCTION**

<sup>1</sup>“Some uncertainty regarding the links between corporate strategy and performance is both inevitable and frustrating, while at the same time is necessary and beneficial”

Corporate strategy and value creation exist in a symbiotic relationship. This research proposal aims to understand and research this relationship in more depth. The burgeoning complexity of offerings, insufficient models and research has resulted in a paradox of 21<sup>st</sup> century economy- Top management has more options that yield less value and more theories and less action. This raises a question whether we are on the cusp of a new economy and corporate system with features different from those we now take for granted? - is something which needs to be investigated.

During the 1980s, top executives were judged on their ability to restructure, de-clutter, and delay their corporations. In the 1990s- 2000s, they were judged on their ability to identify, cultivate, and exploit the core competencies that make growth possible. (<sup>2</sup>Core Competence of the corporation, 1990). The current and the future times are characterised by an era of high tech information economy, complexity and hyper competition. It demands more research on the role and scope of corporate strategy in terms of value

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<sup>1</sup> Potter N, “New Perspectives of the Corporate Role in Strategy making process, Working paper Birmingham Business School 1999.

<sup>2</sup> Prahalad, C., Hamel, G. 1990. The Core Competences of the corporation. *Harvard Business Review* 68(3): 79-91

creation through, configuration, coordination and direction.

There are certain rudimentary questions to be addressed by the chief executives and corporate strategists of the company, what business the company is in and why and what should be the organizational philosophy, structure and process which will result in superior corporate performance. Although there are tools, models and processes provided in the corporate strategy research, however there exists a conundrum and a lack of coherency enough to enrich the top management.

This research will be an attempt to take a step forward in this direction. It is an effort to approach the field innovatively and intelligently by analysing and critically evaluating the Theory of Core Competence of the corporation, Resource based view of the firm and various corporate parenting frameworks enriched by dominant logic philosophy and challenged by - the modern concepts of peripheral vision and minding and managing the chaos. It will then try to build a framework by integrating all these aspects with a perspective of developing effective corporate strategy in environments characterised by high level of turbulence, dynamism, complexity and uncertainty.