

Núcleo de Negócios Internacionais

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Core Competencies as a Determinant in Highly Competitive Environments: The Mobile Telephone Sector in Minas Gerais

Abstract:

In competitive environments it is essential that companies continuously innovate resources, capabilities and skills to quickly face demands from external sources. Some authors such as Hitt, Ireland and Hoskinsson, 2000 and Hamel e Prahalad, 1995, state that core competencies promote competitive advantages and above average returns that persist until competition imitates or surpasses them. Others, Barney and Muhanna, 2004 and Peng, 2008, understand them as a set of capabilities that are valuable, rare, difficult to imitate and ones that the organization succeeds in implementing. In highly competitive environments there is evidence that effective strategic leadership by means of core competencies makes companies more agile and capable of superior performance (BARNEY; MUHANNA, 2004; PENG, 2008). This article describes the results of a survey of companies of the mobile telephone sector in Minas Gerais that investigated processes for formulation and management of core competencies as determinants in sector competition and achievement of leadership. A multi-case study was made with semi-structured interviews of the managers. Core competencies were found to be the subject of great attention and concern for organization leaders, although there are no recognized methods to promote these capabilities.