

ABSTRACT

The main aim of this thesis was to provide the knowledge to show, that the hypermarket TNCs take over the global environment in order to create a permanent and competitive strategic advantage on a global scale. This led to the research hypothesis, that the process of creating the permanent and competitive strategic advantage on a global scale requires the utility of superior unique organizational competences. By adopting the ethnographic method for gathering data and abductive reasoning in the investigation process, the author was able to create the Competence Emergence Concept (CEC) as the Grounded Theory.

The Competence Emergence Concept holistically explains the creation of organizational advantage: from the beginning- the synthesis of organizational potential to the final end- the *permanent* competitive strategic advantage on a *total scale*. This process is investigated in three major steps of research of this thesis. In the first step, the meaning of organizational capability and competence are deduced from English language dictionaries and defined in strategic management theory. The second step focuses on the dynamics of an organization, by presenting how the strategic advantage appears at the organizational level. It is explained how the organization harnesses and utilises its potential in the process of creating an organizational advantage. The differences between organizational capability, skilfulness and competence are also clarified, by differentiating between operational competences, strategic competences and competitive strategic competences as well as between organizational advantage, organizational strategic advantage and organizational competitive strategic advantage (by simultaneously delineating these phenomena). In this step phenomena such as business competition and organizational strategy are also explained and issues like organizational learning and the importance of the human factor are analysed. This leads to the third step, which explains how the hypermarket TNCs, adopting a Total Strategy, become Total Organizations leading to permanent strategic competitive advantage. The third step also raises and explains the issue of the importance of global governance in the Anthropocene.

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