

Abstract

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Citicorp was one of the most aggressive commercial bank, and it made growth rapidly with adjusting its business strategy. This paper is written about Citicorp's activity from 1950s to the end of 1990s, and written about its business strategy.

This paper uses RBV (Resource-based View) as the way of approach. RBV is a theory that explains competitive advantage by resources and capabilities inside of the company. This Theory makes the good sense for corporate competitiveness. And this paper describe about the reason how Citicorp adapted environmental changes.

As lots of banks became bankrupt at past, it is hard to manage bank appropriately. On the other hand, Citicorp had appreciated for long time means that it is effective way that Citicorp accumulated own resources and led appropriate strategies along with environmental changes. As this shows, ability of environmental changes, that is led by Citicorp's resources and capabilities, became sources of the competitive advantage. The Citicorp's efforts that manage to change its competitive position form competitive advantage to competitive parity was the efforts for sustainable competitive advantages. Sustainable competitive advantage is generated by unemulatable resources. Thus, for the originality of management, companies have to accumulate valuable and rare resources effectively, and top management has to lead to obtain external resources.