

## Competitive Advantages of a Firm without Fundamental Technology: A Case Study of Sony, Casio and Nintendo

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**Abstract :** A purpose of this study is to examine how a firm without fundamental technology is able to gain the competitive advantage. This paper examines three case studies, Sony in the flat display TV industry, Casio in the digital camera industry and Nintendo in the home game machine industry. This paper maintain the firms without fundamental technology construct two advantages, economic advantage and organizational advantage. An economic advantage involves the firm can select either high-tech or cheap devices out of several device makers, and change the alternatives cheaply and quickly. In addition, organizational advantage means that a firm without fundamental technology is not restricted by organizational inertia and cognitive restraints, and exercises the characteristic of strength.

**Keywords :** firm without fundamental technology, economic advantage, organizational advantage, Sony, Casio, Nintendo

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