



The Progressive Effect of Intangible Assets on Developing Competitive Advantage: A Case Study of the Telecommunications Sector in Algeria

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Abstract :

Through this study, we mainly aim to measure the direct progressive effect between intangible assets and competitive advantage and getting the best model that explains this effect. This study was conducted between January 3 and March 8, 2021, and was applied to a sample of 153 individuals from 33 telecoms agencies or commercial spaces of telecom operators in Algeria. We followed three approaches to processing the data and access to results, which are the descriptive, inductive and experimental approach. Where we developed a model that shows the paths of possible impacts between the studied variables (intangible assets and competitive advantage). And by relying on the survey method through data collection and analysis by using a set of descriptive statistical indicators and appropriate tests mainly stepwise regression. The main results of this study showed that some dimensions of intangible assets have a direct impact on the competitive advantage.

Key Words: Intangibility; Assets; Intangible assets; Competitive advantage.

JEL Classification : G12, L41

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Introduction :

Competitiveness has become an important topic for business organizations, especially in light of the liberalization of trade and the acceleration of globalization, as the flows and dealings crossed borders, and markets expanded, opening the way for business organizations to exploit new opportunities in new markets, for this it must rethinking the need to gain the ability to compete in a market characterized by intense competition, it has become an urgent necessity for business organizations that seek to maintain their presence within their field of activity.

Researchers 'perception differs in interpreting the ability to excel according to each of them's concept of competitive advantage. Some focus on the external factors of the competitive environment that the business organization has to keep up with, and others internal that the business organization can design and implement the appropriate strategy to occupy or defend its competitive position in



the market. It seeks to add value to the customer and thus achieve excellence in his view.

With the increasing complexity of the dynamics of competitiveness in the global environment and the emergence of new trends and strategies, the literature and management practices recognize that intangible assets are the basic pillars of business growth and value creation at present (Perrini & Vurro, 2010). Companies aim to achieve a sustainable competitive advantage by matching the needs and aspirations of the client with the company's capabilities and competencies by improving the efficiency of management, employees and technical knowledge (Ichrakie, 2013).

The telecommunications sector in Algeria has witnessed a great and very rapid development in the last decade, especially with regard to digitalization and the introduction of modern technologies, as this sector is considered one of the infrastructure necessary to move the wheel of economic growth. Moreover, all indications show that the telecom market in Algeria has reached a saturation stage in terms of the number of subscribers, which has led to the difficulty of managing marketing activities in particular, which leads to create a barrier to entry of new organizations into the telecoms market in Algeria, and the intensification of the current competition, by competing and striving to gain the confidence and satisfaction of customers and to enhance their loyalty by adopting various approaches and using various means and tools. The role of the importance of intangible resources is evident through observation and based on various studies as a basic approach to achieving advantages for telecoms companies in Algeria, and from here we present the problem of our study as follows:

To what extent are telecom companies in Algeria embracing intangible assets, and how do these assets contribute to the development of a competitive advantage?

Hypothesis of the study: The study can be guided by the following hypothesis that can be tested and analyzed as follows: Telecom operators in Algeria do not give much importance to intangible resources like other organizations that operate in various sectors. nor does it contribute to the competitive advantage that this new concept on the Algerian organizations.

The objective: The main objective of this study is to: Examining the applications of intangible resources of the telecoms operators, and its contribution to achieving and developing the competitive advantage.

Material and Method: We have followed an induction and experimental approach. Where we have developed a model that shows the relationship between the studied variables (intangible assets and competitive advantage). Dependence on the survey method by collecting and analyzing data using a set of statistical indicators such as Cronbach's Alpha test, Kolmogorov-Smirnov test for one sample, descriptive statistics (mean, standard deviation, mean standard error) and Pearson correlation coefficient to validate hypotheses.

Population and sample: The study population consists of all the agencies and commercial spaces of the telecommunication sector in Algeria, represented by



more than 320, and it is expected to increase each time. We have conducted our study on a sample of 153 individuals from 33 telecom agencies or commercial spaces in Algeria. Because the population is homogeneous in management and administrative terms, it does not matter in this case the size and type of the sample, as this size was taken to reach reliable results from several states of Algerian eastern. The studied sample consisted of 33 commercial agencies includes 170 questionnaires distributed. we retrieved 153 of them valid for study, i.e. an average of 4.63 questionnaires for each agency and it consisted of the following categories:

- **Region:** Constantine: 13 commercial agency i.e. (39.40%); Setif: 8 commercial agencies (24.24%); Annaba: 5 commercial agencies (15.15%), Mila 7 commercial agencies (21.21%).
- **Duration:** From January 3^{ed} to March 8th, 2021
- **Gender:** 87 females (56.68%); and 66 males (43.13%)
- **Education:** 112 graduated employees (73.20); 34 below graduated (22.22%), distributed as follows: 27 level of secondary school education (17.64%) and 7 level of middle school education (4.57%).
- **Age:** less than 30 years old: 34 employees (22.22%), between 30 and 50 years old: 88 employees (57.51 percent), and 31 employees over 50 years old (20.26 percent).
- **Grade:** 39 manager and assistant manager (25.49%) and 114 front office employees (74.51%)

Study sources: In our study we relied on scientific papers specially. Also the documents, data and explanations provided by the telecommunications operators, the questionnaire as a main tool for data collection for the empirical part, as well as conducting an interview with the marketing responsible.

I. Literature background:

1. Intangible assets:

Intangible assets are the most important assets to achieve competitive advantage and improve performance at the present time, they have unique characteristics and are not available and difficult to manage, so organizations seeking to exploit and manage them effectively to achieve and maintain the excellence.

1.1. Intangible assets concepts:

The concept of sustainable competitive advantage has become an important assets as a major area of study for strategic management (Rose, Abdullah , & Ismail , 2010). For example, Hit, Berman, Shimizu and Kochhar suggest that “intangible assets are more reliable than tangible assets for production a competitive advantage under current variables (yang, jiang, & li, 2010). RBV refers to those intangible assets as the main driver of sustainable competitive advantage and the basis for differentiated corporate performance.

1.2. intangible assets dimensions:

Intangible assets consist of integrated dimensions that work to achieve competitive advantage and improve performance; it has become more important



than tangible assets in new economies and modern management methods as more effective tools and assets.

a. Organizational capital: Organizational capital contributes to organizing the stability of the organization and the suitability of its activities with its environment and achieving high financial and moral quality, which raises performance. It also provides a framework for employees to work in the best conditions and make good connections consistently and well in all directions making operations more effective. (Fernandez, Montes, & Vazquez, 2000). The concept of organizational capital proposes to determine the intensity of efforts in the life cycle of the organization. The enterprise also uses the concept of stakeholders in developing the organizational capital. (Atkeson & Kehoe, 2005). There are two methods of measuring organizational capital. The first method is based on measuring the capital organization on the basis of the firm's market value. The second method is based on the measurement of capital based on the organization by estimating the production function through productivity and quality. (Miyagawa & Kim, 2008).

b. Human capital: The concept of human capital plays a major role in modern interpretations of growth theory and labor economics, where human capital is not considered a single factor in economic growth, but rather has an influence with a host of other factors, as well as developments resulting from economic growth (Mincer, 1995). The term human capital mainly refers to the knowledge that people use and produce that increases their productivity (professional qualifications) and the value of their contribution to the company. It also includes personal communications and relationships, in addition to other individual attributes such as reputation, experience, competence, and intelligence as well as job satisfaction and loyalty to the company. (Fernandez, Montes, & Vazquez, 2000). The practice of processes and procedures that develop knowledge management (KM) is constantly and significantly growing in organizations. As a result of improvements in handling KM, the race to leadership through the approaches to excellence increased knowledge at a faster pace as one of the primary sources. This includes the ability to individual and group development and work to maximize values with the least efforts and capabilities and to benefit from intangible assets and on the core competencies for the development of the organization, in light of globalization In knowledge-intensive organizations that work on the central processing of competencies, programs, and management techniques for business success (Halawi, Aronson, & McCarthy, 2005). It highlights all the variables and factors that contribute to economic growth and increase in productivity and considers human capital as a major driver. To this end, investing in human capital is essential to achieving long-term economic growth and improving productivity (Oke & Olayemi, 2012). The practice of processes and procedures that develop knowledge management (KM) is constantly and significantly growing in organizations.

c. Technological capital: The company's capital also includes technological knowledge related to intangible assets, the use of innovation techniques, digital and electronic production, and information and communication technology. (Fernandez, Montes, & Vazquez, 2000). For example, with the development of the



technology base of the Boston area, a set of partnerships were organized by owners of capital and people with knowledge and skills (Florida & Kenney, 1988).

d. Reputation: Reputation is only achieved if consumers are confident that they will buy what they intend to buy (WIPO Economics & Statistics Series, 2013). Moreover, empirical research has shown that reducing errors, improving process management and implementing measures to reduce environmental impacts and strive towards sustainability are reputational signs, allowing companies to accumulate capital symbolic in the form of the reputation of the organization. This becomes critical as it opens up new markets, especially given the increasing interest in purchasing green products. (Perrini & Vurro, 2010)

e. Relationships: It consists of potentials derived from intangible assets in dealing with the market. It includes reputation, brand, customer loyalty, long-term customer relationships, brand name, brand and distribution channels (Fernandez, Montes, & Vazquez, 2000). Researchers consistently emphasize the importance of the relationship between customers and companies that perform successful business practices in various organizations. (Oliver, Peter, Raymond, Jenny, & Leo, 2000). The concept of relationship marketing appeared in the field of service marketing and industrial marketing firstly (Taleghani, 2011); (Grönroos, 1994). Relationship marketing involves creating, maintaining and strengthening strong relationships with clients and other stakeholders. (Taleghani, 2011). This approach helps in improving the company's relationship management with clients, thus achieving a higher level of loyalty to the organization. (Ndubisi, 2007) Relationship marketing is the process of attracting organizations to customers and various partners and maintaining quality services to expand multiple relationships. (karadeniz, 2010). It consists of: technology, people, business culture, relationships, and processes. (Almotairi, 2009).

2. Competitive advantage:

Organizations try to achieve market excellence in different ways and methods in order to achieve their strategic goals and tactical objectives, whether at the level of major or detailed axes, and focus on the essential points that represent the internal and external pillars of the organization.

2.1. Meaning of Competitive Advantage:

Competitive advantage through customer satisfaction that depends on quality and perceived value to preserve the assets of organizations, especially intangible, through which organizations can exceed the performance of their competitors, and achieve long-term or permanent mutual benefits through various strategies (Khatibi & Herath, 2014). Organizations must be willing and able to create a position to defend their competitive advantage. (Bratiæ, 2011)

From a strategic point of view, companies allocate assets and efforts to achieve the unique chain strategy that will lead to a competitive advantage by reducing costs and improving customer satisfaction (Miguel & Ledur, 2011). It targets more specific supply chains and better value "high quality performance" through four competitive priorities: speed, cost, quality and flexibility. In some cases, better



value supply chains exceed all of these dimensions better than other companies' value chains. (Ketchen, Rebarick, Hult , & David , 2008).

2.2. Competitive advantage dimensions:

The primary dimensions of competitive advantage are the following: cost, quality, time, flexibility and innovation.

a. Cost: Porter (1985) acknowledges that the company can develop a sustainable competitive advantage through the adoption of two strategies: reducing cost strategy or differentiation strategy. Under cost leadership, Clement (2000) says that firms must offer the same services or products as their competitors, but at a lower cost. (Al-Rfou & Trawneh, 2010). The organization is able to compete against major competitors on the basis of low price (Bratiæ, 2011). (1937) recognizes routine transaction costs as utilization costs affecting the price mechanism. (Monsur & Yoshi, 2012). The organizations have to undertake some type of negotiation between the cost and the characteristics of their products and services.

b. Quality: The quality of a product or service is what the customer requires (Vahid, 2013). Adam and Ebert (1996): Quality can be achieved in two ways: the adoption of product design and function, and quality consistency which stands for the organizational ability to convert inputs into identical outputs according to Hale (1993), or outputs according to will reflect the specific design characteristics, and focus on quality for competitive advantage And the profitability of the organization (Khatibi & Herath, 2014).

c. Time: Organizations can consider the time factor to compete. Delivery time can be a source of competitive advantage when organizations try to reduce the time period between receiving and accepting customer orders; and requests for products or services to customers according to Stonebrake & Leong (1994). Product development speed also refers to the time factor, which is the period of time between the generation of a product idea until the realization of the final design or production according to Evans 1993 (Khatibi & Herath, 2014).

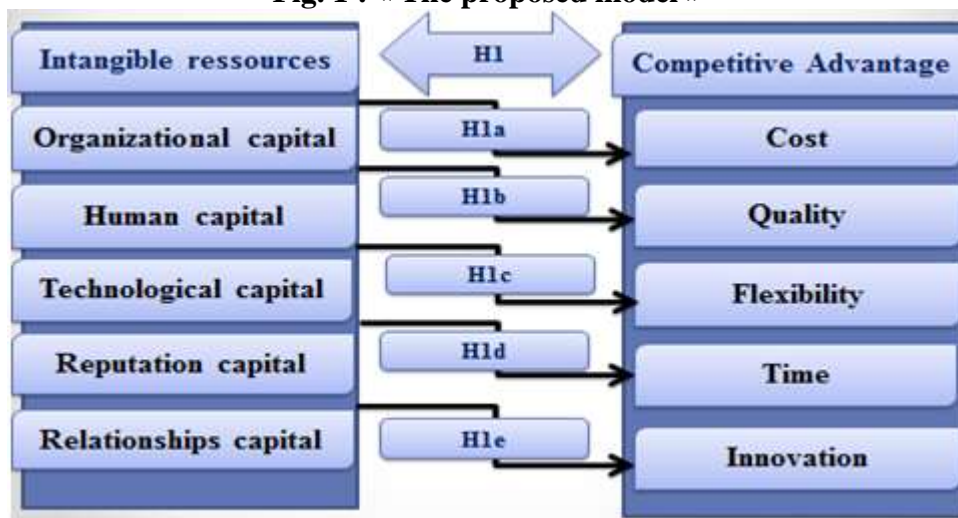
d. Flexibility: For Evans (1993): Flexibility can also be defined as the ability to adapt production capacity to changes in the environment or market demands. More flexibility with the organization's ability to track changes in consumers' tastes, needs and expectations as a result of changes in product design. (Khatibi & Herath, 2014). Where production elasticity can be of two types: volume elasticity and elasticity advantage, vertical integration gives the company greater flexibility in size and flexibility in features. (Monsur & Yoshi, 2012)

e. Innovation: The development of innovation and the application of new ideas for a new product, process or service give an impetus to the dynamic growth of the economy And increase the employment of skills to generate innovative companies (Vahid, 2013). Where the organization must be able to present new products and offers in the market in light of the new environment variables full of acceleration at all levels (Bratiæ, 2011).

II. Material and Method:

Data analysis is one of the most important stages of the scientific method, as it is essential in any study through which research activities are controlled to achieve the result related to the study mandate. The approach used in this study is essentially descriptive, then the inductive approach to generalize the results of the sample. We have also adopted the method of field studies. We relied on designing a suitable questionnaire on the basis of a five-point Likert scale. The population of this study includes all the telecommunications agencies in Algeria. We also took a multi-stage random sample and the sample size was calculated according to the specific population size, that is, 153 persons from 33 telecom agencies or commercial spaces of 300 so more than 10%. The variables of this study were defined as follows: Independent variable: includes intangible assets (organizational capital, human capital, technology capital, reputation and relationship). The dependent variable: achieving competitive advantage includes (cost, quality, time, flexibility, and innovation). We proposed a model that shows the relationship between the study variables, as shown in the following figure: In order to describe the data, we used the metrics of descriptive statistics: (mean, standard deviation, mean standard error). The Pearson correlation coefficient and multiple regressions were used to validate the hypotheses.

Fig. 1 : « The proposed model »



Source : Prepared by researchers

The proposed model that illustrates the relationships that can be measured statistically in the following steps.

III. Results and Discussion:

1. Reliability Statistics IA &CA:

At this stage, we are trying to prove the reliability of the tool to measure the dimensions.

**Table 1 : « Case Processing Summary & Reliability Statistics »**

S	Variables	Valid	%	Excluded ^a	%	Total	%	N of Items	Cronbach Alpha
X	IA	153	100	0	,0	153	100	5	,984
Y	CA	153	100	0	,0	153	100	5	,994
	All	153	100	0	,0	153	100	10	,994

Source : By researchers based on the outputs of SPSS.V23

The table shows the number of respondents, the missing values and their ratio, from the result shown in Table (1) the coefficient of the Cronbach alpha value is good for all parts of the questionnaire: intangible assets and competitive advantage, and this indicates high reliability so that the tool is able to treat the phenomenon studied.

2. Normality Test intangible assets:

In this stage, we try to test the normality of the statistical distribution of the studied phenomenon in order to determine the required tests for measurement.

Table 2 : « One-Sample Kolmogorov-Smirnov Test of intangible assets »

		Organisational capital	Human capital	Technological capital	Reputation capital	relationship capital	Intangible assets
N		153	153	153	153	153	153
Normal Parameters ^{a,b}	Mean	4.27	4.214	4.139	4.487	4.269	4.277
	Std. Deviation	.584	.602	.633	.471	.576	.560
Most Extreme Differences	Absolute	.195	.151	.125	.203	.112	.126
	Positive	.195	.122	.089	.139	.103	.105
	Negative	-.166-	-.151-	-.125-	-.203-	-.112-	-.126-
Kolmogorov-Smirnov Z		1.119	.866	.718	1.165	.641	.725
Asymp. Sig. (2-tailed)		.163	.442	.681	.132	.806	.670

a. Test distribution is Normal.

b. Calculated from data.

Source : By researchers based on the outputs of SPSS.V23

All the significant coefficients 'intangible assets' is higher than 0.05. This shows that the distribution of variables is normal according Kolmogorov-Smirnov test, so it could be used parametric tests of intangible assets part.

3. Normality Test of competitive advantage dimensions:

At this stage, we try to test the normality of statistical distribution of the phenomenon studied in order to identify the required tests to measure.

**Table 3 : « One-Sample Kolmogorov-Smirnov Test of C.A dimensions »**

		Cost	Quality	Flexibility	Time	Innovation	C.A
N		153	153	153	153	153	153
Normal Parameters ^{a,b}	Mean	4.266	4.222	4.151	4.227	4.324	4.238
	Std. Deviation	.593	.625	.644	.620	.566	.602
Most Extreme Differences	Absolute	.189	.184	.149	.139	.156	.146
	Positive	.189	.184	.108	.128	.116	.108
	Negative	-.165-	-.149-	-.149-	-.139-	-.156-	-.146-
Kolmogorov-Smirnov Z		1.084	1.058	.853	.797	.898	.838
Asymp. Sig. (2-tailed)		.191	.213	.461	.550	.396	.483

a. Test distribution is Normal.

b. Calculated from data

Source : By researchers based on the outputs of SPSS.V23

All the significant coefficients of 'competitive advantage' is higher than 0.05. This shows that the distribution of variables is normal according Kolmogorov-Smirnov test, so it could be used parametric tests of competitive advantage part.

4. Hypotheses Test:

We are trying to test the main Hypotheses of the study

H₀: The technical variables (technological capital) are not the best model that can explain the development of competitive advantage depending on the intangible assets of telecommunications companies in Algeria.

H₁: The technical variables (technological capital) are the best model that can explain the development of competitive advantage depending on the intangible assets of telecommunications companies in Algeria.

In order to test the above hypothesis, we use the Stepwise Regression model, competitive advantage as dependent variable and intangible assets as independent variables, as follows.

Table 4 : « variables included in the model and processing method (competitive advantage and intangible assets) »

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Relationship	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Technological capital	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: competitive advantage

Source : By researchers based on the outputs of SPSS.V23



The table shows the variables included in the equation as the relationship is in the first degree, the technological capital in the second degree, and the Stepwise is treatment method. It is clear that the two variables, relationships and technological capital, are the only two variables that have been entered into the regression equation because they have the largest correlation coefficient with competitive advantage and thus the largest value of $F = 712.037$ and 425.523 respectively with the level of significance estimated at $0,000$ from the following table.

**Table 5 : « Summary of the model
(Competitive Advantage and Intangible Assets) »**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.979 ^a	.958	.957	.13370
2	.983 ^b	.966	.964	.12278

a. Predictors: (Constant), Relationship

b. Predictors: (Constant), Relationship, Technological capital

Source : By researchers based on the outputs of SPSS.V23

The table shows each of the Pearson correlation coefficient R between the two independent variables relationships and technological capital and the dependent variable Competitive Advantage which is a very strong positive correlation explains the strong direct relationship between the independent and dependent variables in addition to the high R Square determination coefficient which indicates the suitability of the model for estimating The direction of the relationship between the variables. Plus the adjusted coefficient of determination resulting from the error in the estimation, with .13370 and .12278 as standard errors of estimation, shows the quality of the representation of the regression trend in the estimation of the relationship between relationships, technological capital and competitive advantage.

Table 6 : « ANOVA (Competitive Advantage and Intangible Assets) »

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.728	1	12.728	712.037	.000 ^b
	Residual	.554	31	.018		
	Total	13.282	32			
2	Regression	12.830	2	6.415	425.523	.000 ^c
	Residual	.452	30	.015		
	Total	13.282	32			

a. Dependent Variable: Competitive advantage

b. Predictors: (Constant), Relationship

c. Predictors: (Constant), Relationship, Technological capital

Source : By researchers based on the outputs of SPSS.V23

From the ANOVA table we find the value of Sig. = 000, which is less than the level of significance 0.05 for both relationships and technological capital, so we reject the null hypothesis H0 and accept the alternative hypothesis H1, which is



that the regression is significant and therefore there is a linear relationship between the study variables that is predictable towards developing the competitive advantage in terms of the two variables relations and technological capital.

Table 7 : « coefficients (Competitive Advantage and Intangible Assets) »

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.115	.153		.748	.460
	Relationship	.980	.037	.979	26.684	.000
2	(Constant)	-.420-	.249		-1.686-	.102
	Relationship	.807	.074	.806	10.836	.000
	Technological capital	.274	.106	.193	2.600	.014

a. Dependent Variable: Competitive advantage

Source : By researchers based on the outputs of SPSS.V23

The first model: The regression model between relationships and developing competitive advantage can be written as follows

$$\text{Competitive advantage} = .115 + .980 \text{ Relationship} \\ (.153) (.037)$$

Through the value of sig in the table, we find that the independent variable (relationships) is significant, that the sig is less than 0.05, while the constant coefficient is insignificant, which indicates that the reason for the significance of the regression is due to the relationships. This explains the best regression model for developing competitive advantage in terms of relationships. .

The second model: The regression model between relationships and technological capital and developing competitive advantage can be written as follows

$$\text{Competitive advantage} = -.420 + .807 \text{ Relationship} + .274 \text{ Technological capital} \\ (.249) (.074) \quad (.106)$$

Through the value of sig in the table, we find that both independent variables (relationships, technological capital) are significant because sig is less than 0.05, while the constant coefficient is insignificant, indicating that the variables included in the model (relationships, technological capital) are The reason for the significance of developing competitive advantage, which explains that the best regression model for developing competitive advantage in our study is in terms of relationships, technological capital.

Conclusion:

From the foregoing it can be concluded that. The technical variables (technological capital) and the relationship with stakeholders are the best model that can explain the achievement of competitive advantage depending on the intangible assets of telecommunications companies in Algeria through programs and software in the first instance in addition to management methods, marketing activities and organizational methods. There are also basic elements within the intangible assets that lie in human capital and organizational capital, in addition to



the reputation of the organization, which is considered one of the assets of the organization that makes a major contribution to achieving competitive advantage.

Intangible assets have become truly necessary to achieve a competitive advantage in the current era. Its importance is demonstrated at a high level of competition, as the environment changes rapidly with the discovery of high technology and science. Tangible (traditional) assets also do not lead to any significant results in these challenges, as the components of the environment become more variable over time. This requires great flexibility and very fast technology, which requires a lot of attention and vigilance in light of the changes in the modern environment.

Companies nowadays always try to earn more returns, whether financial or non-financial, by offering the best and largest values to achieve customer satisfaction and loyalty by relying on intangible assets (organizational capital, human capital, technological capital, reputation and relationships). In addition to its direct effect on enhancing performance, which reduces costs, increases quality, increases flexibility, reduces time and increases innovation, and thus achieves a competitive advantage as the main goal of companies at the present time.

For the business organization's success in achieving its objectives, it must take into account its competitors the same importance and attention it gives to current and prospective customers.

Since the competition is to satisfy customers' needs of the same need and through the same products for the same market, the thing that requires business organization monitoring and comparison of their products, their prices and the method of distribution and promotion of its products with its direct competitors, to achieve this situation, it is necessary to understand the competitive advantage and how to realize and maintain.

In order to develop and maintain the competitive advantage, the business organization works to bring about continuous innovations and improvements in its products and services and to better manage and maintain its relationship with customers,

In addition to the interest in soft technologies, management, organization and marketing methods and techniques, which are among the most recent, prominent and successful means of creating a competitive advantage in addition to innovation and creativity.

In order to develop and maintain the competitive advantage for a longer period of time, the business organization works to bring about continuous innovations and improvements in its products, how to provide its services, well manage its relationships with customers and maintain them, in addition to innovation and technology.

The modern trend is a trend towards valuing serious ideas, and it should encourage creativity in all its forms, as it can be understood and achieved in the form of new products, production methods and methods of work, enabling the business organization to strengthen its current competitive advantage and develop it in the future.



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Appendices: The Questionnaire Axe 1: Intangible assets

1 ^{est}	Human capital	Scale				
		1	2	3	4	5
X ₁₁	Individual level knowledge					
X ₁₂	Competence					
X ₁₃	Leadership ability					
X ₁₄	Risk taking and Problem solving capabilities					
X ₁₅	Education level					
X ₁₆	Experience					
2 ^{ed}	Organizational capital	1	2	3	4	5
X ₂₁	Mission- vision					
X ₂₂	Strategical- value					
X ₂₃	Working systems					
X ₂₄	Culture					
X ₂₅	Management system					
X ₂₆	Use of knowledge					
X ₂₇	Databases					
3 ^{ed}	Technological capital	1	2	3	4	5
X ₃₁	Devices and software					
X ₃₂	Modern communications and effective network					
X ₃₃	Databases for all units and various departments.					
X ₃₄	The databases Renewed continuously.					
X ₃₅	Information system is high efficiency					
4 th	Relationships	1	2	3	4	5
X ₄₁	Customers					
X ₄₂	Customers loyalty					
X ₄₃	Market					
X ₄₄	Share holders					
X ₄₅	Suppliers					
X ₄₆	Official institutions					
X ₄₇	Society					
5 th	Reputation	1	2	3	4	5
X ₅₁	Corporate image					
X ₅₂	Product or services class image					
X ₅₃	Image of origin country					
X ₅₄	Brand users image					
X ₅₅	Corporate culture and personality					
X ₅₆	Brand					
X ₅₇	Experience					



Axe 2: Competitive Advantage

1 ^{est}	Cost	Scale				
		1	2	3	4	5
Y ₁₁	The company provides its products and offers in the appropriate places					
Y ₁₂	The company facilitates obtaining products and offers with the simplest effort for the customer					
Y ₁₃	The company provides all the information to the customer in order to facilitate the purchase process					
Y ₁₄	The company works to reduce the financial costs of the customer when purchasing its products					
Y ₁₅	The company facilitates communication between it and its customers.					
2 ^{ed}	Quality	1	2	3	4	5
Y ₂₁	Improving the service quality for customers					
Y ₂₂	improving product quality					
Y ₂₃	Improving administrative efficiency					
Y ₂₄	improving organizational effectiveness					
Y ₂₅	Improving decision making quality					
Y ₂₆	Improving the company's vision					
3 ^{ed}	Flexibility	1	2	3	4	5
Y ₃₁	Developing work methods and systems					
Y ₃₂	Minimize wasted effort and summarize processes.					
Y ₃₃	Develop and differentiate products compared to competitors.					
Y ₃₄	Raising the efficiency of product distribution , sales and after-sales services					
Y ₃₅	Increase the company's market share.					
4 th	Time	1	2	3	4	5
Y ₄₁	Reducing the time to manage and exploit information					
Y ₄₂	Reducing communication time.					
Y ₄₃	Improved customer feedback in					
Y ₄₄	Reducing wasted time in business /administrative procedures.					
Y ₄₅	Quick response to provide services					
Y ₄₆	Meeting needs and desires in a time					
5 th	Creativity	1	2	3	4	5
Y ₅₁	Creating ways to monitor competition					
Y ₅₂	Creating marketing methods to improve the products performance.					
Y ₅₃	Creating products that match the customers aspirations to increase their loyalty.					
Y ₅₄	Creating the most effective promotional methods to enhance the company's ability to promote its products.					
Y ₅₅	Creating sales techniques that increase customer share.					
Y ₅₆	Creating new products that fit and evolve needs and desires					
Y ₅₇	Creating presentation methods and using technology to improve the company's image					