



Develop the Competitive Advantage from Resources Based View RBV: Case Study on the Commercial Agencies of the Telecoms Sector in Algeria

**تطوير الميزة التنافسية من وجهة النظر القائمة على الموارد
دراسة حالة الوكالات التجارية لقطاع الاتصالات في الجزائر**

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Abstract -

We aim through this study mainly to measure the relationship between the RBV and competitive advantage through its components. We have followed an induction and experimental approach. Where we have developed a model that shows the relationship between the variables (Organization resources and competitive advantage). In this study, we depended on basic resources in the soft power era and the dominant of intangible resources versus material resources, such as human capital, organizational capital, technological capital, relationships and the reputation of the organization. This study was conducted on a sample of 149 individuals from 32 telecom commercial agencies in Algeria, where the main results of this study showed the existence of a (strong - positive) correlation and effectiveness of RBV and the competitive advantage.

Key words-

Resources based view, Tangible resources, Intangible resources, Competitive advantage, Telecom sector.

الملخص

نهدف من خلال هذه الدراسة بشكل أساسي إلى قياس العلاقة والتأثير بين الموارد غير الملموسة والميزة التنافسية من خلال مكوناتها، حيث اتبعنا المنهجين الاستقرائي والتجريبي، حيث قمنا بتطوير نموذج يوضح العلاقة بين المتغيرات المدروسة (موارد المنظمة والميزة التنافسية). اعتمدنا في هذه الدراسة على الموارد الأساسية في عصر القوى الناعمة وسيطرة الموارد غير الملموسة على حساب الموارد المادية كراس المال البشري، رأس المال التنظيمي، رأس المال التكنولوجي، العلاقات وسمعة المنظمة. أجريت هذه الدراسة على عينة مكونة من 149 فرداً من 32 وكالة اتصالات أو فضاء تابع لمتعملي الإتصالات في الجزائر، حيث أظهرت النتائج الرئيسية لهذه الدراسة وجود علاقة (قوية - إيجابية) بالإضافة إلى التأثير لاستخدام الموارد غير الملموسة على الميزة التنافسية.

الكلمات الدالة: مقارنة الموارد، الموارد الملموسة، الموارد غير الملموسة، الميزة التنافسية، قطاع الاتصالات.

1. Introduction

Organizations aim to be different in order to occupy the leadership position, which helps them to survive and continue, depending on which the organizations possess the sources of power. Whereas power no longer recognizes material strength, but rather the power capable of thinking, creativity and achievement represented by competencies as a source of competitive advantage on which modern organizations are based, and when talking about the importance of this source. In light of these challenges, rethinking for new methods to gain returns and achieve top position in a highly competitive market has become a necessity if the organization wants to save its existence. Researchers differ in the interpretation of the potentials of this leadership according to each one's concept of competitive advantage. However, there is a tendency towards emphasizing the importance and role of internal resources and competencies in the process of creating and owning a competitive advantage.

Problematic

Global changes and transformations have produced a new situation, mainly represented in competition, which is the main challenge facing modern organizations, this represents a major

challenge that requires modern organizations to carefully review their organizational status, production capabilities and marketing methods, and restructure their position to fit with the environment and occupy a suitable competitive position in the market that qualifies it to success. Thus, the researchers' contributions varied about the interpretation of the nature of the factors on which the competitive advantage is based. The most important of which are those that are attributed to the organization's possession of a competitive advantage through internal resources in general and intangible resources and competencies in particular. From forgoing we present the main question of our study as follows:

How do Algerian enterprises in the telecommunications sector deal with intangible resources, and to what extent does it contribute to creating a competitive advantage?

Hypothesis of the study

We put the following hypothesis as a guide to answer our question, as follows: Telecom operators in Algeria give a great importance on resources, whether tangible or intangible which contributes to the competitive advantage based on this approach.

The objective

The main objective of this study is to: Examining the tendency of telecom operators to RBV and their contribution to achieving and developing competitive advantage.

Methods and tools

We are going to follow three approaches for processing and analyzing data and reaching results, which are the descriptive, empirical and induction approach to generalize the results. We have developed a model that shows the relationship between the studied variables (RBV and competitive advantage). Dependence on the survey method by collecting and analyzing data using a set of statistical indicators such as the Cronbach's Alpha test, Kolmogorov Smirnov for one sample test, descriptive statistics (mean, standard deviation), Pearson correlation coefficient and multiple regression to test hypotheses.

Society and sample

The study population consists of all commercial agencies for the telecommunications sector in Algeria, containing more than 320 subject to increase. We conducted our study on a sample of 149 individuals from 32 telecommunications agencies in Algeria from the four states of Constantine, Mila, Oum El Bouaghi and Setif.

Study sources

We relied in our study on research papers in particular. As well as the explanations provided by telecom operators in the form of an interview, however, the questionnaire occupied the first place as the main tool for data collection for the Empirical part.

2. Literature review

2.1. Competitive advantage

Organizations try to achieve occupy an important position in the market via 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.

Over the past two decades, the language and concepts of competitive strategy at the business level have grown by practitioners, as is evidenced by the prevalence of these plans within the overall strategy (Ward, Bickford, & Leong , 1996). Usually this comes from developing efficiency resulting from repeated experimentations with tasks, or by using their sophisticated methods and tools to take advantage of cost control. The other two methods of competitive advantage have to do with perceived value by customers who either see an attractive element of presentation (differentiation) or feel that all of their needs are best met by the organization (focus) (Al-alak & Tarabieh, 2011).

In fact, the concept of innovation differs as it can range from the commercial method used to offer the new invention to the commercialization of the product through a new process or the improvement of those products in terms of design or usage. (Reguia, 2014). The primary dimensions of competitive advantage are the following: cost, quality, time, flexibility and innovation.

2.1.1. Cost

Most organizations choose to reduce the total cost by reducing fixed costs and employee compensation rates, applying and controlling raw materials, and consistently achieving higher levels of productivity (Bulankulama & Khatibi, 2014) Aveni and Ravenscraft (1994) empirically demonstrated that although some firms had lost due to a loss of specialization in production, Through vertical integration, the business operations of an entire company can save money by reducing overhead and R&D costs. Also reduce advertising and media cost. (Monsur & Yoshi, 2012)

2.1.2. Quality

Where vertical integration allows a company to standardize, automate and simplify this process, because the company can handle an integrated process. As a result of improving product quality (Monsur & Yoshi, 2012). The organization is also able to offer product quality and performance that creates higher value for customers (Bratiæ, 2011).

2.1.3. Time

The organization is able to introduce new products faster than the major competitors (Bratiæ, 2011). The use of information technology, rapid response, and the development of company's new capabilities for learning and rapid communication. QR smart designer traditions quickly enabled many designs or even the creation of new designs (Monsur & Yoshi, 2012).

2.1.4. 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)

2.1.5. 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).

2.2.Resources based view

Intangible resources are the most important resources 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.

Several contributors to the RBV literature, and various terms, such as “capabilities,” “core competencies,” or “knowledge,” to denote these resources have offered a variety of definitions. Because it is not clear whether this abundance of vocabulary gives precision to the term or adds confusion to the RBV concept (Villalonga, 2004).

Intangible resources consist of integrated dimensions that work to achieve competitive advantage and improve performance; it has become more important than tangible resources in new economies and modern management methods as more effective tools and resources.

2.2.1. Organizational capital

Organizational capital is divided into three basic components - workforce training, employee voice, and design work (including utilization across functional production processes). (Black & Lynch, 2005). Also, organizational and institutional capital is an essential part of the knowledge that should be kept in the database for use by the workers of the organization and all stakeholders and partners, and its ease to manage through information technology. (Roman & Jana, 2012). Organizations work to develop the organizational structures to become more flexible to achieve large returns from manages the resources that the organization possesses such as materials, labor and knowledge. (Ludewig & Sadowski, 2009). A company's organizational capital consists of culture, organizational structure, organizational learning, and processes that are a vital source of competitive advantage. (López, Salazarb, Castroc, & Sáezd, 2003).

2.2.2. Human capital

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 resources and on the core competencies for the development of the organization, in light of globalization.

Knowledge management is more than just information management. It also includes activities designed to extract the implicit knowledge and explicit knowledge management with the development of a supportive culture of knowledge management that are used as part of the process of instinctive thinking of everyone. (Turner, Zimmerman, & Allen, 2012). That transforms individual knowledge into organizational knowledge. (Rašula, Vukšić, & Štemberger, 2012) (Rasula et al, 2012)

In the knowledge-based economy "the new economy", the concept of globalization has emerged strongly and knowledge and communication have become the most important resource for the organization. (Gan & Saleh, 2008). It is often defined as a "justified personal belief". (King, 2009). Interested in exploiting and developing knowledge and diagnosing its resources for the organization in order to promote the goals of the organization (Qwaider, 2011).

2.2.3. Technological capital

The company's capital also includes technological knowledge related to intangible resources, 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).

2.2.4. Reputation

Image or "reputation" refers to what you want others to think about the organization and what it produces, and what stakeholders are actually thinking about the organization and their relationship with it,

The dominant market leader has the potential to achieve a competitive advantage by developing and maintaining innovation in a market that late entrants will find difficult to overcome through the physical and psychological barriers the organization creates (Varadarajan, DeFanti, Busch, & Portfolio, 2006).

2.2.5. Relationships

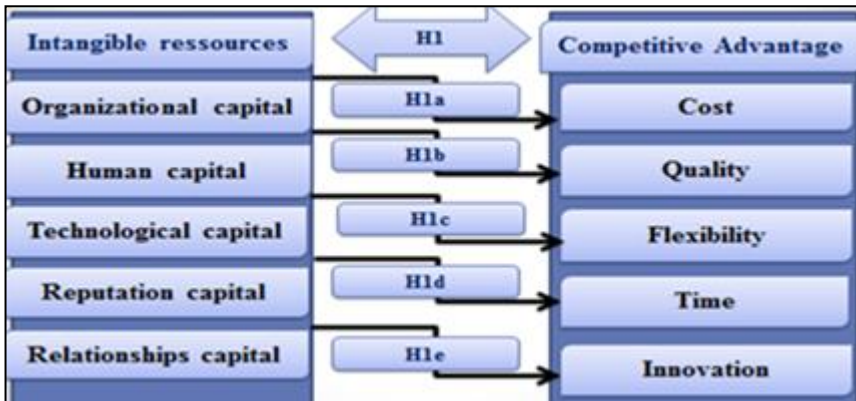
The strong competition that characterizes today's business environment seeks to build stronger relationships between the company and customers, which facilitates business procedures, (Ndubisi, 2007). This phenomenon expressed by this modern marketing concept is fully supported by the continuous trends of trade, especially electronic, as a basis for this marketing trend that had a close relationship to consumer behavior as the "key customer" was created from the transfer of interest from about the relationship between the buyer and seller to companies which have complex relationships (Rahnama, 2012). This showed the importance of the relationships resulting from the relational strategic cooperation between companies, which can be an important source of competitive advantage in terms of proposing four potential sources of competitive advantage resulting from the merger between organizations: specific and well-defined relationships, easy sharing of knowledge and the required structures and organization, Logistical resources and Effective Governance (Wu, 2013). Where positive experience and efforts of the organization can lead to increased customer satisfaction, loyalty and cooperation, which leads to an increase in the perceived value of customers according to the life cycle, thus achieving high performance and competitive advantage (Nash, Armstrong, & Robertson, 2013).

3. Methodology

The approach used in this study is basically a descriptive and induction approach to describe and generalize the sample results. We also adopted the empirical studies method. We design an appropriate questionnaire on the basis of a five-point Likert scale. The population of this study includes all telecoms commercial agencies of Algerian

telecom sector. We took a multi-stage random sample and the sample size was calculated according to the specified population size 320 i.e. 10%. We took 149 persons from 32 telecommunications agencies. The variables of this study were identified as follows: Independent variable: RBV, dependent variable: competitive advantage 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 descriptive statistics measures: the mean, standard deviation, also the Pearson correlation coefficient and multiple regression to test the hypotheses.

Fig 1. The proposed model



Source : Prepared by researchers

The proposed model that shows the relationships and effectiveness that can be treated statistically in the following steps.

3.1. Reliability Statistics RBV & 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	RBV	149	0	149	5	,932
Y	CA	149	0	149	5	,947
	All	149	0	149	10	,927

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: RBV and competitive advantage, and this indicates high reliability so that the tool is able to treat the phenomenon studied.

3.2. Normality Test intangible resources

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 RBV

		Organisation capital	Human capital	Technological capital	Reputation capital	relationship capital	Intangible resources
N		149	149	149	149	149	149
Normal Parameters ^{a,b}	Mean	4.083	4.014	4.122	4.137	4.218	4.122
	Std. Deviation	.511	.522	.604	.413	.522	.5341
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		1.122	.656	.722	1.133	.624	.555
Asymp. Sig. (2-tailed)		.161	.439	.623	.139	.813	.710

a. Test distribution is Normal.

b. Calculated from data.

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

All the significant coefficients RBV 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 RBV part.

3.3. 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	4.166	4.112	4.149	4.206	4.234	4.005
	Std. Deviation	.511	.595	.554	.604	.496	.522
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		1.124	1.112	.793	.788	.828	.844
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.

3.4. Hypotheses Test

We are trying to test the main Hypotheses of the study

3.4.1. The first hypothesis

H₀: There is no significant relationship between intangible resources and competitive advantage dimensions.

H₁: There is significant relationship between intangible resources and competitive advantage dimensions.

Table 4. Correlations between RBV and competitive advantage

		Organisational capital	Human capital	Technological capital	Reputation	relationship
Cost	Pearson Correlation	.851**	.870**	.890**	.887**	.901*
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	149	149	149	149	149
Quality	Pearson Correlation	.832**	.901**	.799**	.841**	.911*
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	149	149	149	149	149
Flexibility	Pearson Correlation	.886**	.922**	.905**	.892**	.921*
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	149	149	149	149	149
Time	Pearson Correlation	.887**	.921**	.908**	.922**	.920*
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	149	149	149	149	149
Innovation	Pearson Correlation	.895**	.912**	.877**	.911**	.923*
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	149	149	149	149	149

***. Correlation is significant at the 0.01 level (2-tailed).*

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

It is clear from the table above the significant correlation that strong and positive at error level 0.01 for all components of the RBV (Organizational capital, Human capital, Technological capital, Reputation and relationship) with all components of competitive advantage (cost, quality, time, flexibility, innovation) which explains that the studied operators depend on these resources in the first place to achieve their competitive advantages and adopt this approach, especially intangible resources which is becoming the first in importance.

3.4.2. The second Hypothesis

H₀: It is not possible for telecom companies in Algeria to achieve competitive advantage by relying on RBV.

H₁: Telecom companies in Algeria can achieve competitive advantage by relying on RBV.

In order to test the above hypothesis we use the multiple regression model, achieving competitive advantage as a dependent variable and RBV dimensions (organizational capital, human capital, technological capital, relationships, and reputation) as independent variables as follows.

Table 5. Summary of the model RBV and Competitive Advantage

Mod el	R	R ²	R ⁻²	Change Statistics				
				R ² Change	F Change	df 1	df2	Sig. F Chan ge
1	.914 a	.83 5	.82 8	.835	141.322	5	143	.000

a. Predictors: (Constant), CRM Organization, Knowledge Management, CRM Technology, Key Customer Focus

b. Dependent Variable: Flexibility

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

The table shows each of the Pearson correlation coefficient R between the independent variables RBV (organizational capital, human capital, technological capital, relationships, reputation) and the dependent variable competitive advantage, which is a very strong positive correlation that shows the strong direct relationship between the RBV and competitive advantage , in addition to the high R Square, which indicates the suitability of the model for estimating the direction of the relationship between the variables. Plus the Adjusted R Square resulting from F Change 141.322, and Sig. F Change .000 which shows the quality of the regression trend in estimating the relationship between (organizational capital, human capital, technological capital, relationships, and reputation) and achieving competitive advantage.

Table 6. ANOVA of RBV and competitive advantage

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.348	5	3.087	141.32 2	.000 b
	Residual	.612	143	.020		
	Total	12.960	148			

a. Dependent Variable: Flexibility

b. Predictors: (Constant), CRM Organization, Knowledge Management, CRM Technology, Key Customer Focus

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

From the ANOVA table, we find that the value of Sig = 000, which is less than the level of significance 0.05, so the regression is significant, and therefore there is a linear relationship between the study variables that can be predicted towards achieving competitive advantage in terms of the dimensions of RBV (organizational capital, human capital, technological capital. Relationship, reputation).

Table 7. Coefficients of RBV and Competitive Advantage

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.028-	.253		-.111-	.912
Organizational capital	.062	.180	.066	.342	.735
Human capital	.001	.099	.001	.006	.996
Technological capital	.206	.175	.172	1.178	.249
Relationships	.742	.125	.755	5.919	.000
Reputation	.714	.128	.663	5.574	.000

a. Dependent Variable: Flexibility

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

The multiple regression model can be written between the dimensions of RBV (organizational capital, human capital, technological capital, relationships, reputation) and achieving competitive advantage as follows:

Competitive advantage = -.028 + .062 Organizational capital + .001 Human capital + .206 Technological capital + .742 Relationships + .714 Reputation

Through the value of sig in the table, we find that the two independent dimensions X_4 , X_5 which express relationships and Reputation, are the significant dimensions within the RBV (sig is less than 0.05). While we find that all other variable coefficient, in addition to the constant, are not a significant because sig value greater than 0.05, which indicates that relationships and Reputation are the reason for the significance of the variance analysis of regression towards achieving competitive advantage. This explains the importance of these elements and their contribution to achieving and developing competitive advantage.

4. Conclusion

From the foregoing it can be concluded that. The correlation between the four dimensions of RBV (organizational capital, human capital, technology capital, reputation and relationship). And the dimensions of competitive advantage are significant since the values of (Sig) are less than α , which indicates the existence of a positive correlation relationship. Strong significant at the level of $= 0.05 \alpha$ between the component dimensions of RBV and the dimensions of competitive advantage. In addition to the significance of the regression, the value of Sig = 000, which is less than the level of significance 0.05, which indicates the existence of a linear relationship between the variables predictable towards achieving competitive advantage (cost, quality, flexibility, time and creativity) in terms of the dimensions of RBV (organizational capital, human capital, technology capital, reputation and relationship).

Achieving competitive advantage always forms the base for the strategic plan, where the rest of the other strategic objectives converge, such as market share, leadership, customer satisfaction and

loyalty. In general, the strategic objectives reflect the focus of the organization's strategy that seeks to achieve a competitive advantage. The results of the regression model indicated that the studied organizations seek to achieve a competitive advantage. But it is not sustainable, based on the strength of the strategic objectives and results achieved.

Work to activate contacts in order to achieve the integration and merger between individual competencies, In order to achieve collective competencies across different organization parts.

Attempting to reach out to individuals' latent energies by providing support and motivation to awaken creativity and innovativeness, this leads to its discovery, this provides the opportunity to choose the best.

Within the framework of resource and competency theory the internal analysis is dominant that is to focus without neglecting external analysis by emphasizing on identify and evaluate resources and competencies, In this context, the results indicated that the studied organizations do not focus on internal analysis as a basis for strategic analysis

Achieving a competitive advantage from the perspective of the internal resources and competencies approach requires that the resources and competencies of the organization by suitability, scarcity, non-imitation, non-transfer, which is relatively unavailable in the organizations studied.

Achieving a permanent competitive advantage requires to work on developing and renovation its resources and competencies, and creating a balance that ensures its continuous flow. The results indicated that the studied organizations do not work sufficiently to develop and renovate their portfolio of resources and competencies.

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