
Corporate Competitiveness: a Systematic Review

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ABSTRACT

The present paper is a review of the research works conducted on corporate competitiveness. The term “competitiveness” refers to capacity of a corporate in increasing production capacity by the way of introducing products and services to the market that meet the standards of the global market. Forty articles were reviewed and surveyed; these articles have been conducted in six different fields of strategic management, strategic management of marketing, marketing management, information technology (IT), knowledge management, and human resources (HR) management and among them, strategic management constituted subject matter of the main portion of the articles. Summary of the results revealed the aspects of competitive advantages measurement including competitive intelligence, pivotal merits, communicative capacities, and organizational capacities. Furthermore, in the articles under consideration, competitive intelligence and organizational capacities, among other aspects, had the lowest and highest roles respectively.

Keywords: Competitiveness, Competitive Advantage, Pivotal Merits, Organizational Capacities.

Introduction

The concept of competitiveness, in the last two decades, has drawn more attention as a result of rapid changes in consumption and demand patterns, IT revolution, and emergence of new competitors with higher qualities (local and international). The term competitive comes from Latin “Competitor” and refers to competition in business market. The competitiveness encompasses efficiency (meeting goals for minimum cost) and capability (adopting proper goals); to set goals properly is of great importance in this regard. It covers both goals and means to achieve the goals (Hallmann *et al.*, 2012). In general, the competitiveness can be

approached at three levels of national, industry, and business.

National level: the general ability a country to produce goods with merits of being introduced to international market is under consideration.

Industry level: when dealt with as the environment of micro-businesses competition between businesses, competitiveness of the industry bears an infrastructural nature and resembles the competitiveness at national level. On the other hand, when it is dealt with as a set of active businesses in a specific field and these businesses participate in a competition at

national and international level, the competitiveness bears a functional nature and resembles the competitiveness at business level.

Business level: the capability of the business to design, produce, and market the products and win larger share of the market. (Karaszewski, 2008).

Here, we only deal with surveying the studies conducted in competitiveness at business level. Corporations adopt three different approaches regarding competitiveness. One of the approaches is asset-process-performance approach. Barkely *et al.*, (2000) maintained that competitiveness is comprised of a mixture of assets, and processes. To survey competitiveness of businesses, they introduced a framework consisting three elements of competitive performance, competitive potential, and management processes.

Some scholars adopted capacity/resource oriented approach to competitiveness. They emphasized the role of internal organizational factors on competitiveness of the organization. The main goal of this approach is to emphasize on competitive advantages rooted in resource capacity of a corporate. Resources are the pillars of business and consist of financial, technological, human, and organizational contributions. In fact, merits of a business are mixture of such resources, in turns the merits are the ground for creation of competitiveness and advantages. (Peters, 1993; Smith, 1995; Pillania, 2009).

The third approach is the market-oriented approach, which implies that attitudes toward market are important factors in obtaining permanent competitiveness and merits. There are two main factors in industrial structure where the business works in it and finding accurate competitive status of the business in the market is critical

for competitiveness of a business in the market; (Liu *et al.*, 2003).

Methodology and Findings

Creditable database such as "Science Direct" and "Emerald" were searched for articles in which the term "competitiveness" was used in the title or keywords. The articles were used in further surveys. It was noticeable that the search was limited to articles published between 1990 and 2013.

Cetindamar and Kilitcioglu (2013) introduced a model to measure competitiveness of businesses in producing industries of Turkey. The model was comprised of aspects such as HR, financial resources, innovation and technology, leadership, strategies commensurate with competitive position and competitive intelligence. Validity of the model was proved by applying it on Turkish producing industries. The results showed the positive and significant effects of the aspects on export strategic success of the companies in the study.

Yee *et al.*, (2013) studied the effect of competitiveness on quality of performance. Their results, based on the data collected from 210 modern communication services stores, showed that organizations that enjoy competitiveness are featured with higher performance. Performance increase was measured based on factors such as the customer/staff's satisfaction and quality of the services provided by the business. In addition, they measured competitiveness using indices including capacities of communication with customers and suppliers, innovation and creativity, utilization of high-tech, recruitment of skillful and knowledgeable work force, and availability of financial resources.

In their research Cetindamar and Kilitcioglu (2013) proposed a model for measuring competitiveness level; the model was aimed to design bonus system. Financial,

human, IT, innovation capacities were evaluated by the model for measuring corporate competitiveness.

In their study, Vijande *et al.*, (2013) proposed a model for surveying the effect of brand/trade mark management system, innovation and market attitudes on performance of a corporation and its competitiveness. They found positive effects of brand management system on the customer and customer relation performance. On the other hand, the positive effect of innovation and market attitude on customer relation and corporate competitiveness was confirmed. The model takes innovation, creativity, and ability to communicate with customer as two effective factors on competitiveness.

Andreeva and Kianto (2012) examined the relation between knowledge management and corporate competitiveness. The study was conducted on 234 firms and validity of the model was confirmed throughout the survey. Knowledge management – capacity of human force- is the only effective factor that the model focused on.

In another study, Vines *et al.*, (2012) reviewed the effect of IT and communication on competitiveness of 100 small and average size international businesses on different industries in Peru. The competitiveness as defined by them included communication, human, and IT capabilities. The results confirmed that IT and communications are effective on competitiveness.

Salazar *et al.*, (2012) studied effect of training technique on corporate competitiveness. They studied 40 small corporations located in one of Spanish cities. Their results, based on data analysis demonstrated that implementation of training technique has improved competitiveness in the corporations under consideration. Training techniques indices used in the study are:

- Capability of the management to motivate staff to accept changes.
- Capability of the management to motivate staff to use IT.
- Capability of the management to combine organizational knowledge and experience and using them to deal with organizational issues.
- Capability of the management to create an innovative and creative environment in the organization.

Perception of tourists of competitiveness and strategic success of businesses in tourism industry in touristic centers were studied by Hallmann *et al.*, (2012). The aspects of competitiveness measured by them were logistic and organizational resources, pivotal merits, communication and organizational capabilities, and management, programming, and policies of touristic areas. The results showed acceptable competitiveness of the businesses from the tourists' viewpoint. Moreover, pivotal merits, communication capabilities, and management of the touristic areas had the highest effects on competitiveness of the touristic areas.

Phusavat *et al.*, (2012) examined effects of intellectual capital on competitiveness and strategic success of exports among the industries of Malaysia, Philippines, Indonesia, Thailand, and Singapore. The term "intellectual capital" as defined by them encompassed organizational capital, and customer-oriented capital. They concluded that intellectual capital had positive and significant effect on competitiveness, while human capital was the most effect among elements of intellectual capitals.

Role of intellectual capital on competitiveness, strategic success, and financial performance of corporations was evaluated by Kamukama *et al.*, (2011). They showed that qualified, skillful, and motivated intellectual capital leads to competitive advantage for the organization in the competitive market. In addition, acquisition

of competitive advantages improves financial performance. They defined human capabilities as one of the elements of competitiveness.

Choi *et al.*, (2010) surveyed the elements constituting competitiveness focusing on a case study of Samsung, Korea. They used the results from analyzing the data collected through questionnaires filled out by the experts to design a model to measure competitiveness. The researchers reported that communication and human capabilities, IT, innovation, and creativity were effective factors on achieving competitiveness.

Different effective aspects on competitiveness and strategic success of E-business among Canadian producing and services industries were subject of a study by Kiggundu and Uruthirapathy (2010). The aspects of competitiveness of E-business were obtained through literature review including R & D budget, technology level of the industry, professional management, qualified and skillful staff, level of customer-oriented policies adopted in the industry, market development, and competitive intelligence. They concluded that there is a positive and significant relation between competitiveness and the aspect in the industries under study. Moreover, among the most effective factors on competitive advantage and strategic success in E-business were qualified staff, customer-oriented policies, competitive intelligence, and innovation.

Abeson and Taku (2009) studied effect of resource knowledge on competitiveness. For better survey, they divided the knowledge resources into subjective and objective groups. Subjective knowledge resources refer to skills, knowledge, and experiences of the staff and the management, while objective knowledge resources are about the knowledge gained through communicating with customers, suppliers, and distributors. Based on their analyses of the data collected

from small size corporations they concluded that subjective and objective knowledge has positive and significant effect on realization of competitiveness. The study defined human and communication capabilities as aspects of competitiveness.

Park *et al.*, (2009) proposed a model for evaluating and comparing competitiveness of the Korean air post companies (four companies). By proposing a model and surveying status quo of the companies, the authors concluded that accuracy and punctuality have the highest effect of competitiveness of a company in air post business. They put more emphasis on human and financial resources, communication with customers (communication capability) and utilization of high tech communication as the aspect of competitiveness.

In another study, Niu *et al.*, (2008) compared competitiveness and strategic success of the businesses in producing sector of Taiwan, China, the USA, and Japan. The aspects used for measuring competitiveness were technology, pivotal merits, efficient marketing channels, timely services, branding, communication activities, and organizational resources. Based on the results of the survey they ranked Japan, China, the USA, and Taiwan in descending order of competitiveness.

Paprika *et al.*, (2008) examined role of decision makers and capabilities of the management on competitiveness of domestic industries of Hungary. Within a management capabilities framework, they only focused on the human force abilities effective on competitiveness. Among such abilities, communicative, pivotal merits, and IT were noticeable.

The effect of knowledge management on competitiveness was surveyed in a study by Karaszewski (2008). The effects of other effective factors on competitiveness, *i.e.*, communication capability, creativity, innovation, pivotal merits, utilization of

technology, human force abilities, were examined in the study.

Sahay *et al.*, (2006) surveyed the effect of efficiency of chain of value and congruence of the goals of the chain with business goals on competitiveness. Based on their studies on several industries in India, they concluded that being a business of high competitiveness entails with congruence of business goals (*e.g.*, attitudes toward customer, growth of market share, staff capabilities) and goals of chain of values (*e.g.*, communication and harmony with suppliers, distributors, and customers). Communication, human force abilities, and higher competitiveness were subject matter of the study.

Sirikari and Tang (2006) proposed a model for measuring success of a business and realization of competitiveness. The model was developed using Delphi, and AHP methods, and was used to survey car industry. They highlighted necessity of financial/human resources and utilization of state of the art technology for realization of competitiveness.

In their study, Tanabe *et al.*, (2004) examined effect of strategic programming and utilization of new technologies on competitiveness among chain stores in Brazil. They focused on the performance of the subjects between 1998 and 1999; the period of most dramatic changes in the business environment. Based on data analysis for the period under study, they concluded that management of the chain stores has managed to adjust their businesses with the changes in their business environment. To this end, which led to increase in competitiveness, they utilized strategic programming and new technologies in the management of their businesses.

Lie *et al.*, (2004) proposed a model for examining the effect of knowledge management on corporate competitiveness. They found the effects of knowledge management on competitiveness. The only

distinguishable aspect of the model used in the study was the emphasis put on status of business as an effective factor in knowledge management and competitiveness consequently.

Addis (2003) argued that material skills including occupational skills, IT skills and individual development skill result in development of competitiveness.

Competitiveness in the chain of value in protein food industry of Brazil was dealt by Zylbersztajn and Filho (2003). They found that communication with suppliers, distributors, vendors, and customers have a considerable effect toward gaining competitiveness for a corporation and its chain of value. These factors create immunity in the competitive market and bring in competitiveness to the businesses.

The effects of infrastructures on just in time production and the effects of which on gaining competitiveness in electronic, transit machineries in the USA, Italy, and Japan were the subject matter of a study by Ahmad *et al.* (2003). The effective infrastructures on just in time production were quality management, producing strategy, work combination system, and HR policies. For measuring competitiveness and its effects, moreover, they employed indices such as sale per unit, quality of products, timely delivery, and flexibility of products.

Man and Chan (2002) proposed a model for gaining competitiveness by small and average size businesses. Their model emphasized on entrepreneurial merits. They found that such merits have positive and significant effects on competitiveness of businesses.

In their research, Holsapple and Singh (2001) brought in a model identical with Porter's chain of value, though the proposed model was actually the chain of value of knowledge management. They argued that the model leads a business to gain competitiveness. Likewise, Porter's chain of

value, the proposed model encompassed two set of primary and secondary activities. The primary activities are acquiring, choosing, producing, internalizing, and externalizing knowledge; and the secondary activities are leading, coordinating, controlling, and measuring knowledge. Within the frame of knowledge management, different aspects of competitiveness were defined as pivotal and human force merits.

Through studying competitive status in Italian insurance industry, Petroni (2000) proposed a model for improving and gaining competitiveness in the industry. The model was implemented on some Italian insurance corporation and the results of which were confirmed. The model took the customers and trained staff as the aspects of competitiveness.

Following many other researchers, Carneiro (2000) developed a model to demonstrate effects of knowledge management on creativity and competitiveness of a business. To obtain competitiveness, the model focuses on competitive aspects such as human force abilities, IT, creativity, and innovation defined within the frame of knowledge management.

The effect of IT on competitiveness in assembly industries of the USA was surveyed by Branmorski et al. (2000). Their results confirmed the effect of IT on reducing costs, supporting innovation, and shortening the process of introducing products to the market and consequently improved competitiveness of the industries.

In another study by Burcher and Lee (2000) on the UK's car industry, the relation between utilization of new production technology and competitiveness was evaluated. They found that utilization of modern technology eventuates in gaining financial advantages, overcoming market challenges, improving business reputation, shortening delivery time, development of teams of experts, and development of staff's

skill; all of which consequently improve competitiveness.

Smith (2000) studied the effect of modeling in education, health, and retailers sectors and its effect on competitiveness in the sectors. The results showed that modeling increases competitiveness of the businesses.

In cooperation with some of European companies, Pilcher T. (1999) proposed a model for improving competitiveness and performance of the companies at international market. The management of the European company reported that modeling on other companies is the most fruitful strategy to gain higher competitiveness.

Bassant and Francis (1999) studied the effect of learning on competitiveness based on networking, communication capabilities, and learning process management. Their results for small and average size companies confirmed the effectiveness of group and network learning (teams of staff, staff and customer, staff and suppliers) on competitiveness.

Denton (1999) maintained that innovation and innovation supportive policies are of the most important factors in development of competitiveness for the organizations. Furthermore, the author approached main positive and significant indices of development of creativity and innovation and among them mentioned innovation and creativity supportive policies, innovation motivating environment, bonus and acknowledgement system for innovation and creativity, and creative and innovative techniques to utilize the data and information. Such indices may be defined under pivotal merits frame which has positive effect on competitiveness.

Kumer *et al.*, (1999) argued that the four combined elements of marketing (product, price, promotion, and distribution) and pertinent activities are the traditional factors in competitiveness in organizations. They

focused on the effect of quality on competitiveness and held that if quality, along with combined activities of marketing, is observed in every aspects of a business, winning higher competitiveness is guaranteed. In addition, approaches of other competitors can be modeled on. Among the most critical factors and elements of quality measures that lead to competitiveness is combining quality and strategies of the organization. The author concluded that this factor has positive and significant effect on competitiveness.

Pohr and Correa (1998) surveyed time-based competitiveness in Brazil. They carried out the study on 7 research institutes and concluded based on the results of data analyses that faster procedure of introducing products to market leads to lower costs and flexible, reliable, and faster delivery. These eventuate to higher competitiveness. Moreover, they argued that shorter procedure of introducing products to market may cause more hasty decision making which tackles competitiveness.

A competitiveness model with emphasis on task-based strategies for Australian producing industries was introduced by Sharma and Fisher (1997). The authors surveyed the effect of business strategies and competitive strategies on competitiveness. Porter's general strategies (leadership of cost, differentiation, and concentration) were used as business strategies that were assumed to have an effect on task-based strategies. These strategies consisted of seven strategies including 1- performance, 2- R&F, 3- marketing, 4- HR, 5- technology, 6- organizational, 7- financial. Competitiveness based on the model was defined as subjective and objective performance of the company. The former refers to the management's perception or productivity, profit, share profit, market share, the customer's satisfaction in comparison; and the latter refers to each staff's contribution toward sale, asset turnover, market share, sale, and export

performance. These elements were compared with the same of competitors.

Rosenfeld (1996) focused on effect of inter-organization networking, communication, and internal coordination on competitiveness of the organization. Two organizations were under study and the results showed that development of internal network entails with improvement of management skills and quality of product, modification in work procedure and staff organization, investment in new methods and equipment, and emphasis on strategic programming. By implementing the internal network the author found improvements such as better information access, better economic status, better access to services, peer learning, improvement in quality of product, development of new products and markets, raise of capital for less costs, and more emphasis on environmental factors. One important criticism against the study is its failure to examine capacities of external communication and its effects on competitiveness.

A model for increasing competitiveness in Elite Co. in international market was proposed by Smith (1995). The author held three concepts essential to achieve competitiveness at international level including culture balance, implementation of lean production philosophy, and emphasis on market's effects.

Feurer and Chaharbaghi (1994) highlighted the most critical elements constituting competitiveness in their model. The model called for goods with more reasonable price, flexibility, fast procedure, reliability. Capital turnover rate is also important from shareholder's viewpoint. They also mentioned empowerment of organization to achieve competitiveness in long/short-run, qualified HR, communication with customers, shareholders, and other beneficiaries. In addition, potential capacities

for utilizing new technologies and realization of pivotal merits were emphasized.

A summary of different viewpoints of researchers in the field are presented in the

table below based on the main and secondary factors pertinent to competitiveness.

Table 1. Summary of opinions of the researchers based on main and secondary factors pertinent to competitiveness

Researcher	Secondary factors	Main factors
Cetindamar&Kilitcioglu, 2013	Organizational capabilities Competitive intelligence Pivotal merits Commensurate strategies and competitive status	Competitiveness
Yee et al, 2013	Organizational capabilities Communicative capabilities Pivotal merits	Competitiveness
Cetindamar&Kilitcioglu, 2013	Organizational capabilities: - Human resources - Financial resources - Managerial procedures Pivotal merits - Leadership - IT and innovation	Competitiveness
Vijande et al, 2013	Pivotal merits: - Market attitude - Innovation and creativity - Brand attitude - Brand strategic management Communication capabilities - Customer relation	Competitiveness based on brand management
Andreeva&Kianto, 2012	Organizational capabilities - Human resources - IT	Competitiveness based on knowledge strategic management
Phusavat et al, 2012	Human capital Structural capital - Organizational capital (financial resources) - Customer orientation capital	Competitiveness based on intellectual capital
Hallmann et al, 2012	Pivotal capabilities Communication capabilities Organizational capabilities	Competitiveness
Salazar et al, 2012	Human capabilities Pivotal merits: - Creativity based - Technology based Capability to combine knowledge and organizational experience	Competitiveness based on coaching
Vinces et al, 2012	Characteristics of human resources Characteristics of local environment Cooperation with other businesses in the industry	Competitiveness based on IT
Kamukama et al, 2011	Capabilities of human resources of organization	Competitiveness based on intellectual capital
Kiggundu&Uruthirapathy, 2010	Competitive intelligence Pivotal merits: - Marketing and innovation based Organizational capabilities: - Human capabilities	Competitiveness

	-	New technology capabilities	
		Communication capabilities:	
	-	Inter/intra-organizational communication	
		Pivotal merits:	
Choi et al, 2010	-	Innovation, creativity, and quality improvement	Competitiveness
		Utilization of IT	
		Organizational capability:	
	-	Economic efficiency	
	-	Accuracy	
	-	Rapidity and security	
	-	Human capabilities	
		Source of subjective knowledge:	
	-	Organizational capability: human capability	
	-	Source of objective knowledge:	
	-	Capability to communicate with customers, suppliers, and distributors	
Abeson&Taku, 2009			Competitiveness (source of knowledge)
		Communication capabilities	
		Pivotal merits (innovation and creativity based on data)	
		Human capability	
Karaszewski, 2008			Competitiveness based on knowledge management
		Pivotal merits (innovation and creativity)	
		Communication capabilities	
		Risk taking attitude	
Paprika et al, 2008			Competitiveness based on management capability
		Organizational capabilities (financial and human resources)	
		Pivotal capabilities (based on marketing and innovation)	
		Timely services	
		Branding	
Niu et al, 2008			Competitiveness
		Financial resources	
		HR	
		IT	
		Market development	
		Production improvement	
		Organizational capabilities (human and financial resources)	
		Communication capabilities (communication with customers, suppliers, and distributors)	
Sahay et al, 2006			Competitiveness based on efficiency of chain of value
		Knowledge management:	
	-	Knowledge acquisition	
	-	Redefinition of knowledge	
	-	Knowledge reserve	
	-	Knowledge sharing	
Liu et al, 2004			Competitiveness
		Strategic programming	
		New technologies	
Tanabe et al, 2004			Competitiveness
		Quality management	
		Production strategy	
		Combination of works	
		Organizational capabilities (HR)	
		Organizational capabilities:	
		HR	
		IT	
Addis, 2003			Fundamental skills
		Communication with:	
	-	Customers	
Zylbersztajn&Filho, 2003			Communication capabilities

	- Suppliers and distributors - Retailers	
Man & Chan, 2002 Holsapple & Singh, 2001	Pivotal merits based on entrepreneurship Organizational capabilities Pivotal merits	Competitiveness Chain of value of knowledge management
Carneiro, 2000	Capabilities: - Human Pivotal merits: - Innovation and creativity - Marketing based	Competitiveness based on knowledge management
Petroni, 2000	Organizational capabilities (human, financial) Pivotal merits (marketing based) Communication capabilities (communication with customers) Reputation of corporation Organizational Restructuring Type of strategy and strong distribution	Elements of competitiveness
Bramorski et al, 2000	Cost reduction, innovation, and shortening production path to the market	Competitiveness based on IT
Burcher & Lee, 2000	- Advanced production technologies: Organizational capabilities (cost reduction, staff skill development) - Fighting market threats - Shortening production path to the market	Competitiveness
Smith, 2000	Modeling	Competitiveness
Denton, 1999	Based on innovation and creativity: - Innovation and creativity fostering culture - Development of innovation fostering environment, innovation and creativity reward system Utilization of data and information through innovating and creative methods	Pivotal merits
Kumar et al, 1999	Integrating quality and organization's strategies through: - Organizational capabilities (human & financial) - Organizational learning - Customer satisfaction - Lean production and permanent development	Competitiveness based on quality
Pilcher, T, 1999	- Leadership: Management of organizational capabilities (human, financial) - Strategy and policy Processes: - Customers, staff, and society's satisfaction	Competitiveness based on modeling
Bessant & Francis, 1999	Marketing based Customer centered Lean production Permanent development	Pivotal merits
Rohr & Corrêa, 1998	Staff's communications skills among themselves, with customers, and with suppliers	Communication capabilities
Sharma & Fisher, 1997	Rapidity of introduction of products to market Flexible, fast, and reliable product delivery Cost leadership strategy	Competitiveness based on time period Competitive strategies

	Differentiation strategy Concentration strategy	
	Organizational capabilities: - Financial - Human Pivotal merits: - R&D - Innovation and creativity and utilization of technology	Business strategies
Rosenfeld, 1996	Networking inside the organization Free internal communications Coordination between internal wards	Competitiveness based on networking
Smith, 1995	Culture balance Lean production Effects of market	Global competitive advantage

A look on the articles published about competitiveness makes it clear that these articles can be classified into some fields of studies. Although all of them deal with competitiveness, each has focused on specific

factors as a dependent variable. For instance, some papers have focused on IT and some others on role of marketing strategic management. Following table lists the papers based on their fields.

Table 2. Papers on competitiveness based field under focus

No.	Author	Field of study
1	Feurer & Chaharbaghi, 1994	Marketing management
2	Smith, 1995	Marketing management
3	Rosenfeld, 1996	Marketing strategic management
4	Sharma & Fisher, 1997	Strategic management
5	Rohr & Corrêa, 1998	Marketing management
6	Bessant & Francis, 1999	Marketing strategic management
7	Denton, 1999	Marketing management
8	Kumar et al, 1999	Marketing management
9	Pilcher, T, 1999	Marketing strategic management
10	Carneiro, 2000	Knowledge management
11	Petroni, 2000	Marketing management
12	Bramorski et al, 2000	IT
13	Burcher & Lee, 2000	IT
14	Smith, 2000	Marketing strategic management
15	Holsapple & Singh, 2001	Knowledge management
16	Man & Chan, 2002	Marketing strategic management
17	Ahmad et al, 2003	Marketing strategic management
18	Addis, 2003	HR management
19	Zylbersztajn & Filho, 2003	Marketing management
20	Tanabe et al, 2004	Marketing strategic management
21	Liu et al, 2004	Knowledge management
22	Sirikrai & Tang, 2006	Marketing management
23	Sahay et al, 2006	Marketing strategic management
24	Karaszewski, 2008	Knowledge management
25	Paprika et al, 2008	HR management
26	Niu et al, 2008	Marketing strategic management
27	Park et al, 2009	Marketing strategic management
28	Abeson & Taku, 2009	Knowledge management
29	Kiggundu & Uruthirapathy, 2010	Marketing strategic management

30	Choi et al, 2010	Marketing management HR management
31	Kamukama et al, 2011	Marketing strategic management HR management
32	Phusavat et al, 2012	Marketing strategic management
33	Hallmann et al, 2012	Marketing strategic management
34	Salazar et al, 2012	HR management
35	Vinces et al, 2012	IT
36	Andreeva&Kianto, 2012	Marketing strategic management
37	Vijande et al, 2013	Marketing strategic management
38	Cetindamar & Kilitcioglu, 2013	HR management
39	Yee et al, 2013	Marketing strategic management
40	Cetindamar & Kilitcioglu, 2013	Marketing strategic management

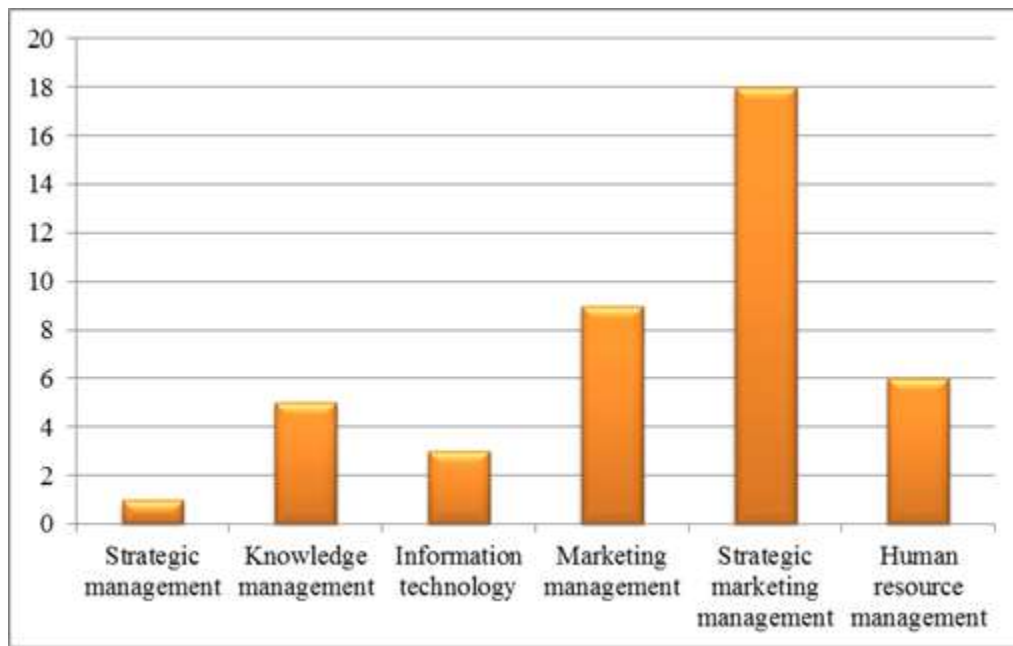


Figure 1. Studies on competitiveness based on the field under study

As demonstrated in the diagram, fields such as marketing strategic management and marketing management are the main concerns of majority of the studies, while strategic management is subject to fewer studies.

Our surveys of the 40 articles showed that in general, aspects communication capabilities, organizational capabilities, pivotal merits, and competitive intelligence were considered as the aspects effective on development of competitiveness. The table below lists the studies that dealt with these aspects.

Table 3. The aspects under study in the articles

Element under study	Researcher
Communication capabilities	Feurer & Chaharbaghi, 1994
	Bessant & Francis, 1999
	Petroni, 2000
	Zylbersztajn & Filho, 2003
	Sahay et al, 2006
	Karaszewski, 2008

	Paprika et al, 2008
	Abeson & Taku, 2009
	Choi et al, 2010
	Hallmann et al, 2012
	Vijande et al, 2013
	Yee et al, 2013
	Feurer & Chaharbaghi, 1994
	Sharma & Fisher, 1997
	Kumar et al, 1999
	Pilcher, T, 1999
	Carneiro, 2000
	Petroni, 2000
	Burcher & Lee, 2000
	Holsapple & Singh, 2001
	Ahmad et al, 2003
	Addis, 2003
	Sirikrai & Tang, 2006
	Karaszewski, 2008
	Sahay et al, 2006
	Niu et al, 2008
	Park et al, 2009
	Abeson & Taku, 2009
	Kamukama et al, 2011
	Phusavat et al, 2012
	Hallmann et al, 2012
	Salazar et al, 2012
	Andreeva & Kianto, 2012
	Vinces et al, 2012
	Cetindamar & Kilitcioglu, 2013
	Yee et al, 2013
	Cetindamar & Kilitcioglu, 2013
	Feurer & Chaharbaghi, 1994
	Sharma & Fisher, 1997
	Denton, 1999
	Bessant & Francis, 1999
	Carneiro, 2000
	Petroni, 2000
	Holsapple & Singh, 2001
	Man & Chan, 2002
	Karaszewski, 2008
	Paprika et al, 2008
	Niu et al, 2008
	Kiggundu & Uruthirapathy, 2010
	Choi et al, 2010
	Hallmann et al, 2012
	Salazar et al, 2012
	Vijande et al, 2013
	Cetindamar & Kilitcioglu, 2013
	Yee et al, 2013
	Cetindamar & Kilitcioglu, 2013
	Cetindamar & Kilitcioglu, 2013
	Kiggundu & Uruthirapathy, 2010
	Cetindamar & Kilitcioglu, 2013
	Kiggundu & Uruthirapathy, 2010
Organizational capacities	
Pivotal merits	
Competitive intelligence	

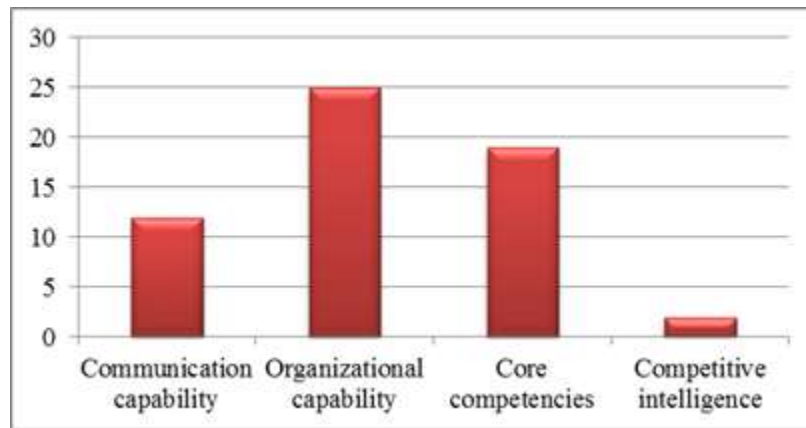


Figure 2. The aspects dealt with in previous and present studies

Discussion and Conclusion

Fried analysis was conducted to survey published articles on competitiveness and the aspects, which were indexed in two credible scientific datacenters Emerald and Science Direct. The goals of the survey were to determine the effective factors on competitiveness of businesses. Out of the 40 articles surveyed in this study, the main aspects for measuring competitiveness were found, including competitive intelligence, pivotal merits, organizational capabilities, and communication capabilities. Among them, organizational capabilities and competitive intelligence had the highest and lowest applications. As the results showed, competitiveness has been surveyed in marketing strategic management, strategic management, marketing management, IT, knowledge management, and HR management. Furthermore, maximum and minimum frequencies were marketing strategic management and strategic management respectively. These results might be helpful for further researches on competitiveness, its aspects, and measurements at businesses level.

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