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The Impact of Competitive Advantage on Project Success in Vitality Zone Fitness Club in Riyadh, KSA (Case Study)

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Final Project - 2
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Date of submission – 3rd semester - 2024

Acknowledgment

I want to express my sincere appreciation to Midocean University and the individuals whose contributions and support have greatly enhanced the quality and rigor of this research.

First and foremost, I am grateful to my primary advisor, Mrs. Mona Mustafa Al Ashri, for her unwavering guidance, insights, and constant encouragement throughout the research period. Her expertise and wisdom were invaluable assets to this project.

I extend my appreciation to my friends and colleagues, who have been supportive throughout and provided a stimulating academic environment. Their encouragement was immensely motivating during my challenging research journey.

Lastly, I am thankful to my family for their understanding, encouragement, and support.

Dedication

To all those who contributed to the success of this research, I thank you for your efforts and dedication. It was a valuable and fruitful experience, and I hope that this research work will be useful to society and the future.

Thank you.

Abstract

Purpose:

Methodology:

Findings:

Originality & Implication:

Keywords:

Table of Contents

Acknowledgment	1
Dedication	2
Abstract	3
1. Chapter 1: Introduction	8
1.1. Research Background.....	9
1.2. Research Problem.....	11
1.2.1. Theoretical Gaps	11
1.2.2. Practical Gaps	12
1.3. Research Significance	12
1.3.1. At the theoretical level	13
1.3.2. At the practical level	13
1.4. Research Questions	14
1.5. Research Objectives	14
1.6. Research Hypotheses.....	14
1.7. Research Model.....	15
1.8. Scope of The Study	16
1.9. The Project Structure.....	16
2. Chapter 2: Literature Review.....	17
2.1. Introduction	18
2.2. The independent variable	18
2.3. The dependent variable	21
2.4. The relationship between the independent and the dependent variables	22
2.5. Conclusion.....	23
3. Chapter 3: Research Methodology.....	24
3.1. Introduction	25
3.2. Operational definitions for research variables	25
3.3. Research design (research onion).....	25
3.4. Research population & Sampling methods and technique.....	26

3.5.	Data collection method.....	27
3.6.	Types of data	28
3.7.	Statistical analysis procedures.....	29
3.8.	Conclusion.....	30
4.	Chapter 4: Statistical Analysis & Findings discussion	31
4.1.	Introduction	32
4.2.	Sample profile (descriptive statistics for research sample).....	32
4.3.	Validity & reliability tests for the questionnaires	35
4.4.	Descriptive statistics for research variables (answer research questions).....	40
4.5.	Testing Hypotheses & Findings Discussion	43
4.6.	Conclusion.....	49
5.	Chapter five: Research limitations, Recommendations & Conclusion.....	50
5.1.	Research Limitations & Future Research.....	51
5.2.	Research Recommendations	51
	References	53
	Appendix	56

List of Figures:

List of Tables:

1. Chapter 1: Introduction

1.1. Research Background

Nowadays any project seeks success and excellence needs to consider the competitive advantage, there is a close link between competitive advantage and project success. “Several studies have been made in this field due to the importance of finding what success is and how it is measured” (PMI, 2013).

Initially, project success was referred to as reaching the objectives and the planned results in compliance with predetermined conditions of time, cost, and performance. As knowledge in the project management field developed, the “golden triangle” was considered not enough to define project success. Project success was recognized to be a complex, multi-dimensional concept encompassing many attributes (Mir, Pinnington, 2014).

Barney [2002: 9] says that “a firm experiences competitive advantages when its actions in an industry or market create economic value and when few competing firms are engaging in similar actions”. To compete in any industry, companies must perform a wide array of discrete activities such as processing orders, calling on customers, assembling products, and training employees. (Porter, 1985)

Many organizations don't have enough knowledge of the importance of applying competitive advantage strategies and how this effect negatively achieves project objectives successfully. In this research, we shed light on the competitive advantage strategy that enhances the project's success.

The previous studies and research highlight a lot of methodologies, factors, and criteria for competitive advantage, this literature review will enable us to research and guarantee that our study will add significant value to this topic.

In this research, we addressed some deficiencies in competitive advantage such as the lack of knowledge, the importance of innovation, and quality, and how these factors directly effect to the competitive advantage and project success.

All these topics will target a large segment of project stakeholders (internal & external) to obtain their satisfaction which cause project success.

Scholars and researchers will find this study useful if they wish to use the findings as a basis for current and further research on the subject. The study will assist other scholars who wish to pursue other researches in the same field. The study will assist them gain knowledge and get some literature which may be of a great to them in their researches. (Chege, 2017).

1.2. Research Problem

The role of knowledge as the key source for competitive advantage in enterprises has become a hotly debated topic. The idea that knowledge can be managed is fundamental to the related notions of the knowledge-based business, the learning enterprise and the management of intellectual capital. The recent interest in these overlapping concepts reflects important phenomena that enterprises have to deal with, such as perceptions of increased competition, rates of change and market turbulence. Enterprises are hence looking for new ways to remain in business or compete effectively. (Ndlela, 2001)

1.2.1. Theoretical Gaps

Lack of understanding of the importance of knowledge as a competitive resource. The role of knowledge as the key source for competitive advantage in enterprises has become a hotly debated topic. The idea that knowledge can be managed is fundamental to the related notions of the knowledge-based business, the learning enterprise and the management of intellectual capital. The recent interest in these overlapping concepts reflects important phenomena that enterprises have to deal with, such as perceptions of increased competition, rates of change and market turbulence. Enterprises are hence looking for new ways to remain in business or compete effectively. (Ndlela, 2001).

1.2.2. Practical Gaps:

Applications of Innovation Methodology in Competitive Advantage Study

The importance of applying Total Quality Management in competitive advantage strategy to drive project success. Total Quality Management does produce value, through a variety of benefits: improved understanding of customers' needs; improved customer satisfaction; improved internal communication; better problem-solving; greater employee commitment and motivation; stronger relationships with suppliers; fewer errors; and reduced waste (Juran, 1988; Schmidt and Finnigan, 1992; Spechler, 1991).

This study addresses the following main research question is

“What is the impact of the competitive advantage on achieving project success?”

1.3. Research Significance

The ability to stay ahead of present or potential competition, thus superior performance reached through competitive advantage will ensure market leadership. Also it provides the understanding that resources held by a firm and the business strategy will have a profound impact on generating competitive advantage. Differentiation strategy is usually developed around many characteristics such as product quality, technology and innovativeness, reliability, brand image, firm reputation, durability, and customer service, which must be difficult for rivals to imitate (Mose, 2010).

1.3.1. At the theoretical level

Competitiveness is a key factor of success on national and international market and can be observed at the level of economy, sector (industry), company or individual products or groups of products. The measurement of competitiveness and comparative advantages based on different theories (Rikardo, Hecksher-Ohlin) create a number of difficulties that are primarily related to the coverage of a large number of factors of comparative advantage as well as the difficulty of measuring and comparing these factors across countries and 15 sectors (Utkulu, Seymen, 2004).

1.3.2. At the practical level

Demir (2017) accentuated the importance of a holistic approach for the identification of risks and strategic management of competitive advantage in industrial zone company managers and owners ..etc.

According to Kotler (2012), in the competition it is important to develop competitive strategies that would stand out from its competitors, but firstly it is essential to know its market position, goals, capacities and resources.

Hanningtone, Struwig, Smith (2013) stated that competitive advantage is sustainable when rival firms give up plans to imitate the resources of the competitors or when barriers to imitation are high. When the imitative actions have come to an end without disrupting the firm's competitive advantage or when it is not easy or cheap to imitate, the firm's competitive strategy can be called "sustainable".

1.4. Research Questions

Sub Question 1: What is the impact of the value creation on project success?

Sub Question 2: How do stakeholders' satisfaction and project success?

Sub Question 3: What are competitive advantage factors that lead to project success?

Sub Question 4: What strategy can enhance the competitive advantage on project success?

1.5. Research Objectives

General Objective: Explore the relationship between the competitive advantage and Project Success.

Identify the impact of the value creation on project success

Examine the role of stakeholders' engagement on project success

Evaluate the factors of competitive advantage that lead to project success

Explore the strategy of application competitive advantage to achieve project success

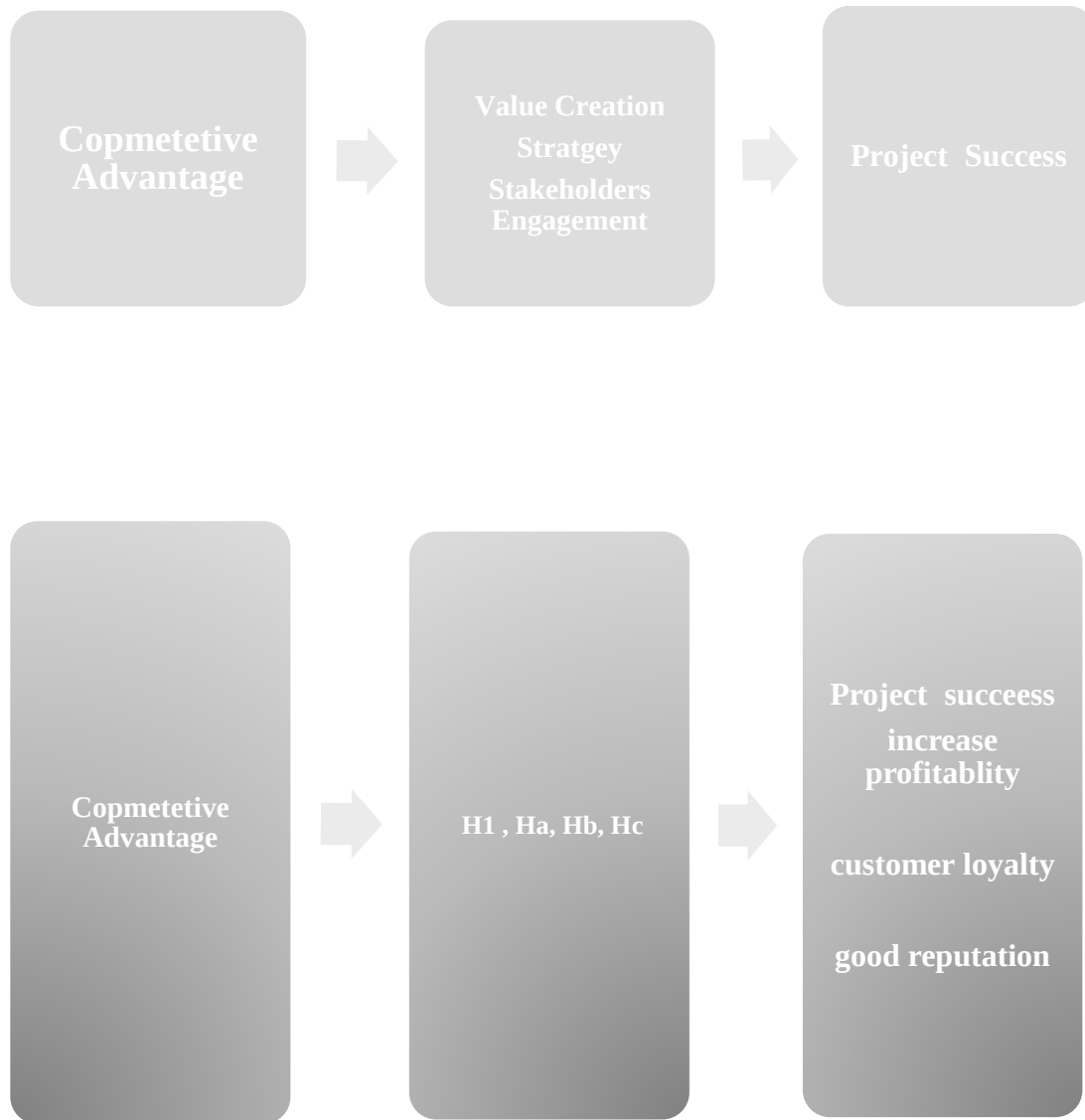
1.6. Research Hypotheses

There is a statical significant relationship between value creation on project success

There is a significant positive relationship between stakeholders' engagement with project success

There is a significant positive relationship between competitive advantage and project success

1.7. Research Model



“Figer 1” (Note: typo in original image)

1.8. Scope of The Study

A privately owned Saudi hospitality brand with an International reach, operating and investing in a complete range of high-quality lifestyle products & services. This research will help the organization improve its competitive advantage and profit.

1.9. The Project Structure

- Chapter 1: Introduction
- Chapter 2: Literature Review
- Chapter 3: Research Methodology
- Chapter 4: Statistical Analysis
- Chapter 5: Findings` Discussion and Conclusion

2.Chapter 2: Literature Review

2.1. Introduction

This literature review seeks to reconceptualize the relationship between competitive advantage and project success. Many scholars have pointed out that there are critical success factors for project success and competitive advantage implementation on business performance. However, empirical studies on the correlation between the critical success factors for competitive advantage, level of implementing project success activities have been few.

2.2. The independent variable

Many organizations have gained competitive advantages in today's business landscape despite facing unattractive, high-threat, low-opportunity environments. Even after carefully analyzing their competitive environments, the success of these firms cannot be fully explained without considering their internal attributes - their strengths and weaknesses - as sources of competitive advantage. In the following discussion, internal attributes will be referred to as resources and capabilities, following more recent practice. C. K. Prahalad and Gary Hamel (1990).

The competitiveness of an enterprise is reflected in its adaptability, which indicates the adequacy of its responses to environmental impact and its ability to comply with changes in the environment. Competitive advantages are key to shaping and developing an enterprise's competitiveness. The modern concept of competitive advantages has emerged due to scientific and technical progress, globalization, and the internationalization of competitive relations. Competitiveness is demonstrated through competitive advantages, and it is believed that competitiveness is reflected in the manifestation of competitive

advantages. competitiveness exists as a result of having competitive advantages, without which achieving competitiveness is impossible. In order to understand the mechanism for shaping competitiveness and its internal connections, it is necessary to explore the essence of competitive advantages. Various definitions of competitive advantage have been provided in the scientific literature. Azoev (2000). For example, competitive advantage refers to the characteristics of a company and its product that provide value to consumers. This evaluation serves as the basis for developing marketing strategies, as noted by Yaneva. Markova (2005).

Likewise, considers competitive advantage as a specific characteristic of a product that adds value to consumers and is more useful than competitors' products. Competitive advantages are the time-consuming features or external environmental factors that give an enterprise superiority over competitors in a specific market. Kyurova (2018) According to Kotler (1996) , a competitive advantage is earned by offering greater value or lower prices, or through more benefits justifying higher prices. In summary, a competitive advantage is a specific positive quality that makes an entity stand out and differ positively from its competitors.

Over recent years, competitive advantage is one of the most important concepts addressed in strategic management and the marketing literature. Incidentally, there exist several perspectives regarding constructive and impressive factors, where the industrial organization researchers study the environmental factors as the determinants of competitive advantage. The first researcher who stated his point of view in 1968 was Bain; however, the eminent character of this field is Michael Porter. In the model presented by Porter, the analysis level is the industry in which the profitability of the enterprises depends on the industry's potential and their relative situation in the industry. Based on this model, the core competencies

would pave the path for excellence and result in a competitive advantage for the organization if the organization adopts a different strategy than those of competitors. Schoemaker and Amit (1993) developed another theory according to which the profitability of the enterprise depended on the degree of consistency between strategic assets and strategic factors of the industry; therefore, the base of competitive advantage is founded on the industrial organization and competency approach interaction. The most significant empirical contributions measuring the competitive advantages are gained through the firms placed in industrial districts via the district effect. Claver-Cortés E, Marco-Lajara B, Seva-Larrosa P, Ruiz-Fernández L. (2019), some scholars focus on the more critical role of internal factors of the organization (resource-based and dynamic-capability perspectives). In the resource-based approach, organizations Competitiveness in the New Era 8 are considered as groups of resources and it is believed that the competitive advantage of an organization stems from its resources, if they are advocated by scarcity, being valuable, scarce substitution, and unimitability or difficulty in modeling. Otherwise, the resources of the organization are the sources of competitive advantage and it will be sustainable if the resources meet these four conditions. Barney J. (1991). In the dynamic-capability perspective, the source of competitive advantage is considered as unique processes. Accordingly, the term ‘dynamic’ implies the potential of the firm in rebuilding the competencies consistent with the changing business environment. The term ‘capabilities’ refers to the critical role of strategic management in coordinating, integrating, and reconfiguring the organization’s competencies, assets, and strategies to cope with the requirements of the changing environment. Also, as to this approach, achieving the dynamic capabilities of the market is not possible simply since it requires inter-organizational dynamic management processes. Resources and dynamic capabilities include 89.3% of the variation of competitive advantage in

which 82% belonged to the resources, indicating the significance of resources in attaining competitive advantage. In sum, the analysis level in environmental approaches is the industry; however, the analysis level in resource-based, dynamic capabilities approaches and core competency approach is the enterprise. Sachitra V, Chong S. (2018) Resources, The current chapter is going to develop the mentioned approaches and provide an inclusive model through the combination of these perspectives to establish a national, industrial, and organizational model.

2.3. The dependent variable (Project Success)

The traditional method of evaluating project success involves looking at the "iron triangle" of scope, cost, time, and quality. However, project success may not be solely determined by these factors. Projects differ across industries, and each project has its own unique characteristics. Therefore, the definition of project success can differ depending on various circumstances. Müller and Turner (2007), for example, it is important to note that project success criteria vary depending on the type of project.

In the case of complex projects or projects on a fixed contract, customer satisfaction is a primary determinant of project success. However, for high-performing projects or those involving multiple stakeholders, the needs of a broader group of stakeholders must be considered in establishing the project success criteria.

The success of a project can be based on various aspects of the project organization, including the performance of the contractor, project management, and the functional performance of the organizations involved. Some studies analyze the net value of the product operation and the net cost of project execution as measures of project success. Yu et al. (2005).

Some studies suggest that the critical factors influencing project success are the typical measures of cost, time, and quality, and, more importantly, the relationships among key project stakeholders. Wang, X and J Huang (2006).

According to PMI (2013), the overall project success criteria should include the elements of the iron triangle (scope, cost, time, quality), as well as the satisfaction of all the key stakeholders involved in the project.

Project efficiency, which refers to meeting the project's cost, time, and scope, is considered a key measure of project success. It is suggested that project efficiency is strongly correlated with other aspects of project success, such as stakeholder requirements and customer acceptance. Serrador and Turner (2015).

About ten years ago, Ika (2009) proposed two alternatives for project success measurement: (1) a contingent approach where project success is a context-specific tool for achieving goals and objectives, and (2) a subjectivist approach where project success is grounded in empirical narratives of success and failure. Because of the challenges posed by variations in project industry, sector, nature and stakeholders, context-specific tools for measuring project success need to be continuously developed and updated. This makes project success evaluating an arduous process. Moreover, no specific patterns for the selection of project success criteria exist in previous literature across various context-specific fields of application (Albert et al., 2017).

2.4. The relationship between the independent and the dependent variables

In order to gain a competitive advantage over their project success, organizations must understand and analyze how their strengths compare to their rivals' weaknesses. By incorporating sustainability principles into their business strategies, organizations

can differentiate themselves from rivals in the same industry. Additionally, by openly sharing their sustainability strategies, they can enhance their reputation in the market. These organizations will be able to meet the sustainability expectations of their stakeholders and minimize information asymmetry by disclosing reports that can provide them with a competitive advantage (Zhao et al., 2019).

Therefore, we have discovered a strong correlation between competitive advantage and project success in any organization.

2.5. Conclusion

To evaluate the success of a project, it's crucial to take into account different aspects and timeframes, including short-term and long-term goals. Each project has its own unique characteristics, and the importance of these characteristics may vary. Further research is needed to validate the multi-dimensional concept and to investigate other related questions. For example, the definition of project success may vary depending on the specific context.

Chapter 3: Research Methodology

3.1. Introduction:

This section explains the methodology that was applied in the current project, in order to answer the study questions and test the study hypotheses. The following titles explain, the operational definitions for the research variables, and what has been applied, as follows:

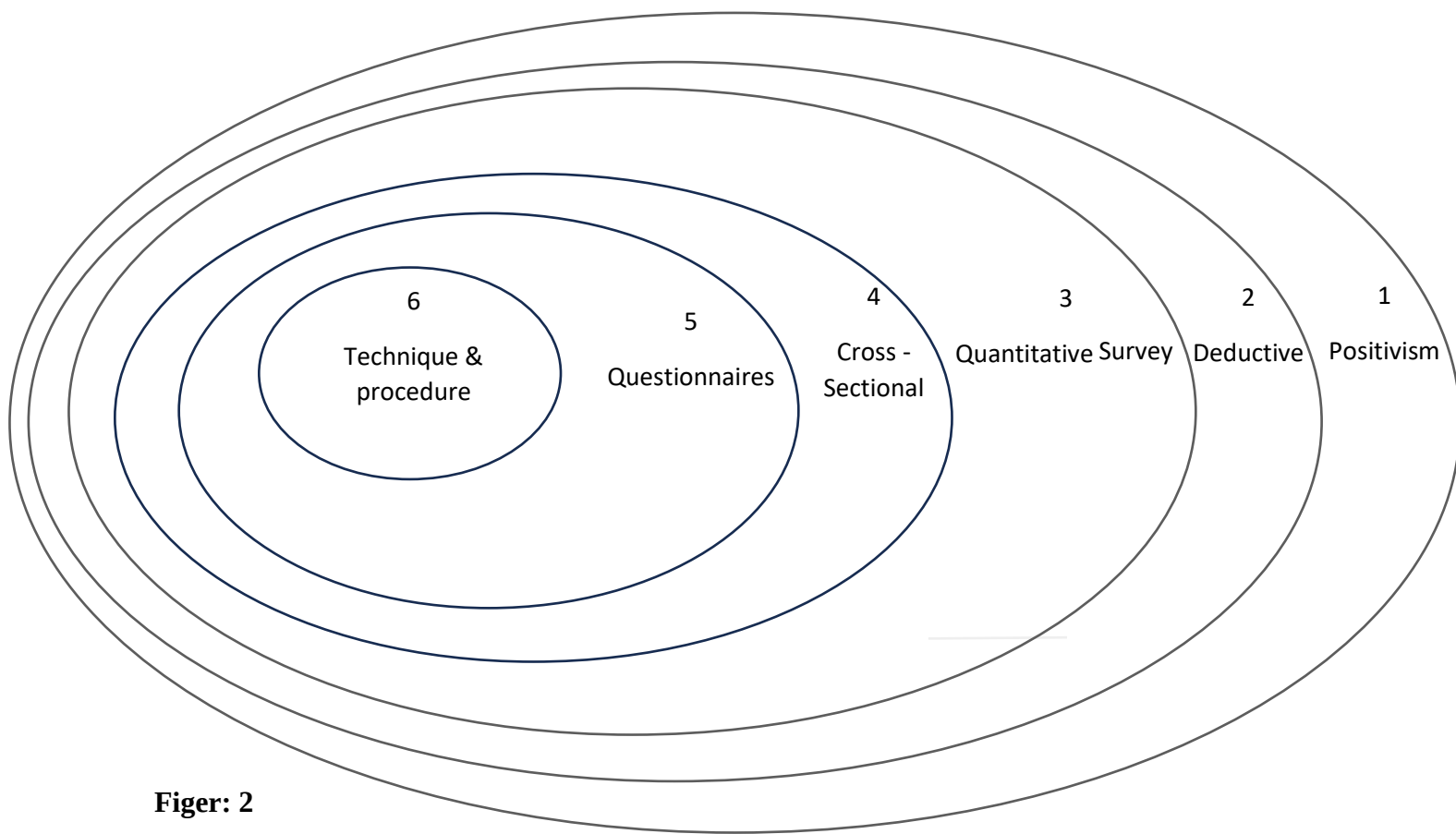
3.2. Operational definitions for research variables

3.2.1 Competitive Advantage (Independent Variable) Competitive advantage refers to unique benefits and differentiated value offerings deliver for target customers that go significantly above parity solutions from competitor vendors or alternative ways of addressing needs. It carves an enduring position by sustainably conveying pricing power, lower costs, margins, or other equity dimensions in executing the business model other providers struggle to replicate at scale.

3.2.2 Project Success: (Dependent Variable) Project success is a project that meets its objectives under budget and under schedule, and is usually used to describe the positive completion of a project.

3.3. Research design (research onion)

1. **Research philosophy:** Positivism
2. **Research Approach:** Deductive
3. **Research Strategy:** Survey
4. **Time horizon:** Cross-sectional
5. **Research Choice:** Quantitative
6. **Data Collection and Method:** Technique and procedure



Figer: 2

3.4. Research population & Sampling methods and technique

This section provides information about the study population & sample.

Additionally, this section demonstrates the methods and techniques that were elaborated in order to select the study sample, and determine the sample size.

3.4.1 Research Population

The research community in Vitality Zone fitness club consists of 45 people

3.4.2 Research Sample

The sample was selected using a questionnaire to accurately represent various groups, and 30 employees were included in the study.

Place of Research	Population	Sample
Vitality Zone Fitness Club	50	30

Table No. (1)

3.4.3 Sampling Method & Techniques:

The sampling methods are probability and the sampling technique is simple randomness.

3.5. Data collection method

This section describes the research instruments that were used to collect the required data in order to answer the research questions and test the research hypotheses. This survey method relied on collecting the quantitative data via questionnaires. The following sections present the instruments that were used to measure the research variables.

3.5.1 The independent variable (Competitive Advantage)

This questionnaire relied on the of Masilhi, N. A. H., & Naglaa Ibrahim. (2022) To measure the independent variable (Competitive Advantage), in terms of three dimensions namely: competitive knowledge, competitive Quality, and competitive innovation with an overall 11 items for the whole variable. As, the competitive knowledge, dimension consists of 5 items, the competitive quality dimension consists of 3 items, and the competitive innovation dimension consists of 3 items. The instrument type is a 3-point Likert-scale type. Hence, Agree, to some context and disagree.

Table (2) for the instrument of the independent variable.....

Variable	Dimensions	No. of Item	Source
Competitive Advantage	Competitive Knowledge	5	Masilhi, N. A. H., & Naglaa Ibrahim. (2022)
	Competitive Quality	3	
	Competitive Innovation	3	
	Over All	11	

Source: by the researcher (2024)

3.5.2 The dependent variable (Project Success)

This questionnaire relied on the of Hughes, S. W., Tippet, D. D., & Thomas, W. K. (2004). To measure the dependent variable (Project Success), in terms of three dimensions namely: Performance, Schedule, and cost with an overall 9 items for the whole variable. As, the Performance, dimension consists of 3 items, the schedule dimension consists of 3 items, and cost dimension consists of 3 items. The instrument type is a 7-point Likert-scale type. Hence,. - 3 Strongly Disagree, -2 Disagree, -1 Somewhat Disagree, 0 – Neutral or Undecided +1 Somewhat Agree, +2 Agree, +3 Strongly Agree

Table (3) for the instrument of the dependent variable.....

Variable	Dimensions	No. of Item	Source
Project Success	Performance	3	Hughes, S. W., Tippet, D. D., & Thomas, W. K. (2004).
	Schedule	3	
	Cost	3	
	Over All	9	

Source: by the researcher (2024)

3.6. Types of data:

Many sources were utilized in the current study to test hypotheses and achieve objectives.

3.6.1. Primary data

The main data was collected using a questionnaire as the primary tool for the study. The questionnaire was thoughtfully designed to address all aspects of the research topic and meet the study objectives. It was distributed to a representative sample of the target population, resulting in a high response rate. We then conducted a quantitative analysis of the collected primary data using advanced statistical programs. We extracted relevant statistical indicators and measures to draw results and conclusions..

3.6.2. Secondary data

From research, references, and previous studies related to the subject of the study.

3.7. Statistical analysis procedures

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 27, was used to analyze the collected data

- The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.
- Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests (Exploratory factor analysis) to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach` Alpha test) assess the consistency of results over time.
- The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

3.8 Conclusion

Competitive advantage and project success are essential elements for achieving success and sustainability in a competitive business market. This process focuses on achieving high performance and excellence in all aspects of the business, with an emphasis on efficiency, effectiveness, innovation, and customer and employee satisfaction. The benefits of competitive advantage include improving performance in all areas of the business, increasing operational efficiency, defining vision and goals, assessing the current situation, and developing and implementing an improvement plan, while measuring and evaluating progress. In conclusion, competitive advantage and project success should be an essential part of the strategy of any organization seeking to excel and distinguish itself in the business market.

Chapter 4: Statistical Analysis & Findings Discussion

4.1. Introduction:

This chapter presents the field study results, which were statistically analyzed using SPSS Version 30. It includes descriptive statistics of the study sample and details the analysis performed to test the research hypotheses and evaluate the adequacy of the model. A simple linear regression analysis was conducted using SPSS 30, and the statistical findings were further validated.

4.2. Sample profile (descriptive statistics for research sample):

The study sample was distributed according to gender, age group, and fitness level. Frequencies and percentages were calculated for the members of the study sample, which consists of demographic information that includes: -

- **Gender:** Male and Female
- **Age group:** 18 – 25, 26 – 35, 36 – 40, 41 – and above
- **Fitness level:** Beginner, intermediate and advanced

The following table, graphics, and paragraphs illustrate the categorization of the study sample:

Description of the study sample

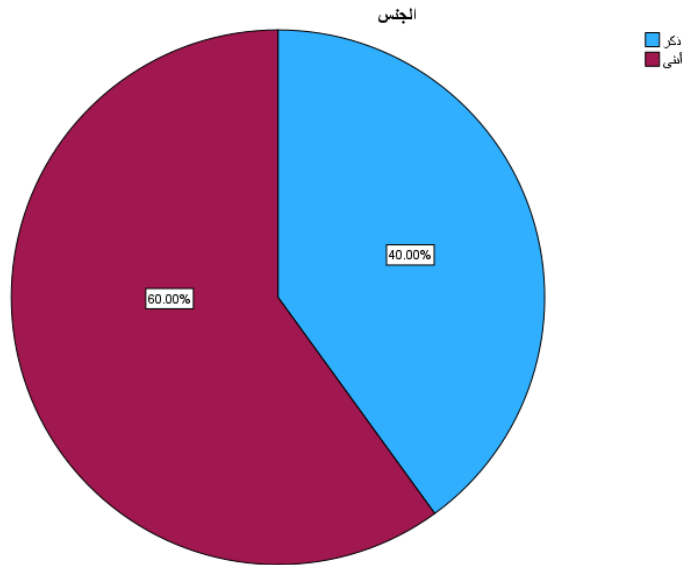
Variables	Variables Category	Number of samples	Percentage of the total sample
Gender	Male	12	40%
	Female	18	60%
Total		30	100%
Age Group	18 - 25	7	23.3 %
	26 - 35	12	40%
	36 - 40	5	16.7%
	41 and Above	6	20%
	Total	30	100%
Fitness Level	Beginner	9	30%
	Intermediate	15	50%
	Advanced	6	20%
Total		30	100%

Table: (4)

Source: Prepared by the researcher based on the statistical results of the field study (N= 30 individuals)

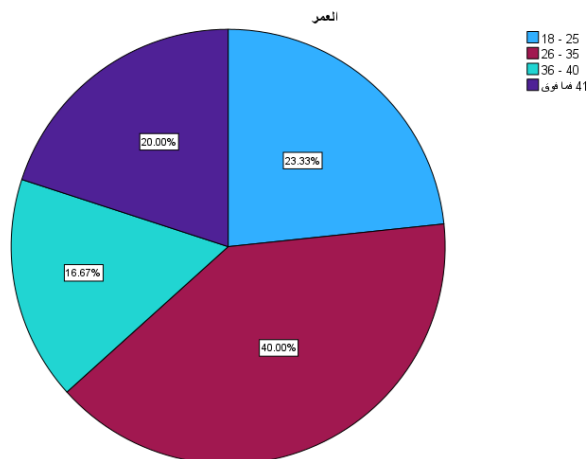
From the data of Table No. (4), the following results were extracted: -

The statistical results showed that, despite the convergence of the number of males and females in the sample, the number of females is greater than the number of males, as the number of males amounted to 12 individuals (40%) of the total sample, while the number of females amounted to 18 individuals (60 %) of the total sample. As shown in the following figure:



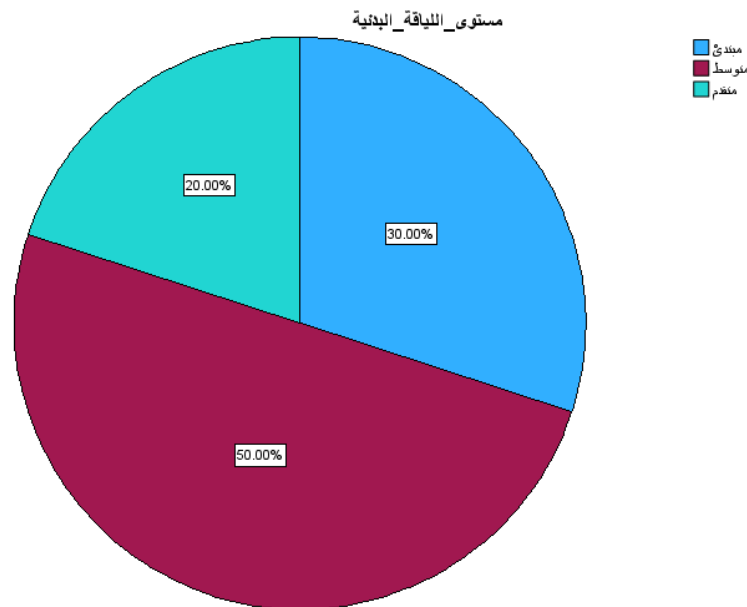
Figer: 3

As for age: 7 individuals are from 18 -25 30 years old (23.3%). While the age group from 26 to 35 years old had 12 individuals with a rate of (40%). The age group from 36 to 40 years old had 5 individuals, or (16%.) While the age group of more than 41 years and above came with 6 individuals with a rate of (20%). The following figure shows this:



Figer: 4

In terms of fitness level: 9 items are at the beginner level (30%). While the intermediate fitness level came with 15 individuals (50%). While the advanced fitness level came with 6 individuals with 20% of the total sample. The following figure illustrates this:



Figer: 5

4.3. Validity & reliability tests for the questionnaires

In order to verify the reliability and stability of the scales used in the study, the internal consistency reliability of the questionnaires used to measure the study variables was tested, in addition to measuring convergent validity by measuring the AVE (Extracted Variance Average). While, the stability of the scales used in the study was measured by measuring the Cronbach's Alpha value: Cronbach's Alpha s`Cronbach value, Reliability Composite value, and A-rho coefficient value, through Structural Equation Modeling (SEM), using PLS-Smart 3.0 statistical analysis program. The following paragraphs and tables illustrate this:

4.3.1 Validity of the scales used in the study:

The internal consistency reliability of the scales used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted (AVE) (Extracted Variance Average).

- **Internal consistency reliability:** The researcher measured the internal consistency of the questionnaires by calculating the correlation coefficients between the score of each statement and the total score of the variable to which it belongs. According to Kaiser (1974), the correlation coefficient less than 0.5 is deleted from the questionnaire.
- **Convergent Validity:** The average variance between statements that measure the same scale is measured by calculating the average variance extracted (AVE), which should be greater than 0.5 according to (2006).

The following tables show the statistical results of (correlation coefficients, standard deviation, calculated t-value, and p-value) between the score of each statement and the total score of the variable to measure the internal consistency validity of the questionnaires. Also, the value of the average variance extracted (AVE) was calculated to measure the convergent validity of the questionnaires, through the PLS-SEM structural equation model, as follows:

Variable			Correlation Coefficient	Standard Deviation	KMO	P Values	AVE	
Competitive Advantage	Knowledge competitive	K1	0.488	0.568	0.489	0.00	0.645	0.592
		K2	0.804	0.868		0.00		
		K3	0.535	0.702		0.00		
		K4	0.690	0.805		0.00		
		K5	0.708	0.758		0.00		
	Quality Competitive	Q1	0.530	0.724		0.00	0.606	
		Q2	0.547	0.679		0.00		
		Q3	0.742	0.860		0.00		
	Competitive innovation	I1	0.619	0.626		0.00	0.578	
		I2	0.624	0.750		0.00		
		I3	0.490	0.802		0.00		
Project Success	Performance	P1	0.468	1.159	0.673	0.00	0.551	0.634
		P2	0.584	1.157		0.00		
		P3	0.601	1.224		0.00		
	Schedule	S1	0.540	1.074		0.00	0.654	
		S2	0.754	1.117		0.00		
		S3	0.669	1.114		0.00		
	Cost	C1	0.705	1.135		0.00	0.698	
		C2	0.630	1.048		0.00		
		C3	0.759	1.053		0.00		

Table No. (5) Source: Prepared by the researcher based on the results of the statistical analysis of the field study data N= 30 Individual

- **Competitive Advantage Scale:** All correlation coefficients for all statements are strongly correlated with the dependent variable, at values greater than .7. In addition, the values of all correlation coefficients for the statements are statistically significant at a significance level less than .001, accordingly, the internal consistency reliability of the scale has been achieved. Also, from the above results related to the value of the average variance extracted (AVE), it is clear that its value for the digital transformation application variable is $0.592 < 0.5$, accordingly, the convergent validity of the questionnaire has been achieved.
- **Project Success Scale:** All correlation coefficients for all statements are strongly correlated with the dependent variable, at values greater than .7. In addition, the values of all correlation coefficients for the statements are statistically significant at a significance level less than .001, accordingly, the internal consistency reliability of the scale has been achieved. Also, from the above results related to the value of the average variance extracted (AVE), it is clear that its value for the digital transformation application variable is $0.634 < 0.5$, accordingly, the convergent validity of the questionnaire has been achieved.

4.3.2 Stability of the study instrument:

The stability of the questionnaire refers to: Stabilizing the results of the questionnaire and not changing them significantly if they are redistributed to the sample members several times during specific periods of time. To measure the stability of the questionnaires used to measure the study variables, Cronbach's alpha, reliability composite, and A-rho values were calculated by PLS-SEM. According to (2010) al et Hair, the Cronbach's alpha value must be greater than 0.7 in order to achieve the stability of the scale. The following table shows the Cronbach's alpha value:

Variable		Number of Phrases	Cronbach Alpha	
Competitive Advantage	Competitive knowledge	5	0.670	0.671
	Competitive Quality	3	0.375	
	Competitive Innovation	3	0.427	
Project Success	Performance	3	0.546	0.776
	Schedule	3	0.516	
	Cost	3	0.629	

Table No. (6) Source: Prepared by the researcher based on the results of the statistical analysis of the field study data

It is clear from the table above that the values of the stability coefficients for the study scales are as follows:

- **Competitive Advantage Scale:** The statistical results showed that the Cronbach's alpha value is (0.671) for (Competitive knowledge, Competitive Quality and Competitive Innovation) which indicates that all values are acceptable according to (2010) al et Hair, the scale's stability has been achieved.
- **Project Success Scale:** The statistical results showed that Cronbach's alpha value is (0.776) for (Performance, Schedule & Cost) which is greater than 0.7 according to (2010) al et Hair, the stability of the scale has been achieved.

According to the above statistical results, which proved the reliability and stability of the scales used in the current study, which means that their results can be relied upon

and the validity of these questionnaires can be applied, trusted, and used in conducting analyses to test the hypotheses of the study.

4.4. Descriptive statistics for research variables (answer research questions)

The sample members' responses to the scale items were measured according to the three- point Likert scale for the first variable Competitive Advantage and the the seven- point Likert scale for the second variable Project Success, as follows:

Agree	To Somewhat	Disagree
1	2	3

Table No. (7)

Strongly Disagree	Somewhat Disagree	Disagree	Neutral	Agree	Somewhat Agree	Strongly Agree
1	2	3	4	5	6	7

Table No. (8)

The level of importance was calculated according to the following formula: The relative weight corresponding to each category was calculated by multiplying the arithmetic mean by $[100 \div 3 \text{ (three-point scale)} = 33.3\%$. The following table shows the significance of the arithmetic means, as follows:

Arithmetic mean value	Result (overall trend)	Relative weight	Level (degree) of practice/Importance
From 1 to 1.67	Agree	66.67% to 100 %	High
From 1.68 to 2.34	To somewhat	33.34 % to 66.66 %	Average
From 2.35 to 3	Disagree	0% to 33.33 %	Low
Arithmetic mean value	Result (overall trend)	Relative weight	Level (degree) of practice/Importance

1 to less than 1.67	Strongly Disagree	20 to less than 36%	Very low
1.80 to less than 2.60	Disagree	36 to less than 52%	Low
2.60 to less than 3.40	Neutral	52 to less than 68%	Medium
3.40 to less than 4.20	Agree	68 to less than 84%	High
4.20 to less than 5	Completely Agree	84 to 100%	Very High

Table No. (9)

The following table shows the descriptive analysis of the study variables represented by the arithmetic means based on the three and five-point Likert scale, and the standard deviations of the variables according to the table related to the significance of the arithmetic mean. Where the significance of the arithmetic mean shown in the table above is considered to know the level of application of competitive advantage as well as the level of project success and their dimensions, according to the viewpoint of the study sample. This is as follows:

Arithmetic means and standard deviations of the study variables

Variable		Arithmetic means		Standard Deviation		Overall trend	Level (degree) of practice/Importance
Competitive Advantage		1.64		0.360		Agree	High
Project Success	Performance	5.63	5.84	0.855	0.671	Agree	High
	Schedule	5.99		0.785		Agree	High
	Cost	5.89		0.818		Agree	High

Table No. (10)

The table above shows the arithmetic means and standard deviations of the study variables as follows:

The results of characterizing the independent variable (competitive advantage) show that the general trend of the study sample is approval, which indicates the achievement of a high level of application of competitive advantage in the sports sector. The arithmetic mean of the opinions of the sample members was (1.64) with a high approval rate of 54.6%, with a standard deviation of (0.360).

Regarding the characterization of the dependent variable is the success of the project, the results showed that the general trend of the study sample is approval, which indicates a high level of project success in the sports sector. The arithmetic mean of the variable as a whole amounted to (5.84) with an agreement rate (83.42%) with a standard deviation of (0.67), and the descriptive statistical results of the dimensions of project success practices, the three dimensions of the project success variable performance, schedule and cost (the general trend of the study sample is approval at a high level of application in the sports sector, we find that the arithmetic mean of the performance dimension (80.4%) at a standard deviation of 0.855, the arithmetic mean of the schedule dimension is (5.99) with an approval rate of about (85.5%) at a standard deviation of 0.785, and the arithmetic mean of the cost dimension reached 5.89 with an approval rate (84.1%) at a standard deviation of 0.818, and the arithmetic mean of the cost dimension (5.89) at a standard deviation of 0.818

According to the descriptive results of the study variables, the descriptive statistical results regarding the independent variable competitive advantage indicated that the general trend among the study sample is approval and that its application in the sector is high, while the The descriptive statistical results for the dependent variable project success and its dimensions were at a high level in the sports sector, from the point of view of the study.

4.5. Linear correlation coefficients between the study variables

The following table presents the linear correlation coefficients (Pearson) between the study variables, which were measured using 30 V-SPSS as follows:

		المعرفة_التنافسية	الجودة_التنافسية	الابتكار_التنافسي	الأداء	الجدول_الزمني	التكلفة	المعيار_الأول_الميزة_التنافسية	المعيار_الثاني_نجاح_المشروع
المعرفة_التنافسية	Pearson Correlation	1	.389*	.235	-.384*	-.153	-.227	.857**	-.315
	Sig. (2-tailed)		.034	.211	.036	.419	.227	<.001	.090
	N	30	30	30	30	30	30	30	30
الجودة_التنافسية	Pearson Correlation	.389*	1	.113	-.331	-.484**	-.602**	.666**	-.574**
	Sig. (2-tailed)	.034		.554	.074	.007	<.001	<.001	<.001
	N	30	30	30	30	30	30	30	30
الابتكار_التنافسي	Pearson Correlation	.235	.113	1	-.446*	-.462*	-.320	.566**	-.500**
	Sig. (2-tailed)	.211	.554		.013	.010	.085	.001	.005
	N	30	30	30	30	30	30	30	30
الأداء	Pearson Correlation	-.384*	-.331	-.446*	1	.599**	.318	-.533**	.787**
	Sig. (2-tailed)	.036	.074	.013		<.001	.087	.002	<.001
	N	30	30	30	30	30	30	30	30
الجدول_الزمني	Pearson Correlation	-.153	-.484**	-.462*	.599**	1	.612**	-.454*	.893**
	Sig. (2-tailed)	.419	.007	.010	<.001		<.001	.012	<.001
	N	30	30	30	30	30	30	30	30
التكلفة	Pearson Correlation	-.227	-.602**	-.320	.318	.612**	1	-.492**	.780**
	Sig. (2-tailed)	.227	<.001	.085	.087	<.001		.006	<.001
	N	30	30	30	30	30	30	30	30
المعيار_الأول_الميزة_التنافسية	Pearson Correlation	.857**	.666**	.566**	-.533**	-.454*	-.492**	1	-.603**
	Sig. (2-tailed)	<.001	<.001	.001	.002	.012	.006		<.001
	N	30	30	30	30	30	30	30	30
المعيار_الثاني_نجاح_المشروع	Pearson Correlation	-.315	-.574**	-.500**	.787**	.893**	.780**	-.603**	1
	Sig. (2-tailed)	.090	<.001	.005	<.001	<.001	<.001	<.001	
	N	30	30	30	30	30	30	30	30

*. Correlation is significant at the 0.05 level (2-tailed).

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

Correlations

		المعرفة_التنافسية	الجودة_التنافسية	الابتكار_التنافسي	المعيار_النائي_نجاح_المشروع
المعرفة_التنافسية	Pearson Correlation	1	.389*	.235	-.315
	Sig. (2-tailed)		.034	.211	.090
	N	30	30	30	30
الجودة_التنافسية	Pearson Correlation	.389*	1	.113	-.574**
	Sig. (2-tailed)	.034		.554	<.001
	N	30	30	30	30
الابتكار_التنافسي	Pearson Correlation	.235	.113	1	-.500**
	Sig. (2-tailed)	.211	.554		.005
	N	30	30	30	30
المعيار_النائي_نجاح_المشروع	Pearson Correlation	-.315	-.574**	-.500**	1
	Sig. (2-tailed)	.090	<.001	.005	
	N	30	30	30	30

*. Correlation is significant at the 0.05 level (2-tailed).

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

Linear correlation between the application of competitive advantage and its dimensions as an independent variable and project success as a dependent variable

- There is a negative significant correlation (0.603-) between competitive advantage as the independent variable and project success as the dependent variable at a significance level of less than (0.01).

- A negative significant correlation was found between project success as a dependent variable and each dimension of competitive advantage, competitive knowledge, competitive quality, and competitive innovation at a correlation coefficient of -0.315, -0.500, and -0.574, respectively, as independent variables at a significance level of less than (0.01)

- It is noted from the above that the values of the correlation coefficients between the study variables are significant, which indicates the strength of this correlation.

0.01

4.6 Testing Hypotheses & Findings Discussion:

This section concerns testing the validity of the study's main hypothesis and its sub-hypotheses, and the results are presented. The statistical results obtained by using the statistical package 30V SPSS as follows:

4.6.1 The main hypothesis of the study:

There is a positive and statistically significant relationship between the implementation of Competitive advantage and project success in the fitness sector in Saudi Arabia, Riyadh

The main hypothesis has the following sub-hypotheses:

- P: 1 There is a positive and statistically significant relationship between the application of competitive advantage and business performance
- P: 2 There is a positive and statistically significant relationship between the application of competitive advantage and project cost.
- P: 3 a positive and statistically significant relationship exists between the application of competitive advantage and schedule.

Results of testing the main hypothesis of the study:

To test this hypothesis, Regression Linear Simple Analysis was used Analysis between the application of competitive advantage as an independent variable and project success practices as a dependent variable.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603 ^a	.364	.341	.545
a. Predictors: (Constant), المتغير_الأول_الميزة_التنافسية				

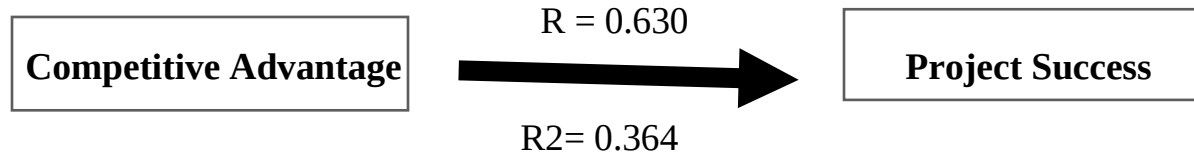
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.753	1	4.753	16.032	<.001 ^b
	Residual	8.302	28	.296		
	Total	13.055	29			

a. Dependent Variable: المتغير_القادي_نجاح_المشروع

b. Predictors: (Constant), المتغير_الأول_الميزة_النافهيه

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	7.680	.471		16.307	<.001	6.716	8.645
	المتغير_الأول_الميزة_النافهيه	-1.124	.281	-.603	-4.004	<.001	-1.700	-.549

a. Dependent Variable: المتغير_القادي_نجاح_المشروع



The above tables show the following:

- The significance level of the F-test (F .sig) is less than (0.01), indicating the significance of the simple linear regression model at a significance level of 0.01.

The simple linear regression model at a significance level of 0.01

- The value of the correlation coefficient (0.603 = R) indicates that there is a strong positive correlation between competitive advantage and project success

- The adjusted coefficient of determination (R²) indicates that 36% (of the variance in overall project success) can be explained by the variance in the level of application of competitive advantage.

- The value of (t) (Value.T) indicates the significance of the regression coefficient beta (β). The calculated significance level of the t-test is less than (0.01).

Based on the main hypothesis that there is a positive and statistically significant correlation

between competitive advantage as an independent variable and overall project success as a dependent variable.

Results of testing the second sub-hypothesis of the study:

This hypothesis states that “: There is no positive and statistically significant relationship between competitive advantage and performance as a dependent variable. To test this hypothesis, the regression linear simple analysis was used.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533 ^a	.284	.258	.736

a. Predictors: (Constant), المتغير_الأول_الميزة_التنافسية

ANOVA^a

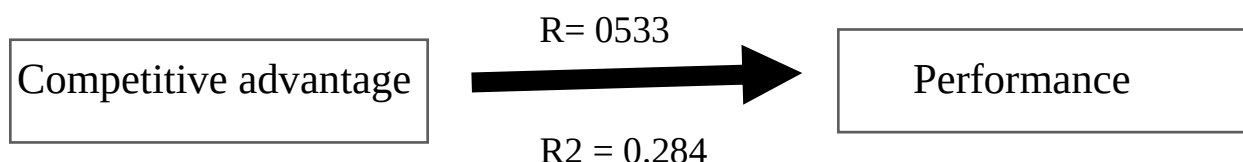
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.012	1	6.012	11.092	.002 ^b
	Residual	15.177	28	.542		
	Total	21.189	29			

a. Dependent Variable: الأداء

b. Predictors: (Constant), المتغير_الأول_الميزة_التنافسية

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	7.706	.637		<.001
	المتغير_الأول_الميزة_التنافسية	-1.264	.380	-.533	.002

a. Dependent Variable: الأداء



The above tables show the following:

- The significance level of the F-test (F .sig) is more than (0.01), indicating the insignificance of the simple linear regression model at a significance level of 0.01.

The simple linear regression model is not at a significance level of 0.01

- The value of the correlation coefficient ($0.380 = R$) indicates that there is a strong positive correlation between competitive advantage and project success

- The adjusted coefficient of determination (R^2) indicates that the variance in the level of application of competitive advantage can explain 28% (of the variance in overall project success).

- The value of (t) (Value.T) indicates the significance of the regression coefficient beta (β). The calculated significance level of the t-test is less than (0.01).

Based on the main hypothesis that there is a positive and statistically significant correlation between competitive advantage as an independent variable and performance as a dependent variable.

Relating the results to previous studies:

The results of the study related to competitive advantage and project success are consistent with the study of Masilhi, N. A. H., & Naglaa Ibrahim. (2022).

4.6. Conclusion

For the statistical analysis of the data of the current study, the V30 and SPSS programs were used. The researcher analyzed the descriptive analysis of the study sample and the descriptive analysis of the study variables. According to the results of the statistical analysis of this study, the reliability and stability of the scales used to measure the study variables were achieved. In addition, the main hypothesis of the study and the sub-hypothesis.

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

5.1.1 Research time limits:

This research focuses on the period from July 2024 to December 2024, the period data was collected and analyzed.

5.1.2 Spatial boundaries of the research:

The research focuses on the Vitality Center, a Saudi fitness company located in Riyadh, Saudi Arabia.

5.1.3 Limitations of the Research Related to Human Factors:

The research population includes 30 employees from the Vitality Zone Center. A representative random sample was selected from various departments and job levels within the company to ensure data diversity and a variety of results.

5.1.4 Objective Research limitations:

The research focuses on the impact of competitive advantage on project success. The research addresses the main factors that affect project success, how competitive advantage can be improved, as well as the challenges and obstacles facing the implementation of competitive advantage.

5.2. Research Recommendations

This study demonstrates that competitive advantage significantly influences the success of projects within the Biocenter. Competitive advantage offers modern techniques and strategies in knowledge, quality, and innovation, which enhance project success while ensuring adherence to schedule, cost, and performance standards. However, despite the clear benefits of e-management, there are challenges

and barriers that need to be addressed. These include a lack of competitive innovation and the need to connect competitive knowledge to project success.

The study recommends promoting the concept of competitive innovation to achieve outcomes that support project success. Additionally, it suggests increasing investment in sports and enhancing the sustainability of sports organizations, which will positively impact stakeholders and customers alike.

5.3. Conclusion

The current study investigates the impact of competitive advantage on the success of the Vitality Zone Center project in the Kingdom of Saudi Arabia. The sample included various employees from both administrative and technical categories. Advanced statistical methods were employed using the SPSS 30 statistical program. The findings of the study confirm that competitive advantage plays a significant role in the success of the Riyadh Vital Hall Center project. Based on these results, the recommendations presented in the fifth chapter emphasize the importance of promoting competitive innovation and knowledge, as well as their substantial impact on the sustainability of the project's success. Additionally, the study highlights the role of high performance in enhancing the project's success.

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Appendix

Questionnaire:

Please kindly answer this questionnaire which was designed to collect data for a research entitled “The Impact of Competitive Advantage on Project Success in the Fitness Sector, an Applied Study in Sports Fitness Centers in Riyadh - Kingdom of Saudi Arabia.”

I assure you that your answer will be treated with complete confidentiality and will not be used for scientific research purposes only.

I thank and appreciate your valuable effort in advance and your cooperation which will have a great impact on the success of this study.

❖ Demographic Data:

1- Gender:

- ☐ Male
- ☐ Female

2- Age:

- ☐ 18 – 25
- ☐ 26 – 35
- ☐ 36 – 45
- ☐ 46 – and above

3- Education:

- ☐ Pre graduate
- ☐ Graduate
- ☐ Postgraduate
- ☐ None

4- Fitness Level:

- ☐ Beginner
- ☐ Intermediate
- ☐ Advance

❖ First Axis: Competitive Advantage

Competitive advantage is anything that gives a company an edge over its competitors, helping it attract more customers and grow its market share.

Competitive Knowledge				
No.	Questions	Agree	To some extent	Disagree
1	The Management of Sports Fitness Centers seeks to appoint trainers with scientific qualifications specialized in sports activities			
2	Specialized trainers are subjected to continuous development opportunities			
3	The Management of the Sports Centers is eager to stay updated on the latest developments in the sports field and the necessary requirements to enhance the trainees' skills.			
4	The Sports Centers Management is interested in equipping trainers with knowledge of sports activities budget management.			
5	Sports trainers are keen to learn about the new and modern in the world of sports activities			

Competitive Quality				
No.	Questions	Agree	To some extent	Disagree
6	The Fitness Centers management adopts quality standards in a way that is advertised.			
7	Sports centers use equipment and tools that meet good specifications to implement sports activities			
8	The management of sports centers is seeking to assess the feasibility of sports activity plans.			

Competitive innovation				
No.	Questions	Agree	To some extent	Disagree
9	Fitness center management seeks to develop innovative sports activity plans for customers			
10	Sports center management encourages fitness trainers to propose innovative ideas when developing sports activity plans.			
11	Sports center management aims to market its sports activities to secure financial resources for implementing sports programs.			

❖ Second Axis: Project Success

To achieve the project objectives within an agreed timescale and budget according to their acceptance criteria.

- 3 Strongly Disagree, -2 Disagree, -1 Somewhat Disagree, 0 – Neutral or Undecided
+1 Somewhat Agree, +2 Agree, +3 Strongly Agree

Performance								
No.	Questions	+1	+2	+3	0	-1	-2	-3
1	Project performance data (metrics) were in good alignment with informal customer feedback.							
2	Project operational performance goals were met.							
3	A formalized method was established for managing project performance data (metrics).							

Schedule								
No.	Questions	+1	+2	+3	0	-1	-2	-3
4	Overall project schedule performance was met based on baseline goals, targets, or expectations.							
5	Equipment availability was well managed.							
6	Schedule float management was optimized.							

Cost								
No.	Questions	+1	+2	+3	0	-1	-2	-3
7	Market competition was well understood.							
8	Budget contingencies were well managed.							
9	Overall project cost performance was met based on baseline goals, targets, or expectations.							

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.673
Bartlett's Test of Sphericity	Approx. Chi-Square	64.931
	df	36
	Sig.	.002

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.489
Bartlett's Test of Sphericity	Approx. Chi-Square	86.127
	df	55
	Sig.	.005

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
الأداء	11.88	2.073	.507	.362	.759
الجدول الزمني	11.52	1.844	.746	.557	.482
التكلفة	11.62	2.151	.513	.379	.747

