

Midocean University
Faculty of Management
Bachelor of Management



**The Influence of Technology on Business Innovation and Competitive
Advantage, A Case Study, The Saudi Ground Services Company (SGS),
Medina, Saudi Arabia**

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Graduation Project – 2

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Chapter 1

INTRODUCTION

In today's rapidly changing business landscape, the integration of technology has become pivotal for fostering innovation and gaining a competitive edge which becomes transformative. (Khuan et al., 2023) As companies across various industries embrace digital transformation, the role of technology in shaping business strategies and operations is more comprehensive. From data analytics to advanced automation systems, the modern technologies have revolutionised how businesses operate, collaborate, and compete for existing technologies. This evolution has shifted the focus from traditional business practices to agile, tech-enabled strategies that not only drive operational efficiency but also foster innovation. (Rigby, 2021) This transformation not only impacts internal processes but also redefines how organizations interact with customers, suppliers, and other stakeholders. Companies generating technology effectively not only streamline their processes but also gain a significant edge in adapting to market changes and customer demands, positioning themselves as leaders in their respective sectors.

As the business operations progress, innovation stands as a cornerstone for driving growth and sustainability. It encompasses the development and implementation of new ideas, processes, products, or services that improve business outcomes. (Boyles, 2022) Innovation isn't just about creating something new; it's about finding better ways to meet customer needs, enhancing productivity, and staying ahead of competitors. By fostering a culture of innovation, organizations can continuously evolve and respond to market dynamics, ensuring their relevance and resilience in a competitive environment.

Further, competitive advantage forms the bedrock of business strategy, defining the factors that distinguish a company from its rivals and enable superior performance. In today's interconnected global markets, achieving and sustaining competitive advantage is essential for profitability and growth. Michael Porter's framework outlines three primary strategies: cost leadership, differentiation, and focus. These strategies guide businesses in leveraging their strengths to outperform competitors, whether through operational efficiency, unique product offerings, or targeted market segments. (Dieffenbacher, 2024)

Porter and Millar (1985) underscored the critical link between information technology and competitive advantage in their seminal work. They argued that effective utilisation of information can fundamentally alter industry structures, making it a cornerstone for strategic positioning. This perspective remains highly relevant today as organisations continue to explore how technological investments can drive efficiency, innovation, and growth.

The integration of technology in business operations has become a pivotal factor in driving innovation and securing competitive advantage. This chapter explores the theoretical frameworks and empirical studies that highlight the role of technology in enhancing business innovation and competitive advantage, with a specific focus on the Saudi Ground Services Company (SGS) in Medina, Saudi Arabia.

The Saudi Ground Services Company (SGS), operating within the highly competitive aviation services sector, stands at the intersection of technological adoption and business strategy. For SGS, like many others in the industry, leveraging

technology is not merely a choice but a necessity to enhance service delivery, optimize resource allocation, and ultimately maintain a competitive advantage.

Technological advancements have profoundly reshaped business innovation by providing unprecedented capabilities and opportunities for improvement. Information technology (IT), artificial intelligence (AI), and automation have become integral tools in enhancing decision-making processes, optimizing supply chains, and personalising customer experiences. (Denning, 2023) For instance, AI-powered predictive analytics have revolutionised marketing strategies, allowing businesses to anticipate consumer behaviour and tailor offerings accordingly. Automation in manufacturing has not only increased efficiency but also enabled faster production cycles and reduced operational costs, thereby driving innovation and competitiveness across various sectors.

Real-world examples underscore the transformative impact of technology-driven innovations on industries and companies. For instance, Amazon's deployment of robotics in its fulfilment centres has streamlined order processing and delivery times, setting new standards for efficiency in e-commerce logistics. Tesla's advancements in electric vehicle technology have not only disrupted the automotive industry but also spurred innovation in battery storage and renewable energy solutions worldwide. These cases illustrate how strategic integration of technology can redefine business models, create new market opportunities, and ultimately secure competitive advantage in today's dynamic business environment. (Rain Engineering, 2024)

This project delves into the influence of technology on business innovation and competitive advantage, focusing specifically on SGS's strategic approach within the context of the aviation services industry. By examining the interplay between

technological advancements, operational strategies, and competitive dynamics, this study aims to uncover insights that can inform not only SGS's future strategies but also contribute broadly to understanding the transformative power of technology in business contexts.

Through this exploration, we aim to provide a comprehensive analysis that bridges theoretical insights with practical implications, offering a nuanced understanding of how organisations can harness technology to achieve sustainable competitive advantage in a rapidly evolving global economy. As we delve deeper into this research, we will uncover specific strategies, challenges, and outcomes that characterise SGS's journey in leveraging technology for business innovation and competitiveness.

Research Problem

Technology is crucial for driving innovation and securing a competitive edge in the business environment, specifically in service industries, where efficiency and superior customer service are essential for success. The Saudi Ground Services Company (SGS), providing ground handling services at airports throughout Saudi Arabia, exemplifies an organisation poised to benefit from technological advancements. However, while SGS has adopted various technological tools, the full extent of their impact on the company's innovation capabilities and competitive standing remains underexplored.

Despite a lot of literature on the impact of technology on business innovation and competitive advantage, specific insights into the service industry, particularly ground handling services, are limited. Foundational works like Porter and Millar's (1985) on how information gives competitive advantage, focuses on broader

theoretical frameworks without delving into industry-specific applications. This presents a significant opportunity to explore how ground handling service companies like SGS can effectively use technology to drive innovation and outpace competitors.

To address the identified gaps, the primary research question guiding this study is: How does technology influence business innovation and competitive advantage within the ground handling service industry, specifically in the context of Saudi Ground Services Company? The study aims to address the following issues.

1. Effectiveness of Technological Integration: While SGS has adopted various technological solutions, it is crucial to evaluate the effectiveness of these technologies in driving business innovation. Are the technological initiatives implemented by SGS leading to significant improvements in operational efficiency, service quality, and customer satisfaction?

2. Sustainability of Competitive Advantage: Technological advancements can provide a temporary competitive edge, but sustaining this advantage over time is challenging. How does SGS ensure that its technological innovations continue to provide a competitive advantage in the long term? What strategies are in place to adapt to rapidly changing technological landscapes?

3. Challenges and Barriers: The integration of technology in business operations is often accompanied by challenges such as high costs, resistance to change, and technical complexities. What specific challenges has SGS encountered in its technological transformation journey, and how have these challenges been addressed?

4. Impact on Workforce: Technological innovations can significantly impact the workforce, including changes in job roles, skill requirements, and employee morale. How has the adoption of technology at SGS affected its employees, and what measures have been taken to manage these impacts?

5. Customer Perception and Satisfaction: The ultimate success of technological innovations depends on customer acceptance and satisfaction. How do SGS's customers perceive the technological changes, and what impact do these changes have on their overall satisfaction and loyalty?

Research Significance

The significance of this research lies in its potential to provide valuable insights and practical guidelines for both the academic community and industry practitioners. By examining the strategic use of technology within the Saudi Ground Services Company (SGS), this study aims to fill critical gaps in the current understanding of technology-driven business innovation and competitive advantage. Hence, this impact various stakeholders:

Academic Community. This research will contribute to the existing body of knowledge by integrating practical insights with theoretical frameworks, particularly those related to Porter's competitive advantage strategies. It will enhance the understanding of how these theories apply in the context of rapid technological change.

Business Community. Organisations across various industries can use the findings from this research as a benchmark to evaluate their own technology strategies and innovation processes.

Industry Practitioners. For managers and decision-makers at SGS and other companies within the aviation services industry, this research will offer actionable insights on how to effectively implement and leverage technology to enhance operational efficiency and competitive positioning.

Practical Implications: The findings will provide valuable insights for SGS and other companies in the aviation and ground services industry on effectively leveraging technology for innovation and competitive advantage.

Theoretical Contributions: The study will contribute to the existing body of knowledge on the role of technology in business innovation and competitive advantage, particularly in the context of the Middle East.

Policy Makers and Regulators. Insights from this research can inform policy makers and regulators about the impact of technological advancements on the aviation services industry.

Research Objectives

The primary aim of this research is to investigate how the strategic use of technology influences business innovation and competitive advantage at the Saudi Ground Services Company (SGS). This study seeks to provide a comprehensive analysis of the technological strategies implemented by SGS, their impact on operational efficiency, customer satisfaction, and competitive positioning, and to draw insights that can be applied to similar industry contexts. These objectives aim to provide a comprehensive understanding of how technology influences business innovation and competitive advantage at

SGS, offering valuable insights for both academic research and practical applications.

1. To identify the specific technologies that have been implemented and their contributions to innovative practices within the company.

2. Evaluate the Impact on Competitive Advantage:

- To assess how the adoption of technology has influenced SGS's competitive positioning in the market.

- To determine the extent to which technological innovations have provided SGS with a sustainable competitive advantage.

3. Identify Key Technological Initiatives:

- To document and analyze the key technological initiatives undertaken by SGS.

- To evaluate the outcomes and effectiveness of these initiatives in enhancing operational efficiency and service quality.

4. Examine Challenges and Opportunities:

- To identify the challenges faced by SGS in integrating technology into its operations.

- To explore the opportunities that technological advancements present for future growth and development.

1. Assess the Impact on Workforce and Customer Satisfaction:

- To investigate the effects of technological innovations on the workforce, including changes in job roles, skill requirements, and employee morale.

- To evaluate customer perceptions and satisfaction with the technological changes implemented by SGS.

2. Provide Recommendations:

- To offer practical recommendations for SGS and other companies in the aviation and ground services industry on leveraging technology for innovation and competitive advantage.
- To suggest strategies for overcoming challenges and maximizing the benefits of technological integration. These objectives aim to provide a comprehensive understanding of how technology influences business innovation and competitive advantage at SGS, offering valuable insights for both academic research and practical applications.

Research Hypothesis

Based on the research objectives and theoretical framework, the following hypotheses have been formulated to guide the study:

H1: The adoption of advanced technologies significantly improves operational efficiency at Saudi Ground Services Company (SGS).

H2: Technological innovations at SGS significantly enhance service delivery and customer satisfaction.

H3: SGS faces significant challenges in integrating technology into its business operations, but effective strategies are employed to overcome these challenges.

H4: The strategic use of technology significantly contributes to SGS's competitive advantage in the aviation services industry.

H5: The technological strategies employed by SGS align with Michael Porter's framework of competitive advantage in terms of cost leadership, differentiation, and focus.

Research Model

The proposed research model visually demonstrates the relationships among the research variables, highlighting how technology adoption influences various aspects of SGS's operations and competitive positioning. The model includes independent, dependent:

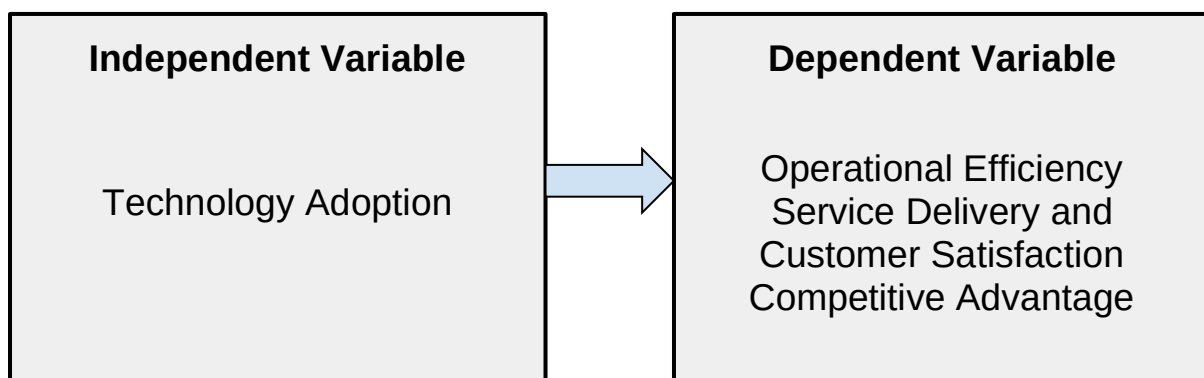


Figure 1. Independent and Dependent Variable

Technology adoption refers to the process by which an organisation integrates advanced technologies into its operations, systems, or services. In the case of SGS, this includes adopting technologies such as Information Technology (IT), Artificial Intelligence (AI), and automation across various facets of their business.

As the independent variable in your study, technology adoption is the factor that researchers manipulate or control to observe its effects on other variables. In this case, you are interested in understanding how the adoption of IT, AI, and automation influences various aspects of SGS's operations and strategic outcomes. This variable

is crucial because it represents the proactive decision-making and strategic initiatives undertaken by SGS to enhance its capabilities through technological advancements.

Overall, research on the influence of technology on business innovation and competitive advantage at SGS, technology adoption serves as the independent variable that you study and manipulate. It encompasses the implementation of IT, AI, and automation technologies. Operational efficiency, service delivery and customer satisfaction, and competitive advantage are the dependent variables that you investigate to understand how technology adoption impacts SGS's overall performance, service quality, and market competitiveness.

Scope of the Study

This study focuses on exploring the influence of technology on business innovation and competitive advantage within the aviation services industry, with specific emphasis on the Saudi Ground Services Company (SGS). The research will be conducted within the context of Saudi Arabia, examining how SGS adopts and integrates advanced technologies such as Information Technology (IT), Artificial Intelligence (AI), and automation to enhance its operational efficiency, service delivery, and competitive positioning. The scope encompasses analysing the strategic implications of technology adoption at SGS, identifying challenges and opportunities, and deriving insights applicable to similar organisations operating in the aviation services sector. The study aims to provide a detailed examination of technological strategies, their impacts, and strategic implications for enhancing business performance and competitiveness in a dynamic industry environment.

Research Design

In this qualitative research study on the influence of technology on business innovation and competitive advantage at the Saudi Ground Services Company (SGS), the research design is structured using the research onion framework developed by Saunders et al. (2012) which indicates in the study of Tengli (2020). The study adopts a constructivist ontology, recognizing that reality is socially constructed and shaped by individual perspectives within SGS regarding technology adoption and its impact. Epistemologically, the research aligns with an interpretivist approach, emphasising the importance of understanding subjective meanings and interpretations of technology-related phenomena at SGS.

A qualitative research approach is chosen to explore deeply the experiences, perceptions, and behaviours related to technology adoption at SGS, aiming for a holistic understanding of how technology influences operational efficiency, service delivery, and competitive advantage. The research strategy employs a case study method focusing specifically on SGS as a single case to comprehensively investigate its technological initiatives, challenges faced, and outcomes achieved. Data will be collected through in-depth semi-structured interviews with key stakeholders at SGS, including senior management, IT professionals, and operational staff, to explore their perspectives on technology adoption, its impact on operations, challenges encountered, and strategies employed. Additionally, document analysis of internal documents, reports, and strategic plans related to technology adoption at SGS will complement interview data to provide contextual insights.

Data analysis will employ thematic analysis, identifying, coding, and categorising themes to uncover patterns, relationships, and overarching narratives

regarding technology's influence on business innovation and competitive advantage at SGS. This methodology aims to provide a comprehensive understanding that informs both theory and practice in the context of technology-driven business strategies in the aviation services industry.

Project Structure

1. Introduction

- Introduce the topic of technology's influence on business innovation and competitive advantage.
- Provide background on Saudi Ground Services Company (SGS) and its significance in the aviation services industry.
- Outline the research objectives, questions, and significance of the study.

2. Literature Review

- Review theoretical foundations, including Michael Porter's framework of competitive advantage.
- Discuss literature on technology adoption, business innovation, and competitive advantage in various industries.
- Analyse relevant studies on the impact of technology in the aviation services sector.

3. Theoretical Framework

- Define the constructivist ontology and interpretivist epistemology guiding the study.

- Explain the research approach (qualitative) and rationale for choosing a case study strategy.
- Present the research onion framework and its application to the study's design.

4. Research Methodology

- Detail the qualitative approach and case study strategy used.
- Describe data collection methods: semi-structured interviews with key stakeholders (senior management, IT professionals, operational staff) at SGS and document analysis of internal reports and strategic plans.
- Discuss data analysis techniques, focusing on thematic analysis to uncover patterns and narratives.

5. Findings

- Present findings from interviews and document analysis regarding technology adoption at SGS.
- Highlight themes related to operational efficiency, service delivery, and competitive advantage.
- Illustrate how technological innovations have influenced SGS's strategic positioning in the aviation services industry.

6. Discussion

- Interpret findings in relation to theoretical concepts and existing literature.

- Analyse implications for SGS and similar companies in the aviation services sector.
- Discuss limitations of the study and avenues for future research.

7. Conclusion

- Summarise key findings and their significance in relation to the research questions.
- Reflect on the contributions of the study to theory and practice.
- Provide recommendations for enhancing technology-driven business innovation and competitive advantage at SGS and beyond.

Chapter 2

LITERATURE REVIEW

INTRODUCTION:

The integration of technology in business operations has become a pivotal factor in driving innovation and securing competitive advantage. This chapter explores the theoretical frameworks and empirical studies that highlight the role of technology in enhancing business innovation and competitive advantage, with a specific focus on the Saudi Ground Services Company (SGS) in Medina, Saudi Arabia.

Theoretical framework

The theoretical framework for this study on the influence of technology on business innovation and competitive advantage at Saudi Ground Services Company (SGS) draws several theories, models, and frameworks to provide a comprehensive understanding of the research topic within the context of the aviation services industry. The following are some of the key theories.

1. Resource-Based View (RBV): This theory posits that firms achieve competitive advantage by acquiring and managing valuable, rare, inimitable, and non-substitutable resources. Technological capabilities are considered critical resources that can drive innovation and differentiation.

2. Dynamic Capabilities Theory: This theory emphasizes the ability of firms to integrate, build, and reconfigure internal and external competencies to address rapidly

changing environments. Technological innovation is a dynamic capability that enables firms to adapt and thrive in competitive markets.

3. Disruptive Innovation Theory: Introduced by Clayton Christensen, this theory explains how smaller companies with fewer resources can successfully challenge established businesses by leveraging new technologies • Disruptive technologies can create new markets and value networks, ultimately displacing existing market leaders.

Competitive Advantage by Michael Porter's Framework: Michael Porter's seminal work on competitive advantage provides a foundational framework for understanding how organisations can achieve and sustain superior performance in their industry. Porter identified three generic strategies that companies can use to gain a competitive advantage: cost leadership, differentiation, and focus. (Investopedia, 2024) In the context of SGS, these strategies will be examined to assess how technology adoption contributes to operational efficiencies, service differentiation, and strategic focus within the competitive landscape of the aviation services sector.

Technology Adoption and Innovation Theories: The study integrates theories of technology adoption and innovation to analyse how SGS incorporates advanced technologies such as Information Technology (IT), Artificial Intelligence (AI), and automation into its operations.

Technology Acceptance Model (TAM) developed by Davis in 1986, TAM posits that perceived ease of use and perceived usefulness are critical determinants of an individual's intention to use a technology. In the context of SGS, TAM helps to understand why employees, including senior management, IT professionals, and operational staff, may embrace or resist adopting new technologies like AI and automation.

Diffusion of Innovations Theory (DOI) proposed by Everett Rogers in 1962, explores how innovations spread within a social system over time. It categorises individuals within an organisation into innovators, early adopters, early majority, late majority, and laggards based on their willingness to adopt new technologies. These theories will help frame discussions on why and how SGS adopts specific technologies and the implications for business innovation and competitive advantage.

Empirical Studies

Empirical research has consistently demonstrated the positive impact of technology on business innovation and competitive advantage:

1. Artificial Intelligence (AI) and Machine Learning: AI and machine learning technologies have been shown to enhance decision-making processes, optimize operations, and improve customer experiences. For instance, AI-driven supply chain management systems can predict demand with high accuracy, reducing costs and increasing efficiency.

2. Internet of Things (IoT): IoT technologies enable real-time monitoring and data collection, leading to improved asset management and operational efficiency. Companies that adopt IoT solutions can gain a competitive edge by offering innovative products and services.

3. Cloud Computing: Cloud computing provides scalable and flexible IT resources, allowing businesses to innovate rapidly and respond to market changes. It also facilitates collaboration and data sharing, which are essential for innovation.

4. Big Data Analytics: The ability to analyse large volumes of data enables businesses to gain insights into customer behaviour, market trends, and operational performance. Companies that leverage big data analytics can make informed decisions and develop innovative strategies.

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Appendices

- Include supplementary materials such as interview guides, sample excerpts from documents analysed, and additional data tables if necessary.

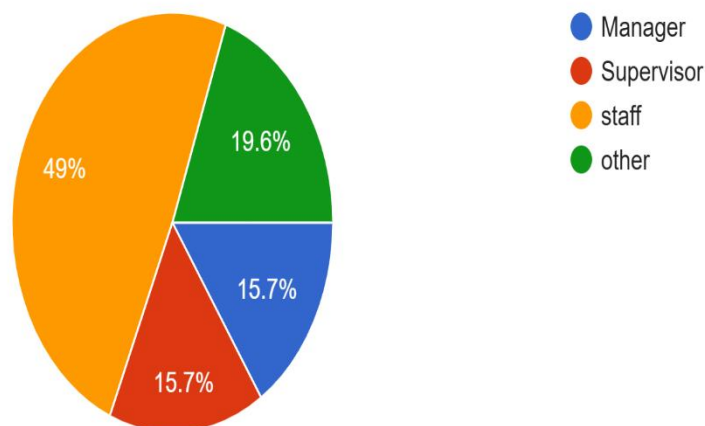
Research Questionnaire

Research questionnaire designed to assess the influence of technology adoption on business innovation and competitive advantage at the Saudi Ground Services Company (SGS) in Medina, Saudi Arabia. The questions focus on various aspects of technology adoption. A Likert scale used in this research questionnaire to measure attitude and perceptions. It is typically consisting of a series of statements related to topic, with respondents asked to indicate their level of agreements or disagreements on a symmetric scale. The scale usually has an odd number of points from 1-5 to provide a neutral option. Each item in the questionnaire will represent the statement related to the subject of the study. Respondents select the number that corresponds to their level of agreement with each statement. This format allows researcher to quantify opinions to make it easier to analyse and interpret the data collected.

<https://forms.gle/CNaPAo8vXAfET8mr7>

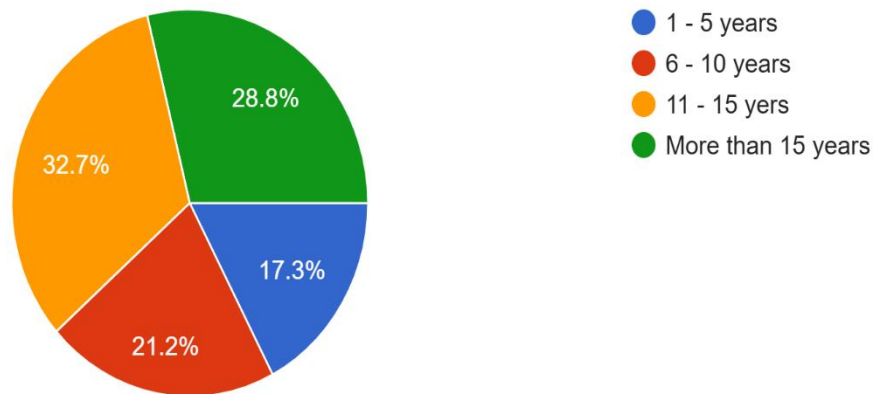
Job Type

51 responses



Work experience

52 responses



I. The adoption of technology has improved operational efficiency at the Saudi Ground Services Company (SGS).

- 1 (Strongly Disagree)

- 2 (Disagree)

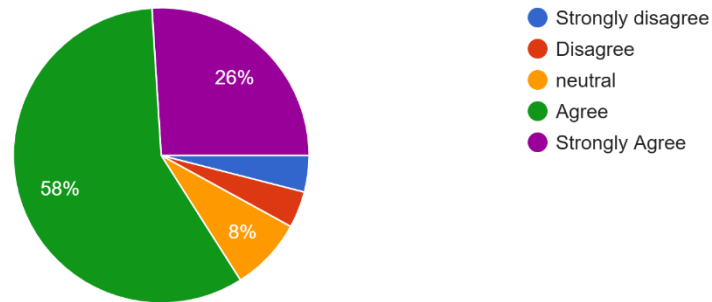
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

1. The adoption of technology has improved operational efficiency at the Saudi Ground Services Company (SGS).

50 responses



2. The key technologies adopted by SGS have significantly changed daily operations.

- 1 (Strongly Disagree)

- 2 (Disagree)

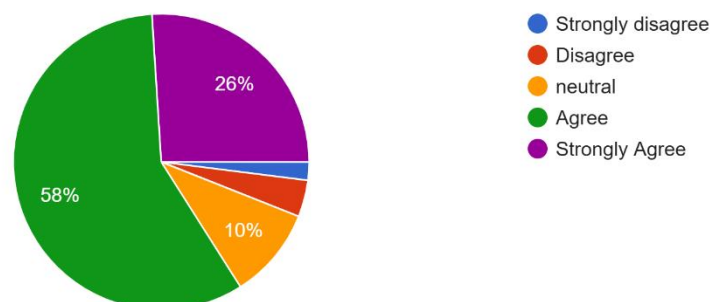
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

2. The key technologies adopted by SGS have significantly changed daily operations.

50 responses



3. Specific improvements in operational efficiency have been observed since adopting new technologies at SGS.

- 1 (Strongly Disagree)

- 2 (Disagree)

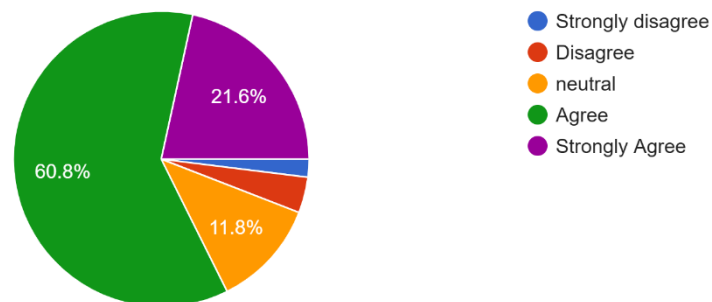
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

3. Specific improvements in operational efficiency have been observed since adopting new technologies at SGS.

51 responses



II. Technological Innovations in Service Delivery and Customer Satisfaction

4. Technological innovations have been implemented at SGS to enhance service delivery.

- 1 (Strongly Disagree)

- 2 (Disagree)

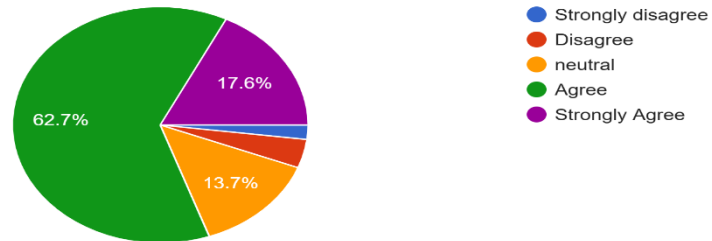
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

4. Technological innovations have been implemented at SGS to enhance service delivery.

51 responses



5. These technological innovations have positively impacted customer satisfaction and service quality.

- 1 (Strongly Disagree)

- 2 (Disagree)

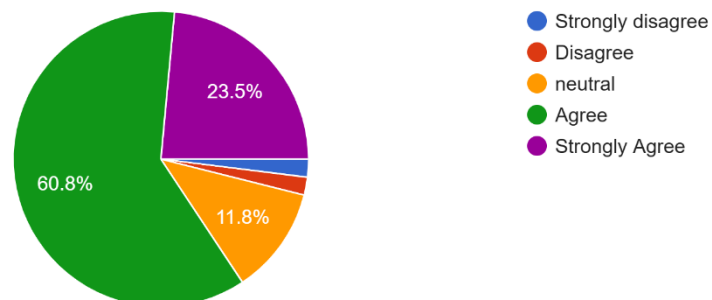
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

5. These technological innovations have positively impacted customer satisfaction and service quality.

51 responses

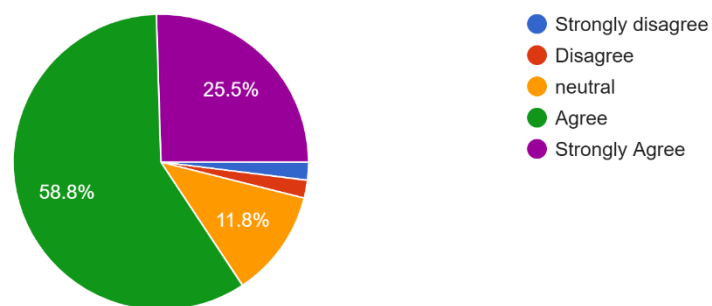


6. Customer feedback mechanisms are in place to assess the impact of technological changes at SGS.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

6. Customer feedback mechanisms are in place to assess the impact of technological changes at SGS.

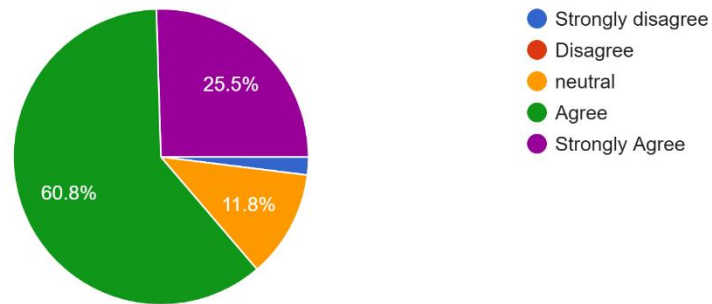
51 responses



7. Notable improvements in customer satisfaction are linked to these innovations at SGS.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

7. Notable improvements in customer satisfaction are linked to these innovations at SGS.
51 responses

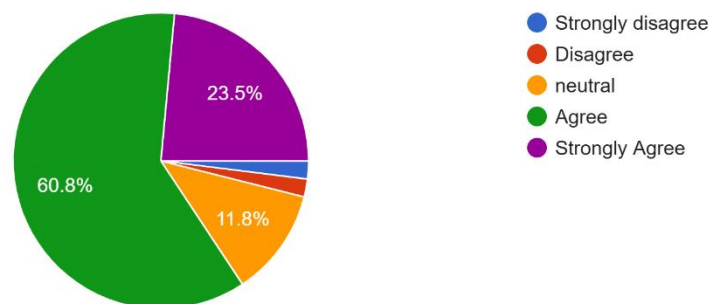


III. Challenges in Integrating Technology into Business Operations

8. SGS faced significant challenges when integrating new technologies into its operations.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

8. SGS faced significant challenges when integrating new technologies into its operations.
51 responses

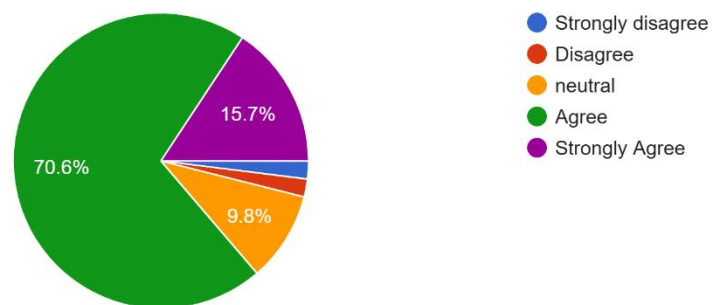


9. These challenges were effectively addressed by SGS.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

9. These challenges were effectively addressed by SGS.

51 responses

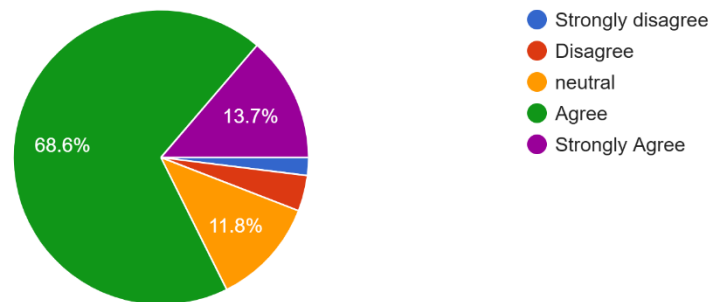


10. Specific strategies or initiatives were particularly effective in facilitating the integration of new technologies at SGS.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

10. Specific strategies or initiatives were particularly effective in facilitating the integration of new technologies at SGS.

51 responses



11. Employee training and change management played a crucial role in the technology integration process at SGS.

- 1 (Strongly Disagree)

- 2 (Disagree)

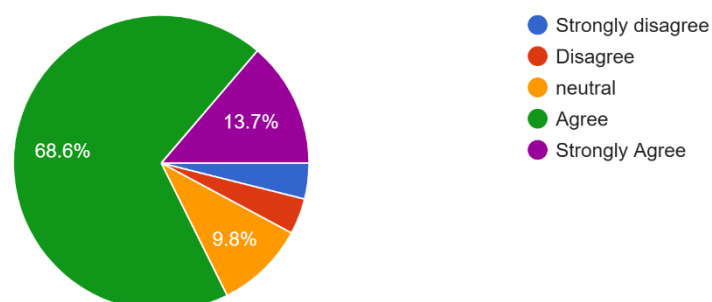
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

11. Employee training and change management played a crucial role in the technology integration process at SGS.

51 responses



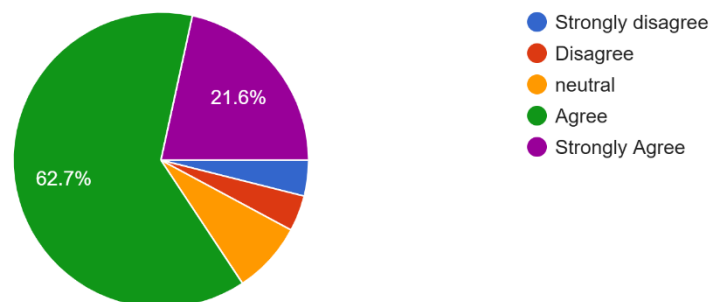
IV. Strategic Use of Technology and Competitive Advantage

12. SGS strategically uses technology to gain a competitive advantage in the aviation services industry.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

12. SGS strategically uses technology to gain a competitive advantage in the aviation services industry.

51 responses



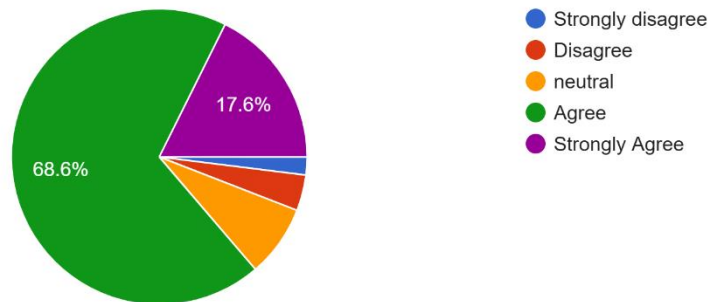
13. Technology has helped SGS differentiate itself from competitors.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)

- 5 (Strongly Agree)

13. Technology has helped SGS differentiate itself from competitors.

51 responses



14. Technology has positively impacted SGS's market positioning and growth.

- 1 (Strongly Disagree)

- 2 (Disagree)

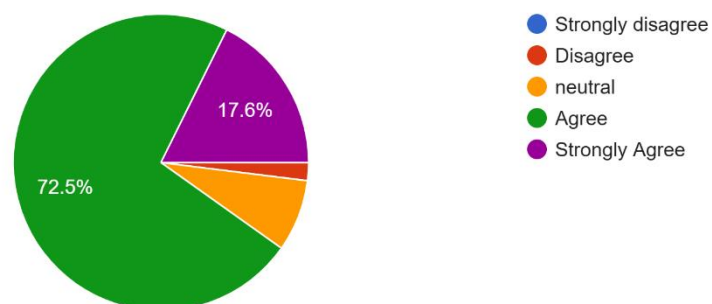
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

14. Technology has positively impacted SGS's market positioning and growth.

51 responses



V. Alignment with Michael Porter's Framework of Competitive Advantage

15. SGS's technological strategies align with Michael Porter's concepts of cost leadership, differentiation, and focus.

- 1 (Strongly Disagree)

- 2 (Disagree)

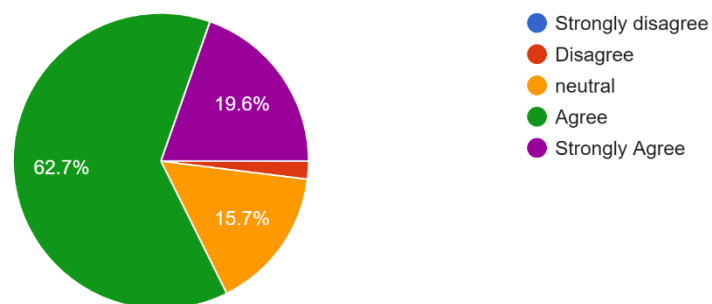
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

15. SGS's technological strategies align with Michael Porter's concepts of cost leadership, differentiation, and focus.

51 responses



16. Technologies implemented at SGS have contributed to cost reduction.

- 1 (Strongly Disagree)

- 2 (Disagree)

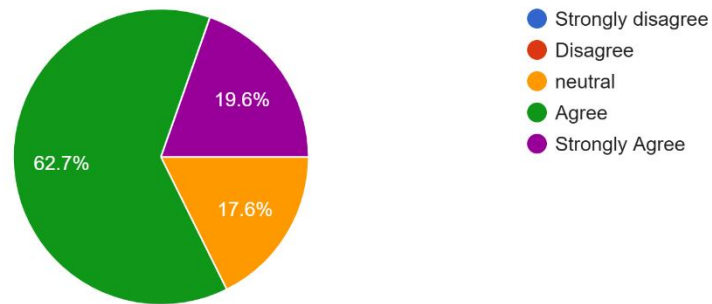
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

16. Technologies implemented at SGS have contributed to cost reduction.

51 responses



17. SGS uses technology to differentiate its services from those of its competitors.

- 1 (Strongly Disagree)

- 2 (Disagree)

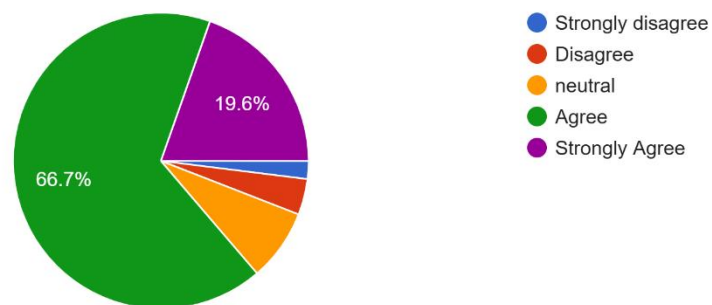
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

17. SGS uses technology to differentiate its services from those of its competitors.

51 responses



18. SGS focuses on specific market segments through the use of technology.

- 1 (Strongly Disagree)

- 2 (Disagree)

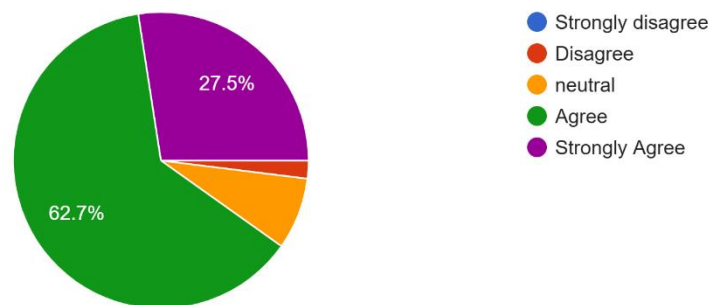
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

18. SGS focuses on specific market segments through the use of technology.

51 responses



Research Population and Response rates for the collection

Managerial level	Job Tittle	Population Size	Percentage	Sample Size	Number of Distributed Questionnaires	Number of Responses	Response rate
Top Level Managers	Managers	10	5%	8	8	8	100%
	Supervisors	15	7.5%	8	8	8	100%
Employees		125	62.5%	25	25	25	100%
Others		50	25%	10	10	10	100%
Total Population		200					
Sample Size				51	51	51	100%

