

# **Final Project 1**

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## **Project Template**

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# The Impact of Competitive Advantage on Project Success in the Fitness Industry in Riyadh, KSA

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# **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:

How can the Tringle of knowledge, Innovation, and quality impact on competitive advantage to achieve 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**

#### **1.5. Research Objectives**

#### **1.6. Research Hypotheses**

#### **1.7. Research Model**

## **1.8. Research Methodology**

## **1.9. Scope of The Study**

## **1.10. The Suggested Project Structure**

## **2.Chapter 2: Literature Review**

## **2.1. Introduction**

Brief introduction for the chapter

## **2.2. The independent variable**

## **2.3. The dependent variable**

## **2.4. The relationship between the independent and the dependent variables**

## **2.5. Conclusion**

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It`s Never Too Late to START. Just Begin!

Best of Luck 😊 Dr. Mona Moustafa Elashry

