

THE IMPACT OF COMPETITIVE ADVANTAGE IN INTERNATIONAL MARKETS

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Abstract

The research aims to explain the role of competitive advantage in the international financial markets, as a result of the opportunities available, which has become one of the most important and biggest problems in the financial business sector with the large number of companies, which makes the competition factor very large and how it can be exhausted, and this has been applied in Company (X) through a questionnaire that was distributed, and the most prominent findings of the research is that the competitiveness of the organization is measured through its indicators of profitability, cost, productivity and share. Market.

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Introduction: The concept of competitive advantage is considered a real revolution in the world of business administration, and it means the skill, technology, or distinguished resource that allows the organization to produce values and benefits to customers that exceed what competitors offer, and confirms its distinction and difference from these competitors from the point of view of customers who accept this difference and distinction, and the importance of this concept increases in today's world with the increase of competition and the increase in global trade conflict, which makes it imperative for different companies to differentiate themselves and gain a new ground in the global markets, and we can distinguish between advantages. According to low competitive advantages that depend on the lower cost of labor and raw materials, and it is relatively easy to imitate by competitors, and the interest in monitoring environmental changes and thinking about how to deal with them has been an important challenge for business organizations, and perhaps excelling with a certain type of competitive advantages makes them to take advantage of those opportunities, and high competitive advantages based on product or service excellence, good reputation, brand, and close relationships with customers, and these advantages require the availability of high-level skills and capabilities such as human resources training. The institution's reliance on a single competitive advantage may expose it to the risk of being easily imitated by competitors, so the multiplicity of sources of competitive advantage improves in order to make it difficult for competitors to imitate and through the practice of modern

marketing concepts, and the research seeks to identify the competitive advantages that the group possesses and the extent to which these advantages contribute to increasing its benefit from the opportunities available in the markets.

First Induction / Previous Studies and Scientific Research Methodology

First: Previous Studies

- 1- Afaf El-Sayed Badawi Study (2012): The study aimed to identify the availability of intellectual capital and the extent of interest in it in telecommunications companies, and to identify a course in developing creative capabilities in these companies, then to achieve added value and achieve competitive advantage for them, by trying to explain the relationship between intellectual capital and the competitive advantage of the company under study owned by companies to contribute to increasing their market value, and working to attract, manufacture, and activate intellectual capital, and support its continuity and renewal.
- 2- Arafa Othman Mustafa 2014 Study: The problem of the study was that the consumer influences his behavior with many variables such as price, quality, form and service that we reach through the various elements of the promotional mix, personal communication, advertising and publishing, sales activation according to these influences, produces a certain behavior in the consumer, such as buying or not buying, and the consumer's behavior also affects many internal variables such as the consumer's motivations, tendencies or tendencies, the degree of learning and perception, as well as it affects external economic, social and cultural variables. To know the behavioral characteristics of the consumer, to know the nature, causes and variables of this behavior, and to know this on the marketing opportunities that can be available to business organizations.
- 3- Abeer Jameel Thabet 2008 study: The study aimed to determine the foreign marketing policies of the products on achieving the competitive advantage The most important hypotheses of the study were as follows The marketing problems faced by business organizations in foreign markets affect their competitiveness There is a fundamental relationship between the foreign marketing policies of the products under study on achieving the competitive advantage The problem of the study was that the products have many comparative advantages that qualify them to have a competitive advantage in foreign markets, including the availability of raw materials. .
- 4- Hassan Ali Al-Zoubi (2005): The problem of the study was that the tourism sector suffers from a set of obstacles that stand in the way of investments that the private sector can contribute to the growth and expansion of the tourism sector. The study concluded that the issue of comparing the risk and the expected return from each opportunity has an impact on the selection of the differentiation method by the managers, as the results resulted in a significant relationship between the variable of risk/return calculations and the choice of the differentiation method between opportunities.

Second: Scientific Research Methodology:

Importance of the research: The importance of the research is manifested in the following:

- 1- Competitive advantage is a positive indicator of an organization's superiority over competitors, as it allows for the achievement of high performance rates.
- 2- Competitive advantage motivates employees to continue and develop the business.
- 3- Developing the labor market with the best services, where companies take care of the needs of customers and seek to achieve their satisfaction.
- 4- It is a weapon to meet the challenges of the market and competitors which enables it to respond quickly to the customer.

- 5- Competitive advantage raises the morale of the employees in the organization and this reflects positively on their performance levels.

The research problem is the limited marketing opportunities with the presence of an unlimited number of companies competing for those opportunities, with the lack of familiarity with those right companies that enable them to take advantage of these opportunities, which is represented in the fact that these companies have a unique competitive advantage that gives them the advantage in taking advantage of the opportunities available to the markets from the ability of competitors to do so .

Research Hypotheses: The research is based on the following hypotheses:

- 1- The competitive advantage of any international organization or market is the basis of its superiority.
- 2- Competitive advantage has a role in stimulating international markets.

Research Objectives: The research has several objectives, the most important of which are:

- 1- This strategy aims to build a competitive advantage and gain access to positions in the market.
- 2- Trying to uncover internal sources that contribute to the market gaining a competitive advantage
- 3- Attract customers continuously.
- 4- By satisfying the special needs of a particular group of consumers, focusing on a specific geographic market, or focusing on specific uses of the product.
- 5- Gain a premium market share.

Research Population and Sample: The research community represented the Iraq Stock Exchange, while the research sample was represented by Company (X) according to the company's wishes.

Second Topic / Theoretical Aspect

First- The concept of competitive advantage: The concept of competitive advantage is presented by multiple names, the most prominent of which is competitiveness, competitive excellence or competitive success, but it agrees in its content that the concept of competitive advantage is directed to how the company can distinguish itself from its competitors and achieve superiority over them, as this concept is related to the value or satisfaction that the company can provide to its customers so that it reflects real material competitive advantages that can be determined by reducing the cost, improving the quality, or both.

The concept of competitive advantage is considered as a real revolution in the world of economics in general and in business administration in particular, and the competitive advantage aims to achieve the continuous superiority of the organization compared to other competing organizations in the same sector, i.e., the important role of competitive advantage in the life of the organization is represented in its importance in maintaining the balance of the organization towards other parties, and thus the multiplicity of views of economic scientists and researchers on the concept of competitive advantage, and the reason for this difference may be due to the difficulty of defining concepts related to human activities The concept of competitive advantage is also one of the most influential concepts on competitive and marketing content.

The competitive advantage arises as soon as the company discovers more effective methods than those used by competitors, as it embodies this discovery in the field, in other words, once it introduces a creative process in a broad sense, and the competitive advantage depends on the results of examining and analyzing both internal strengths and weaknesses, in addition to the opportunities and threats in the external environment compared to its competitors.

Definition of Competitive Advantage: The concept of competitive advantage means the excellence of a

company in providing all its services and skills such as goods and resources in a way that makes it superior to other companies that provide the same services to achieve increasing customer loyalty and satisfaction with the level of its services, thus increasing the size of its profits and improving its reputation in the labor market. He was the first to refer to competitive advantage and defined it as an expression of the company's quest to create or possess unique features that distinguish it from other companies operating in the same industry, as it was defined as anything that can distinguish the company or its products positively from competitors from the customer's point of view, and it was also defined as any advantage achieved by the company that is higher than what competitors offer to consumers and has value, and this may be through lower prices or The added service and defined by Al-Masoudi (2007) that competitive advantage means seeking to achieve excellence with the highest returns and working to maintain the current competitive capabilities and continuously enhance future capabilities, and Trivedi believes that the concept of competitive advantage is a real revolution in the world of business administration, where management is seen as a continuous dynamic process that aims to address many internal and external deviations to achieve the continuous superiority of the organization over other competing organizations, whether they are suppliers, buyers or any other party. The organization deals with it and also believes that the competitive advantage is the exploitation of the organization's internal strengths in the performance of its activities so that it creates value that the rest of the competitors cannot achieve in their performance of their activities.

Types of Competitive Advantage: Competitive advantage is the characteristic that distinguishes the organization from other competing organizations, it has research that achieves a strong attitude for the organization towards competitors, the organization must adopt one or both competitive advantages, the competitive advantage is divided into two main types:

- 1- **Lower Cost Advantage:** It means the ability of a company to produce and market its products at the lowest possible cost compared to competitors and ultimately lead to greater returns.
- 2- **Excellence Advantage:** It means the company's ability to evaluate a distinctive, unique product with a high value from the consumer's point of view with higher quality, special characteristics of the product and after-sales services.

Therefore, it becomes necessary to understand the potential sources of product excellence through value creation activities and employ the capabilities and competencies of the company to achieve aspects of excellence

Characteristics of Competitive Advantage: One of the most important characteristics of competitive advantage are:

- 1- It is permanent and continuous in the sense that the organization achieves excellence and progress in the long term of the company and not in the short term.
- 2- are renewable according to the changes of the external environment on the one hand and the capabilities and resources of the internal institution on the other hand.
- 3- **Flexible:** It is flexible and can be changed and updated quickly according to the internal and external data of the company, which means that other competitive features can be easily replaced.
- 4- Be in line with the company's goals and the results it seeks to achieve in the short and long term.

Dimensions of Competitive Advantage:

- 1- **Cost:** The lowest cost is the oldest competitive dimension that many companies have sought to adopt, and this dimension means the company's ability to produce and market its products at the lowest possible cost compared to its competitors, which enables it to achieve higher profits, a larger market share, and reach competitive prices that enhance the competitive advantage of these products within the market. Companies that seek to gain a larger market share as a basis for success

in this segment of the market are the companies that offer their products at a lower cost than their competitors.

- 2- **Quality:** Reflection of the state of economic well-being witnessed in many countries of the world recently and the social and cultural development in it, the consumer has become seeking to obtain products of higher quality based on the trade-off between price and quality, and price is no longer a decisive factor in making a purchase decision, so business organizations have become seeking to win consumer requests by providing products that meet the expectations and satisfaction of the consumer, and the quality varies from one product to another and from one market to another, and perhaps one of the most important advantages of a high-quality product is that it acquires prices. It is also necessary to emphasize that setting the goal of appropriate quality is to focus on the requirements and needs of the customer, and the appropriate level of quality will get rid of the burden of selling at exorbitant prices, because this burden is always compatible with products with high quality, but the quality of the process is a decisive and important factor in all parts of the competitive market, no matter what the type of product or service and whatever its price, consumers want a product free of defects, so it is necessary to The goal of process quality is to produce flawless products.
- 3- **Flexibility:** It is described as the ability to respond effectively to changing circumstances and also to face uncertainties in external and internal business environments, and flexibility also acts as a quick response to changes in production volume, changing product mix, product and product customization, providing the customer with the product he desires, introducing new products, and adopting new technology. Al-Lami (2008) shows that internal process flexibility includes responding quickly to required delivery times, saving time in change and transformation processes, and maintaining the reliability of production and delivery of products to customers.
- 4- **Time and Delivery:** It is a competitive priority because customers are interested in meeting their needs in the right quantity and the right time, and here time means ensuring that the right product arrives, in the right quantity, at the right time, and also with the right service, and the ability to deliver is a time issue as it reflects how fast the product or service is delivered to the customer, so the delivery after delivery can be considered as the basic base of competition between companies in the markets by focusing on reducing lead times and speed in designing new products and presenting them to consumers in the shortest possible time. Competitors compete to shorten the time between each innovation, introduce a new product or service, shorten the production time of the product, or deliver the product at the agreed time, not only that, but also at the timings set by the customers and suit their time.

Second- The concept of international markets: The international market is basically a competitive market because it consists of a large number of educated parties, for example, individuals and countries, whether exporters or importers, who receive capital, technology and services, and competition is clearly visible through the fluctuations and decreases of prices and the desire of each economy to achieve quality and efficiency, raise productivity and innovation, and competition increases as obstacles to international trade are removed, and finally, after the GATT agreement, competition and freedom became the basis of the new market .

Each country, project or company tries to enjoy special features that achieve control and superiority in the market over competition, whether in terms of technology, performance and effectiveness, advanced management, quality, prices, marketing capabilities, or even reputation, and the implementation of contracts in good faith, low costs, saving time in completion, providing financing and affiliate facilities, or other matters according to the circumstances, needs and priorities of each country (Saadi, 2004).

It remains to be said that another characteristic of the international market (Azzawi, 2004) is the aspect of risk and risk, which is reflected in the fluctuations of supply, demand and prices.

In general, the geographical distance, the difference in capabilities, technology, and in general, the decrease in information are among the most important reasons for such risks and fluctuations, as informatics is an important part of the economics of the domestic and international market, and the availability of bank guarantees and guarantees of insurance companies is also necessary as a key element in the growth of international transactions. The market is defined as a group of buyers and sellers who are current and promoted for a particular product, and the market is also defined as the total demand of buyers and promoters for the good or service, as well as it is the place where each seller and buyer meet and where goods and services are offered for sale.

Types of International Markets:

- 1- International Money Market: (It is the place through which money is obtained or saved for a short time, and its main role is based on trading in hard currencies, the International Money Market: Commercial banks hold financial deposits such as dollars and euros at foreign commercial banks, one of the most famous money markets is the Euro Dollar market, and this concept is not limited to commercial banks only, but also includes central banks in countries)
- 2- International Capital Market: (This is for the capital market and the resulting short- and long-term international transactions, which have a repayment period of more than one year, and such financial markets play an important financing cycle for international activities and operations through the provision of loans to national companies and institutions.

There is no need for a specific place to have such markets, but there is a group of financial centers that are connected to each other by advanced means of communication known as international exchanges, and examples of these markets are the London Stock Exchange in Britain, the Tokyo Stock Exchange in Japan, the Frankfurt Stock Exchange in Germany, and the New York Stock Exchange in the United States of America.

International Market Functions:

1. The first function is to determine the international selling price, and based on this price, determine exports, imports and their locations, employ capital, transfer banks and technology, as the price is the basis of decision-making, and it does not depend on supply and demand, there are several factors related to expenditure, quality, competition, exchange rate, availability of alternatives, and flexibility as auxiliary elements in achieving international transactions.
2. The second function : It is related to the specialization of resources, and it means organizing production, determining the export capacity of each economy, and the quality of the leading products, and this function also determines the elements of production that the economy needs and are imported, and all of this achieves the optimal use of resources, as well as the distribution of capital according to regions, investment opportunities, and the extent of incentives and guarantees (Abu Eida, 2012).

Following the competitive advantage in the international markets: In order to survive and excel in the market and keep pace with the rapid changes in the environment in which it operates, the economic institution must obtain a competitive advantage or advantages by obtaining resources that contribute to achieving its required superiority in order to provide products that meet the current and future needs of consumers in an appropriate manner.

It does not end with the economic institution gaining a competitive advantage, but it also requires it to always and continuously seek to develop it with the aim of maintaining it through new and preferred ways of competing in the industrial sector to which it belongs and delivering this to the market in which its products are followed.

The main goal of the institutions' search for competitive advantage is to improve their competitive position, there are three basic conditions to reach that goal, which are :

1. To be decisive, i.e. give precedence and superiority over competitors
2. Continuity means that it is continuous and relatively continuous
3. Its defensibility means that it cannot be easily imitated by competitors

Institutions follow different strategies in the competitive field and sustainability to achieve goals and reach a high degree of competition, and (Khalil, 1998) classified them into three categories, namely (cost leadership strategy that aims to achieve a lower cost compared to competitors, and the strategy of excellence and difference by distinguishing the company's products from competing companies by providing different product configurations, and the strategy of focus or specialization, which aims to build a competitive advantage and reach better positions in the market by satisfying the special needs of a group. certain of consumers).

Third Topic / Field Aspect

Description and diagnosis of competitive advantage in international markets (x):

This section includes a description of the paragraphs (Competitive Advantage in International Markets) where the weighted mean of the arithmetic mean, standard deviation, and answer intensity of all the paragraphs of the mentioned variable were extracted. On the other hand, the hypothetical mean of (3) according to the Lykrth quintet scale was used as a criterion for measuring the degree of response of the sample as part of the verbal estimation of the questionnaire weights. Note that the hypothetical mean of (3) is the result of adding the percentages from the five-point scale of (15) divided by the number of ranks of (5)

Hypothetical mean = the sum of the ratios (number of ranks 1+2+3+4+5) (5=3)

The intensity of the answer = the weighted mean of the arithmetic / 5 100

Table (1) Descriptive statistics of the sample members' responses to the competitive advantage variable in international markets

Answer intensity %	Standard deviation	Weighted mean	Paragraphs
78%	1.06	3.80	The organization has a high .1 ability to produce its products at the lowest possible cost
77%	0.86	3.85	The organization is concerned .2 with controlling the production inputs
74%	1.15	3.74	The organization is interested .3 in reducing its prices to achieve .excellence in the market
75%	0.83	3.77	The organization is interested .4 in achieving the optimal investment of resources
74%	1.03	3.71	The organization is interested .5 in following up on the variables of its market environment by investing
76%	0.91	3.80	The organization achieves a .6 larger share than the competitors' share
72%	1.15	3.60	FAO introduces new products .7

			to feed new markets
82%	0.83	4.14	The organization provides .8 products that suit the needs of foreign markets
73%	0.91	3.68	The organization strives to .9 continuously improve the quality of its products
76%	0.81	3.82	The organization achieves a .10 new coordination between the functions of research and product development
72%	1.14	3.62	11The organization is concerned with achieving the flexibility of the product mix to meet the desires of consumers
73%	1.14	3.65	The organization offers a .12 variety of products that suit the .different tastes of consumers
76%	0.99	3.82	13The organization is distinguished by its ability to adapt and respond to the unique .needs of each customer
76%	0.97	3.80	The organization is .14 characterized by the speed of changes, arrangements and production facilities
66%	1.28	3.31	The organization is .15 concerned with achieving the highest accuracy in deliveries
72%	1.01	3.60	The organization is .16 concerned with reducing the time required to develop new products
73%	1.09	3.65	The Organization responds .17 to any change in the conditions of delivery to any consumer
75%	0.83	3.74	The organization is .18 respected by the surrounding .community
72%	1.09	3.62	The organization works to .19 establish the rules of honesty and transparency with the .relevant parties
74%	1.16	3.68	The organization has a high .20 attractiveness for investors
75%	1.04	3.77	The organization has a .21 mental image that prepares it for a distinctive competitive situation

78%	1.14	3.88	The organization is .22 interested in introducing new products very quickly
72%	0.98	3.62	The organization is very .23 willing to work in an unstable environment
74%	1.11	3.71	The organization is .24 effectively taking advantage of all the opportunities that arise in the market
65%	1.12	3.25	The organization achieves .25 tight supervision of workers

Source: SPSS Outputs. V.27

The opinions of the sample give considerable attention to the competitive advantage in the international markets which was reflected positively on the answers of the research sample, as the weighted arithmetic medians for all the paragraphs of the said variable were higher than the hypothetical mean.

The following is an explanation of the opinions of the research sample on the paragraphs of the competitive advantage variable in international markets:

- 1- The weighted mean of paragraph 1 was (3.80), which is higher than the hypothetical mean, with a standard deviation of (1.06) and an answer intensity of (76%). This means that the organization works at the lowest costs.
- 2- The weighted mean of paragraph 2 was (3.85), which is larger than the hypothetical mean, with a standard deviation (0.86), and an answer intensity (77%), which indicates that the organization is adjusting the inputs.
- 3- As for paragraph 3, the weighted mean was (3.74), which is larger than the hypothetical median, with a standard deviation of power (1.15), and the intensity of the answer (74%), which indicates that the organization lowers its prices to achieve excellence.
- 4- While the weighted arithmetic mean of paragraph 4 was (3.77), which is greater than the hypothetical mean, with a standard deviation of (0.83) and the intensity of the answer (75%). This means making the best use of resources.
- 5- The weighted mean of paragraph 5 was (3.71) with a standard deviation of (1.03) and the intensity of the answer was (74%), which means that the paragraph was available in the research sample organization.
- 6- Paragraph 6 had a weighted mean of (3.80), which is greater than the hypothetical median, with a standard deviation of (0.91), and the intensity of the answer (76%), which indicates the availability of the paragraph in the organization of the research sample.
- 7- While the weighted arithmetic mean of paragraph 7 was (3.60) which is larger than the hypothetical mean, with a standard deviation (1.15), and an answer intensity (72%) which means that the company is introducing new products to the market.
- 8- The weighted arithmetic mean of paragraph 8 was (4.14) which is higher than the hypothetical mean, with a standard deviation (0.83) and an answer intensity (82%). This indicates the availability of the paragraph in the research sample organization.

- 9- The weighted mean of paragraph 9 was (3.68), which is higher than the hypothetical mean, with a standard deviation (0.91) and an answer intensity (73%). This shows that the availability of the paragraph in the organization is a sample of the research.
- 10- We note that paragraph 10 had a weighted mean of (3.82), which is greater than the hypothetical mean, with a standard deviation of power (0.81), and the intensity of the answer (76%), which indicates the availability of the paragraph in the organization of the research sample.
- 11- The weighted arithmetic mean of paragraph 11 was (3.62), which is higher than the hypothetical mean, with a standard deviation of (1.14), and the intensity of the answer was (72%). This shows that the organization is interested in achieving the flexibility of the product mix to meet the desires of consumers.
- 12- The weighted mean of paragraph 12 was (3.65), which is larger than the hypothetical mean, with a standard deviation of (1.14), and the intensity of the answer (73%), which indicates the availability of the paragraph in the research sample organization.
- 13- As for paragraph 13, the weighted mean was (3.82), which is greater than the hypothetical mean, with a standard deviation of power (0.99), and the intensity of the answer (76%), which indicates the availability of the paragraph in the organization of the research sample.
- 14- The weighted mean of paragraph 14 was (3.80), which is higher than the hypothetical mean, with a standard deviation of (0.97) and an answer intensity of (76%). This means that the paragraph is available in the research sample organization.
- 15- The weighted arithmetic mean of paragraph 15 was (3.31), which is greater than the hypothetical mean, with a standard deviation of (1.28), and the intensity of the answer (66%), which indicates the availability of the paragraph in the research sample.
- 16- As for paragraph 16, the weighted mean was (3.60), which is larger than the hypothetical median, with a standard deviation of power (1.01), and the intensity of the answer (72%), which means that the organization needs the least possible time to develop its products.
- 17- The weighted mean of paragraph 17 was (3.65), which is higher than the hypothetical mean, with a standard deviation of (1.09) and an answer intensity of (73%). This means that the paragraph is available in the research sample organization.
- 18- The weighted arithmetic mean of paragraph 18 was (3.74), which is larger than the hypothetical mean, with a standard deviation (0.83), and the intensity of the answer (75%), which indicates the availability of the paragraph in the organization of the research sample.
- 19- As for paragraph 19, the weighted mean was (3.62), which is larger than the hypothetical mean, with a standard deviation of power (1.09), and the intensity of the answer (72%), which indicates the availability of the paragraph in the organization of the research sample.
- 20- The weighted mean of paragraph 20 was (3.68), which is higher than the hypothetical mean, with a standard deviation of (1.16), and the intensity of the answer was (74%). This means that the paragraph is available in the research sample organization.
- 21- The weighted arithmetic mean of paragraph 21 was (3.77), which is larger than the hypothetical mean, with a standard deviation of (1.04), and the intensity of the answer (75%), which indicates the availability of the paragraph in the organization of the research sample by having a mental image that provides it with a competitive position.
- 22- As for paragraph 22, the weighted mean was (3.88), which is greater than the hypothetical mean, with a standard deviation of power (1.14), and the intensity of the answer (78%), which indicates the availability of the paragraph in the organization of the research sample.

- 23- The weighted mean of paragraph 23 was (3.62), which is higher than the hypothetical mean, with a standard deviation of (0.98) and an answer intensity of (72%). This shows that the organization is prepared to operate in an unstable environment.
- 24- The weighted mean of paragraph 24 was (3.71), which is larger than the hypothetical mean, with a standard deviation of (1.11), and the intensity of the answer (74%), which indicates the availability of the paragraph in the organization of the research sample.
- 25- As for paragraph 25, the weighted mean was (3.25), which is greater than the hypothetical median, with a standard deviation of (1.12), and the intensity of the answer (65%), which indicates the availability of the paragraph in the organization of the research sample.

In order to prove the research hypothesis, which focused on the availability of competitive advantage in international markets, the researcher relied on the use of a t-test for one independent sample, as shown in the table below:

Table (2)T Selection

T-test	7.561
Sig.(2-tailed)	0.000

Source: SPSS. V. 27 Program Outputs

Conclusions:

1. Companies achieve greater control over market opportunities by having a competitive advantage.
2. The advantage of lower cost has a positive impact on the achievement of marketing opportunities.
3. Competitiveness differs from competition in that the latter expresses the state of competition that exists between organizations in the market to reach the consumer and outperform competitors.
4. Competitiveness takes several levels (competitiveness at the state level, competitiveness at the sector level, and competitiveness at the level of organizations).
5. An organization's competitiveness is measured by its indicators of profitability, cost, productivity, and market share.
6. The competitive advantage obtained by the companies through their delivery strategies has positively impacted the exploitation of the opportunities available in the markets.
7. Companies are racing to have a unique competitive advantage as the shortest way to access market opportunities.
8. Companies that have more flexibility in their production and marketing processes are better able to take advantage of marketing opportunities.
9. Having a better mental image than its competitors creates better conditions for them in the market in which they operate.

Recommendations:

1. It is necessary to pay attention to the development of the company's competitiveness and achieve competitive advantages as a competitor in a dynamic environment
2. The company should continue to look for lower-cost production methods while strengthening its current cost-cutting strategy
3. Companies need to achieve greater cost control to enable them to offer competitive pricing that will help them increase their sales

4. Companies should pay more attention to delivery as it plays an effective role in winning market opportunities
5. It is best for the company to maintain the level of flexibility achieved while constantly improving it
6. It is better to give greater priority to the mental image and do all the activities that help support and improve it so that the company can achieve a good competitive position in the markets .

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