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GRADUATE SCHOOL OF SOCIAL SCIENCE

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**THE ROLE OF COOPETITION STRATEGY IN ACHIEVING
DIMENSIONS OF COMPETITIVE ADVANTAGE
AN ANALYTICAL STUDY OF THE MOBILE-TELECOM COMPANIES IN
SULAIMANIYAH GOVERNORATE**

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**ULAŞILABİLİR REKABET AVANTAJI SAĞLAMADA İŞBİRLİĞİ
STRETEJİLERİNİN ETKİSİ:
SÜLEYMANIYE'DEKİ TELEFON ŞİRKETLERİNDE ANALİTİK BİR
ÇALIŞMA**

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BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım “Ulaşılabilir Rekabet Avantajı Sağlamada İşbirliği Stratejilerinin Etkisi: Süleymaniye'deki Telefon Şirketlerinde Analitik Bir Çalışma” adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

16.01.2018

İmza

Karwan Rasul Abdalla BOLI

SCIENTIFIC ETHICAL NOTICE

I have met with the scientific ethics and academic principles carefully until the conclusion of the proposal of the graduate work (**The Role of Coopetition Strategy in Achieving Dimensions of Competitive Advantage an Analytical Study in The Mobile-Telecom Companies in Sulaymaniyah Governorate**). I declare that the works I have used and used as a source of each and every quotation I have made directly or indirectly in this work which I have prepared in accordance with the rules of thesis writing in the context of scientific ethics and tradition.



16 .1.2018

Signature

Karwan Rasul Abdalla BOLI

THESIS ACCEPTANCE AND APPROVAL

BİNGÖL UNIVERSITY

SOCIAL SCIENCES INSTITUTE DIRECTORATE

This thesis entitled “**The Role of Coopetition Strategy in Achieving Dimensions of Competitive Advantage an Analytical Study in The Mobile-Telecom Companies in Sulaymaniyah Governorate**” prepared by Karwan Rasul Abdalla BOLI was found to be successful as a result of the thesis defense examination held on the date of [16/01/2018] and accepted by our juror as the Master Degree in the Department of Business Administration.

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CONFIRMATION

This thesis has been accepted by the jury determined in the,16 /01/ 2018 Session of the Board of the Directors of the Institute of Sciences of Bingöl University.

Director of the Institute

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ÖZET

ULAŞILABİLİR REKABET AVANTAJI SAĞLAMADA İŞBİRLİĞİ STRATEJİLERİNİN ETKİSİ: SÜLEYMANİYE'DEKİ TELEFON ŞİRKETLERİNDE ANALİTİK BİR ÇALIŞMA

Bu çalışmanın amacı, kooperatif stratejisinin rekabet avantajı boyutlarını elde etmedeki rolünü analiz etmektir. Böylece, bu amaca ulaşmak için, çalışmanın örnekleri Süleymaniye valiliğinde faaliyet gösteren mobil iletişim şirketlerinin 150 anket katılımcısı kıdemli yöneticisi, müdür yardımcısı ve şirket idari personeli tarafından toplanmıştır; (Asia Cell, Korek, ve Zain). Yöntem bölümünde, bu çalışma, bağımsız sorgu stratejisi ile bağımlı değişken olarak kooperatif stratejisi ve rekabet avantajı boyutları olan bağımlı değişken arasındaki korelasyonun ve etkisinin uyumlu olduğu çeşitli soruları araştırarak, sorunun kategorisini belirler. Sonuç olarak, teorik bir model çalışma için kasıtlı ve daha sonra test etmek için çalışma hipotezleri oluşturdu ve bu, SPSS Versiyon 24 kullanılarak birçok istatistiksel teste tabi tutuldu.

Korelasyon analizi sonuçları, kooperatif stratejisi bağımsız değişkeni ile bağımlı değişken olarak rekabet avantajı boyutları arasında pozitif bir anlamlı ilişki olduğunu ortaya koymuştur. Ayrıca, kooperasyon stratejisi seviyeleri (makro, mezo ve mikro) rekabet avantajı üzerinde etkileri vardır, ancak mikro düzey rekabet avantajı boyutları üzerinde en güçlü etkiye sahiptir, ancak makro düzey diğer seviyelere göre en zayıf etkiye sahiptir.

Eşzamanlı kooperatif stratejisi ve rekabet avantajı içeren ilişkilerde, pratik bulgularımız, şirketlerin müşterilerin daha uzak bir noktasında gerçekleştirilen faaliyetlerde daha sık işbirliği yapmaya ve rekabet etmeye meyilli olduklarına işaret ederek faaliyetlerin mobil hizmet müşterilerine duyurulmasının önemli olduğunu düşündü müşterilere daha yakın aktivitelerde. Bu nedenle sonuçlar, Kooperasyon stratejisinin ve düzeylerinin Süleymaniye valiliğinde mobil telekom şirketlerinin rekabet avantajı boyutlarını elde etmede gerçekten etkili bir rol oynadığını belirtti.

Anahtar sözcükler: İşbirliği, Rekabetçi, Kofibasyon Stratejisi, Makro Seviye, Meso Seviyesi, Mikro Seviye ve Rekabet Avantajı.

ABSTRACT

THE ROLE OF COOPETITION STRATEGY IN ACHIEVING DIMENSIONS OF COMPETITIVE ADVANTAGE: AN ANALYTICAL STUDY IN THE MOBILE-TELECOM COMPANIES IN SULAIMANIYAH GOVERNORATE

The purpose of this study is to analyze the role of coopetition strategy in achieving competitive advantage dimensions. Thus, to achieve this purpose, the samples of the study collected from 150 survey contributors' senior managers, deputy managers and company administrative staff of the mobile-telecom companies operating in Sulaymaniyah governorate, namely; (Asia Cell, Korek, and Zain). In the method part, this study categorizes the study's problem, through investigating several questions, concerted on the nature of the correlation and effect between coopetition strategy as the independent variable and dependent variable that is competitive advantage dimensions. Consequently, a theoretical model deliberates for the study, and then formed the study hypotheses to test, and this has been subjected to numerous statistical tests by using SPSS version 24.

The results of correlation analysis presented that there is a positive significant relationship between coopetition strategy independent variable and dimensions of competitive advantage as a dependent variable. Besides, the coopetition strategy levels as (macro, meso, and micro) have the effects on competitive advantage, but the micro level has the strongest effect on dimensions of competitive advantage, however macro level has the weakest effect compared to other levels.

In relations comprising of concurrent coopetition strategy and competitive advantage, the confidence of activities to the mobile service clients seems to matter, as our practical findings point out that the companies tend to more frequently cooperate in activities carried out at a greater distance from clients and compete in activities closer to clients. Therefore, the results specify that indeed, coopetition strategy and its levels perform an active role in achieving competitive advantage dimensions of mobile-telecom companies in Sulaymaniyah governorate.

Keywords: Cooperate, Competitive, Coopetition Strategy, Macro Level, Meso Level, Micro Level, and Competitive Advantage.

DEDICATIONS

This thesis is dedicated to my father, and to my cherished mother, your lessons and endless support are continuously unforgettable.

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LIST OF ACRONYMS

Abbreviations	Explanation
FDI	Foreign Direct Investment
CEO	Chief Executive Officer
M & A	Merger and Achievement
R & D	Research and Development
RBV	Resource Based View
KMO	Kaiser- Meyer-Olkin
ANOVA	Analysis of Variance
VIF	Variance Inflation Factor

INTRODUCTION

The challenges of the new global economic, order stands a major and serious research to the most countries of the world, or relative to their companies. However, this system has delivered an opportunity for developing countries and their companies to benefit from it. Thus, the significance of competitiveness lies in maximizing the benefits of the advantages of the global economy and reducing its disadvantages. Accordingly, recalling the global competitiveness reports notes that small states able to benefit from cooperation strategies because they give a chance to get out of the small market that is limited to the enormity of the world market. Therefore, whether we agree with this statement or not, it is ultimately necessary to confront this system as one of the essentials of the twenty-first century.

Consequently, in order to achieve high competitiveness, it is necessary to adopt the appropriate strategy that depends on transforming the options and plans adopted by the companies into an immediate and productive effort especially mobile-telecom companies, as well as improving the operational efficiency to reach a high-quality service or the product at the lowest possible cost. Then, high value-added and highly efficient, to be a leader in the competition. Thus, the lack of possibility for an organization to overlook the quality, price, or company flexibility, client needs, technological developments or unique management, such as Japanese waste reduction policies, or the invention of new service or product technology, this may not be available to most companies. Hence, the introduction of cooperation as an alternative to companies that cannot follow such policies or access to advanced service produce technology, and at the same time contribute to providing protection for organizations through competition with similar organizations and complement.

Therefore, the discussion has dedicated to the complex relationships that mobile-telecom companies involved in when they cooperate with some service activities and compete. Besides, the dynamic power behind this conduct is the heterogeneity of resources, as each a competitor holds distinctive resources that sometimes provide a competitive advantage and sometimes are best applied in combination with other competitors' resources. According to the contributor's responses, there are significant of cooperation strategy levels and dimensions of competitive advantage.

The results of correlation analysis presented that there is a positive significant relationship between cooptation strategy independent variable and dimensions of competitive advantage as a dependent variable. Besides, the cooptation strategy levels as (macro, meso, and micro) have the effects on competitive advantage, but the micro level has the strongest effect on dimensions of competitive advantage, however macro level has the weakest effect compared to other levels. Consequently, the results specify that indeed, cooptation strategy and its levels perform an active role in achieving competitive advantage dimensions of mobile-telecom companies in Sulaymaniyah governorate.

However, this study will contribute to the cooptation strategy literature through extracting three strategic characteristics of cooptative activities, for instance, conflictual collaboration, technical exchange, and market exchange. This study will also provide implications to the mobile communications literature through introducing a potential corporate strategy (cooptation) which is possibly beneficial to mobile-telecom service performance. Also, the managerial implications of this study lie in the graceful it outhouses on the mechanisms under which cooptation, as a corporate strategy, can be effectively used to achieve competitive advantage dimensions. The outcomes of this study combine to the current form of study literature which has examined to find the statistically significant relationship between cooptation strategy and competitive advantage. The researcher suggests that the upcoming scholarship must use a larger number of factors to investigation for significance in other then mobile-telecom companies.

Additionally, study structure, chapter one and chapter two of the study reviews the literature related to the cooptation strategy and competitive advantage respectively. Although chapter three address the study background, that comprises, problem statement, significance, purposes of the study, conceptual scheme, the study hypotheses, the study data collection method, sample selection and sample size, reliability and validity test, data analysis and the boundaries of the study. Moreover, the analysis and findings, the conclusions of the findings are presented along with recommendations, and implications.

CHAPTER ONE: COOPETITION STRATEGY

1.1. THE HISTORICAL DEVELOPMENT OF COOPETITION

The term of coopetition revolves nearby the idea of competitors working together to open up new markets, develop new services, and improve the market position of all the parties involved, which is integrated cooperation with the competition. The idea goes back to the early idea of (Sam Albert), (John Louer), and (Raymond Noorda) since the 1980s, the concept became familiar almost three decades ago to describe essential features of coopetition, the reason for this proliferation was the emergence of electronic work that made communication between companies more useful and influential since using information technology, reduced the cost of cooperation clearly, the competitive relationship between companies becomes a coopetition relationship (Barbara, 2004: 279).

Therefore, the coopetition strategy has become a new type of dynamics between companies. It is wise to say that the term was invented by Raymond Noorda (1993), that refers to cases in which two or more players cooperating and competing at the same time with each other, their relationship will generate recurring reactions instead of one.

But Brandenburger and Nalebuff (1996: 12) in their strategic research entered the term of coopetition to their book, which combined the benefits of both sides. The basic idea that was put forward to explain the content of coopetition is the following divisions: Cooperation is to increase the size of benefits, and the competition lies in its division. Besides, that their use of pie or benefit scale is to explain and interpret coopetition.

The concept also highlights the need to overcome the overly simplistic framework of the traditional entry rule to describe more complex market structures, as coopetition merges into a new perspective of the two common names of competition and cooperation. Subsequently, coopetition challenges traditional work that meets the rush of the complexity of the roles of the players and their strategies, their goals, and their operations, and their behaviors to achieve the returns (Dagnino, et. al., 2002: 20).

According to Brandenburger and Nalbuff (1996: 13), the business success depends on other business, but they must compete for value and protect its own

interests. Since 1996, the competition of mobile technology and the internet has made a significant increase in business dynamics. Information-rich in quality and quantity greatly enhance cooperation between players, and online communication has also reduced market access barriers, resulting in overly global competition. As time has become increasingly important, the scarce resource, quick access to data would reduce the difference in information, which required the business organization for this service to be able to track changes and respond quickly to them in competitive environments where competitors appear overnight from unexpected places and locations.

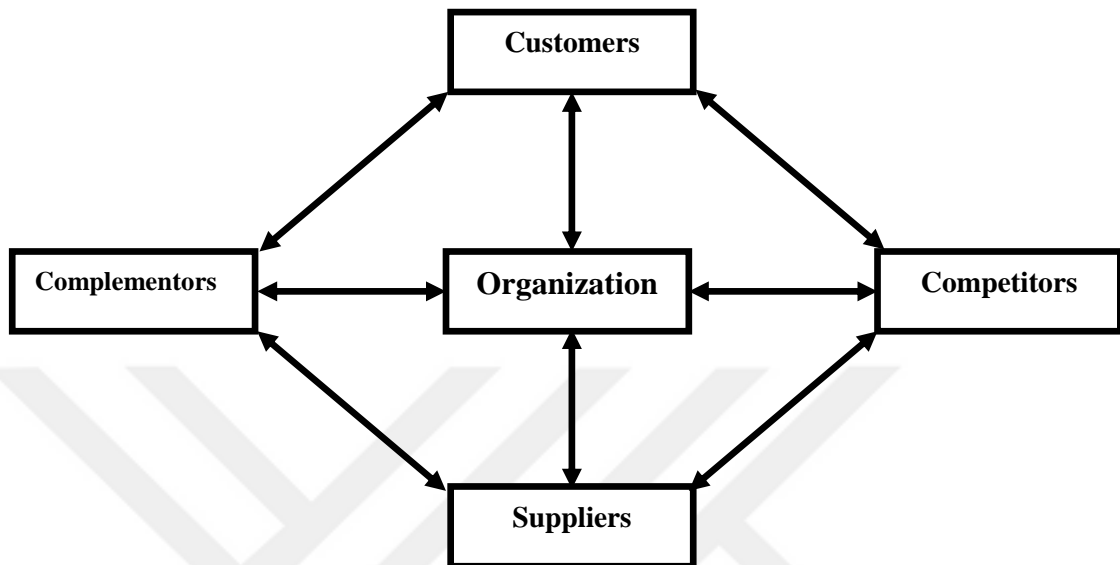
However, Brandenburger and Nalebuff (1996: 77), defines competitors as those who make service or products that your company offers less value because the great opportunities in business stem not only from conquering the game more than other players, rather than changing the essential nature of the game itself to pour into your advantage. Then not the actual success in the long run of successful competition in the industry, but who actively participate in shaping the future of the industry in a way that creates opportunities for future success rather than accepts things the way they are. Therefore, in the today's business world, when companies work together, they can create a much larger market in terms of size and value than they would have done by acting alone, and then organizations compete among themselves to determine who gets the largest share of that market. Bengtsson and Kock (2003: 110) simply define competition as a situation where competitors simultaneously cooperate and compete with each other.

Competition allows multiple winners the market is different from what has traditionally been done, the winner does not get everything, and both loss and profit are often measured on the basis of business success. Brandenburger and Nalebuff, (1996: 45), has introduced the term complementors to organizations offering services or products that enhance the value of the organization's services /products.

This describes the relationship between computer hardware companies (software vendors) who are complementary to the material suppliers and, conversely, complementary companies their individual services /products increase in value when collected together. The process of transformation in the age of industry emphasizes on new alliances, and rethinking the formation of partnerships with customers,

suppliers, competitors, and complementors in a certain way. As well as connecting these players to the so-called value network (Sussman, 1996: 15).

Figure 1: The primary value network players in the industry



Source: Sussman, Joseph M., (1996), Coopetition: A Framework for Analyzing Its relationships, Thoughts in ITS, Column, *ITS Quarterly*, *ITS America*, Washington, DC., Fall, Winter, p. 503.

According to Brandenburger and Nalebuff (1996: 66), a value network is a form with the high level of relationships that drive an organization's ability to continue and increasingly a survival capacity of greater interest than profit. The terms of cooperation are explicit, called shortcut (PARTS), as follows:

P: Players.

A: Added Value, a measure of which players are selected, as well as the Lever, in which strength is determined in the value network.

R: Rules that may be written or unwritten, both of which are extremely important.

T: Tactics actions are taken to change and create the perception among players.

S: Scope is the range or area that features within the game.

Hence, cooperation tendencies can be found in real life, workers competing for promotion to higher administrative positions while working together to develop their own organizations, as well as domestic firms that compete in order to increase market share, but they are united implicitly against foreign organizations. At the

level of functional units in a single organization reflects. Grant (1996: 375) states that the relationship between coopetition across functional areas conflicting career reflect interactions between marketing function, for example, the rest of the functions, thereby improving the financial performance and customer performance of the organization.

1.1.1. The Concepts of Coopetition

Through the comprehensive review of the literature related to the concept of coopetition, the researcher found that there are multiple views of researchers in defining the concepts of coopetition, it emerged that each of them looked at the subject from a certain viewpoint, and for purposes of standing on these concepts the researcher will present the table (1), which represents the historical summary of the evolution of those concepts, as follows:

Table 1: The concept of coopetition

Researcher, Year and Page	Concepts
Raymond and Noorda 1993	The situations in which two or more players in cooperate and competing at the same time with each other, the relationship between them arises from repeated reactions instead of one.
Brandenburger and Nalebuff 1996	The merger to form a new type of strategic dependence between companies, resulting in a coopetition system of competitiveness to create value through technical diversity and improve the proceeds of creativity.
Khanna et al, 1998	The coopetition is a critical source of innovation, capabilities and complementary service/products for companies.
Doz 1998 and Child 2001	The coopetition a tool that provides organizations with learning from each other, because it connects organizations to a network that serves as a basis for knowledge management between organizations and linking knowledge workers to each other.
Benjamin 1996 Harbison and Pekar, 1998	The coopetition is one of the forms of a strategic alliance in which two or more companies cooperate in the same industry and compete to achieve a certain goal.
Krandori and Neri, 1999	The system by which the interests of participants are determined by their contributions and how the value created by the company can be transformed into real profits.
Bengtsson and Kock, 2000	The coopetition is the relationship between business networks with a knowledge specialization, as well as establishing the same relationship between self-interest groups.

Rind et al, 2001	It has a role in stimulating cooperation between competing departments and promotes the development of implicit knowledge to a common understanding of customer needs and more strategic decision-making.
Daginino and Padula, 2002	The concept that enables companies to leverage the benefits of cooperation in a way that combines them as a cooperative strategy to increase value.
Critsch et al, 2004	The cooperation is the term that corporate service sector's practices for their effect on innovation capabilities based on external sources of knowledge and exploitation of competitors engage in cooperation.
Nago, 2006	A business model that explains all economic phenomena, whether occurring within a multidimensional structure at the same time, or in the event that it occurs (cooperation) sequentially.
Makkonen, 2006	A valid organizational strategy is not only for profit-oriented private organizations but also for the public sector, which needs to compete to become efficient, one of the most important sources of knowledge growth that can be partially accessed through business partners.
Rodrigues et al, 2009	The key strategy marketing for the global branding industry, cooperation provides a greater understanding of the common brand strategy for the value of the new relationship associated with the formation of unions to increase sales, penetrate new markets and impose high prices because of the excess value of the common mark.

Source: prepared by the researcher based on above literature.

According to Afuah (2000: 22), the word competitors is used in the place of the phrase suppliers, customers, and complementors (i.e. producers of services and goods which are complementary to the services or goods produced by the firm at hand). This idea recommends that the word and concept of cooperation is a mere supernumerary of the more familiar 'stakeholders'. Thus, we briefly demonstrate the contribution of both competitive and cooperative perspectives to management and ultimately structure out a first outline of the competitive approach.

Though, the researcher believes that the following comprehensive concept of cooperation can be adopted as a procedural definition in this study, so, cooperation is a system of value creation that continually seeks to increase the value by anticipating events and strategic planning of different situations in order to maximize the organization's capabilities and enhance its cooperation position by encouraging innovation, creativity, and learning to build sustainable competitive advantages.

1.1.2. The Factors Affecting Cooperation

According to Harbison (1998: 217), at least 50% of the existing unions are among the contenders, so, Brandenburger and Nalbuff (1996: 20) describe

coopetition as a self-generated strategy (identified itself) from the traditional concept. Whereas Powell (1996: 116) argues the competition separately between organizations, but the concept of coopetition recognizes that it has distinct and different dimensions and can be obtained at the same time (Gngawali et al., 2001: 261). It is essential to know the factors affecting the adoption of its strategy, these factors are as follows:

1. Heterogeneity in Resources

Organizations' resources vary widely and naturally, hence, Bengtsson and Kock, (2000: 421) present the idea of heterogeneity in resources, therefore, competitors need distinct resources as long as they are useful for coopetition. Besides, distinguished three types of the resource as flows (Gngawali, et al., 2001: 26):

- a) Asset flows such as equipment, technology, and organizational skills.
- b) Information flows as information and knowledge.
- c) Status flows include legitimacy, strength, and cognition.

The fact that resources are complementary is one of the reasons why organizations cooperate within the framework of unions or business networks (Powell, 1996: 124) while showing how they compete against one another (Barney, 1986: 469). Hence, organizations cannot have all the resources, and in coopetition, the organization can reach the resources of others. So, the heterogeneity of resource, asset, information, and status flows can support cooperative relations though with competitors.

Accordingly, the benefit of coopetition in resources provided through cooperation (Bengtsson and Kock, 2000: 424), besides, it makes a larger pie for organizations that have one access to other resources, which are often different, since they can share to become more omnipresent together (Kogut, 1988: 319; Parkhe, 1993: 794; Gulati, 1995: 619).

2. The Environment

In fast moving competitive environments, customer needs, technical opportunities, and competitor effectiveness are constantly evolving, with opportunities for all new entrants, influential or powerful, which could expose

potentially reputable organizations (Teece et al, 1997: 535) therefore, this growing need for organizations to engage in any of the various union collaborates with other organizations to provide support for themselves, and protect against environmental tensions. The impact of the environment on the behavior of cooperation is one of the main reasons why organizations work together, the substance of the matter regarding the possibility of survival (Von Hippel, 1987, 291).

3. The Market

The market is an open source of influence, dominated by many organizations, so it grows and raises, and there are many new and potential customers, and their number is increasing, both of these are important because they partly explain why competitors choose to cooperate. In this regard, the researcher agrees with the view put forward by (Bengtsson and Kock, 2000:425) that changes in the marketplace affect cooperation relationship between organizations, this effect may be gradually, and one organization can gradually become the biggest player in control, change slowly. The relative location within the network, and cooperation levels over time.

4. Relational Capital

The relational capital clearly refers to issues of trust in internal interpersonal relationships, which are described as an important factor for the success and sustainability of cooperation. As Nooteboom, (2002: 37) states trust that it is a tendency towards trust behavior and that it is behavior with a limited brevity that is refractive and is built based on the belief that the danger is specific.

Although, Kale (2000: 217) discussed the cooperation relationship and introduced the concept of the great relationship as the friendship commitment and natural trust that exists on a personal level among participants in any network, and it sets the basis for knowledge learning and transfer, on the other hand, it prevents the outflow of basic knowledge.

5. Acquire Distinctive Capabilities

The process that will enable the organization to achieve outstanding results are difficult for competitors imitated through the important strategic management role in integrating, adapting, formulate functional competencies, organizational resources, internal, and external skills to meet the requirements imposed by the

environment changing, and when organization entering in the competitive field, the capacity building needs to be built and strengthened, and the organization's pursuit of this will be affected by its coopetition relationship, as it looks forward to cooperating with a certain level of companies that enable them to acquire these capabilities and to set them as an important focus in their strategies. In order to identify the areas of internal and external capacity that they wish to possess and seek to exploit (Marcus, 1998:1146; Vande Ven, 1992:169).

1.1.3. The Dimensions of Coopetition

Coopetition places three main dimensions in the formation of a relationship with a competitor: Mutual Benefit, Trust, and Commitment. So, there is a duplication of each of these dimensions, each is not limited to interaction between two parties, but through a coopetition context.

Consequently, a company trusts the other in meeting the requirements for coopetition or participation, however, does not undermine competitiveness. Besides, commitment levels are reflective of investment in the competitor while not undermining the company's own needs and competitiveness. Also, mutual benefits are ultimately the result of how the relationship affects each company's competitiveness.

1.1.3.1. Mutual Benefits

According to Morgan and Hunt (1994: 24), efforts on bilateral relations tends to highlight the significance of trust and commitment. However, the basic premise that attempts to seize the coopetition behavior is that companies act for their own interests and relationships continue to the extent that they are useful for the benefit of the company. Accordingly, both parties should benefit from an integrative-bilateral relationship in ways of organizational significance (Adler, 1967: 60). Thus, these benefits should not be equal for both parties.

But Swenson (2002: 74) emphasized the importance of mutual benefit in his work to measure and evaluate the mutual dependence of the partners in the relationship. However, the company involved in a coopetition relationship with its competitor will have the advantage of pooling resources and capabilities to compete effectively with other competitors in the market (Amaldoss et al., 2000: 107; Hakansson and Ford, 2002: 133). Wilkinson and Young (2002: 123) so, the

coopetition is a strategy for obtaining resources while competition is a strategy for market advantages. It has been suggested that the degree of distance between competitors determine a structure of relationship (Bengtsson and Kock, 1999: 178) and affects the relationship structure on impulse to identify common interests and opportunities.

However, (Bengtsson et al. 2003: 44) two different structures of relationships between companies: coopetition and coexistence. The level varies and the importance of the mutual benefit between the two different structural forms, and both can be greatest in purely coopetition relationship.

1.1.3.2. Trust

According to Sargeant and Lee (2004: 618), trust between partners is the main feature of a long-term relationship, the crucial importance of trust in successful relationships is well established in the literature (Doney and Cannon, 1997: 35). However, Trust is the basis of mutual trust between companies (Johnston et al., 2004: 27). The existing studies focus mainly on vertical relationships between companies and their suppliers or distributors. In a coopetition perspective, horizontal relations are concerned, where the concept of trust is less understood and often more complicated. In a traditional coopetition relationship, there is usually a level of trust, although relatively low.

Thus, companies may trust each other not to engage in certain practices, such as artificially low prices or unethical behavior. In general, companies within a certain industry have certain common interests, and members of the industry trusted by their peers do not undermine the well-being of the industry.

According to Bengtsson and Kock (2000: 416), coopetition represents harmony and conflict between companies. Levels of harmony and conflict are quite different in horizontal, rather than vertical, relationships must be managed differently. The coopetition partner develops trust in how the company shares other resources, networking, meeting deadlines, using information, and other aspects of the coopetition dimension of the relationship. At the same time, they should trust the partner not to participate in competitive procedures that significantly undermine their market position. Trust is particularly important in terms of company convictions about how a partner will balance self-interest against mutual interest. While Sherer

(2003: 340) argues that the relationship-based trust has been associated with a number of factors and found that honesty and reliability are particularly important determinants of trust. Then, Jap (2001: 88) believes that on common expectations on how to share the benefits of the relationship.

1.1.3.3. Commitment

According to Zineldin and Jonnson (2000: 249), commitment is the desire to maintain a valuable relationship through ongoing investments. This desire contains the willingness and ability to financial and non-financial investment. Examine levels of commitment in coopetition relationships based on existing knowledge exchange and coopetition research and development activities, and alliances to develop new standards, and cooperative agreements to merge the existing businesses.

Besides, notes the difficulties in assessing the true costs of various forms of commitment. Thus, the commitment involves a process of mutual adaptation, where the parties modify their expectations, communication approaches, processes, internal processes or resource allocation approaches to reflect each other's needs, characteristics and requirements. This type of adaptation is the result of continuous development of organizational learning and knowledge. As Sherer (2003: 38) stressed the importance of supporting the CEO and dedication, or willingness to participate, as aspects of commitment.

While Amaldoss et al (2000: 112), claims that when partners share benefits equally, commitment increases more rapidly. However, the coopetition relationship partners may have an incentive to comply with mixed motives. So, Jorde and Teece (1989: 27), believes that it observes to a level that moderates from potential mutual benefits because of the perceived effects on the interests of the company or its own interests. Moreover, because each company's efforts in the relationship affect the success of the partner's business, the effects of non-compliance become more severe.

Therefore Amaldoss et al (2000: 112) suggested that firms should pursue deliberate strategies companies reduce the risk reduction commitment. Additional visions of commitment can be found in Mitchell et al (2002: 19), an effort which explores two types of alliances, scales, and linkages within a collaborative relationship. The main difference between the two is the contribution of resources to the coalition.

Domain alliances contain relationships where partners contribute to similar resources, while alliances find partners that contribute to different types of resources and reflecting the importance of each of the partners' objectives. Thus, the entrepreneur who seeks to achieve greater operational efficiency may be more committed to a scale-based alliance, while one attempt to combine complementary resources in order to expand business activities seeks to link alliance. Companies tend to comply with broad coalitions when the focus is research and development or production resources, while the relevant links alliances marketing resources.

1.1.4. The Types of Coopetition

The clear boundaries in the organization's value chain and the relationships between the coopetition parties have evolved into a coopetitive system based on two basic forms of coopetition: Dyadic coopetition and Network coopetition.

1. Dyadic Coopetition: Which Includes (Doz, et al., 2000: 271):

- a) Simple refers to the duplication of the organization's relations, or to the simple coopetition relations between two organizations, across one level of the value chain strategic consortium.
- b) Complex: That refers to relationships between the two organizations themselves, but across several levels of the value chain (e.g. the number of pairs of organizations in the automotive industry who cooperate on cart production and compete in the distribution of vehicles) such as between (BMW & Chrysler; Honda & Isuzu; PSA & Toyota; Opel & Renault, and Fiat & GM.).

2. Network Coopetition, Which Includes:

- a) Simple network: this type of coopetition takes care of the complex structure relationships between more than two organizations at the same time, and links them with coopetition relationships across one level of the value chain, such as (relationships between processors and buyers). Further, if we look at Japanese relations in the automobile industry known as paralleled sourcing (Richardson, 1993: 339). For example, Toyota chooses at least three processors, and this choice would put the processors under constant pressure at the severe risk of competition between the exclusive processors of the same product for several final components or the same components for the same final product.

b) Composite network: It means cooperation relations between several organizations across several levels of the value chain, namely industrial zones (Kenney and Florida, 1993: 15). So that shows the composite fabric multiple relationships within the different levels, constitute a subjective organizational force covering the entire network. The value of production and distribution, as an agreement between the largest competitors in the tire industry on a specific component of the vehicle as a distinctive example of Composite network cooperation such as Goodyear, Michelin, Dunlop, Pirelli which remained despite fierce competition in the global tire market because it was designed jointly.

Table 2: The types of cooperation

Number of organizations Value chain level	Two organizations	More than two organizations
Single	Simple Dyadic Cooperation	Simple Network Cooperation
Several	Complex Dyadic Cooperation	Complex Network Cooperation

Source: Deginino, G. B. & Padula, G. (2002), Cooperation Strategy: A New Kind of Interfirm Dynamics for Value Creation. Paper Presented at the Innovation Research in Management European Academy of Management (EURAM), Second Annual Conference, Stockholm, May, p. 30.

1.1.5. The Forms of Cooperation

As reveals in Table (3) that the forms of cooperation between organizations or groups of organizations at the level of industrial zones, presents the key forms of strategic cooperation and their respective functions.

Table 3: Key forms of strategic cooperation and functions

Forms	Functions
Franchising	It gives a right to use the product or mark that you have created and all that is related to it, in exchange for financial gain.
Licensing	Allow the produce production or trade of goods or services to a third party in exchange for financial reward.
Outsourcing	The processing of some finished products or parts of the product to a third party specialist.
Joint Venture	A legally independent entity created for balanced participation, investment and profits and risks between the parties.
Consortium	Partnerships between organizations to develop joint ventures on a large scale.
Co-Branding	Unify two well-known brands to create a new product

Source: Rodrigues Flavio, Victoria Souza, and Joao Leitao, (2009), Strategic Cooperation of Global Brands: A Game Theory Approach to Nike+Ipod sports Kit'Co-Branding, <http://mpr.ub.uni.muench.en.de/16146/>, p. 4.

1.1.6. The Coopetition and Competition Strategies

According to Austin (2000: 114) the coopetition among companies, for profit or not, has been rising and gaining significance in strategic terms. Joint action is a form of the intelligent action to achieve strategic objectives.

Therefore Klotzle (2002: 98) argues that the amplified competitiveness (i.e. the ability to compete) is a demand for survival for companies, whatever the economic activity they carry out. Consequently, it is quite a difficult task for enterprises to find the capacity for an efficient value chain, which makes activities of cooperative coopetition with other enterprises take on critical prominence in shaping their pro-coopetitive strategic orientation, in a coopetitive way, i.e. cooperating and competing simultaneously.

Hence Osorio et al (2002: 345) claim that a strategic alliance contains not only the development of agreements for sharing of resources, exploration, and technology but also the creation of strategic agreements that allow coopetition and competition concurrently. While Franco (2001: 122) argues that the coopetition between company's concealments all strategic decisions approved by two or more independent organizations among which there is no relationship of subordination. Consequently, companies partially unite or share their capabilities and resources, without embarking on a merger and achievement (M&A) process, so as to reach a previously defined objective, based on inter-dependent negotiation.

While, Leitão (2008) claims that despite the presence of various disadvantages arising from coopetition relations, these are compensated for by gaining various strategic benefits, such as improvement of new markets (national or international), joint research and development efforts, development of shared technology, a combination of complementary resources, acquisition of capital, and access to new channels, networks, specific resources or marketing competences. For Lynch (1993) launching alliances among corporations is only necessary if they result in obtaining advantages.

However, the author classifies a set of advantages accomplished through coopetition alliances, namely: Shared risk, technology transfer, increased the speed of operations, synergy from joint resources, and eliminating struggles between competitors.

1.2. THE COOPERATIVE AND COMPETITIVE PERSPECTIVES

1.2.1. The Cooperative Perspective

The cooperative perspective is a substitute perspective, partly spread out as a response to the competitive approach, stresses the development of cooperative advantage. With the spread of the cooperative perspective, the view of the business world has changed systematically giving escalation to a network of strategic interdependence between companies pursuing convergent interests and deriving mutual benefits (Contractor and Lorange, 1988: 122).

Consequently, the alternative view, which is partly defined as a reaction to the competitive concept, emphasizes the development of the cooperative benefit. Hence, with the spread of the cooperative view, the business world has changed completely. So, creating a network of strategic interdependence between the continuing cross-cutting interests to obtain mutual benefits that have increased rapidly. Contractor and Lorange (2002: 485) referring to the vertical integration that has evolved rapidly in the past decades time between the eighties and nineties (Hamel, et. al., 1989: 133; Hill, 1990: 509; Dyer and Singh, 1998: 660).

A. The Reasons for Cooperation

According to Borg (1991: 285) transition from the commercial model to the marketing model meaning that the market is no longer an entity composed of simple elements based on the rapid transformation, it is a continuous system of interactive relations, which strengthens the company's obligations Mutual recognition of mutual adjustment process and creating shared value.

However Dowling (1996: 155) claims that as the complexity of technical systems and the growing unrest in the competitive scene, have enhanced and more broadly the importance of relationships between organizations as empirical evidence of value creation and a way to increase the effectiveness of company performance (Lorenzoni, et. al., 1999: 317). As well as relations within the organization that his strategic asset and a source of strategic leadership in the fast-changing competitive environments (Teece et al, 1997: 519). With economic interest to enter into new future relationships, resulting in some concerns and concerns about reputation and prestige, and keeping partners within the standards of behavior adopted (Hill, 1990: 508).

B. Terms of the Cooperative Relationship Lie in:

1. The sources of creating the advantage and the roots of the customer's performance in the organization fall within the structure of the organization's dependence.
2. If value creation is a joint process between two or more organizations to gain, the more successful the partner, the greater the gains of the other participant and vice versa.
3. The field of work that focuses on the interdependencies between economic cooperation organizations follows internal dependency forms obtuse posts based widely on the organization.

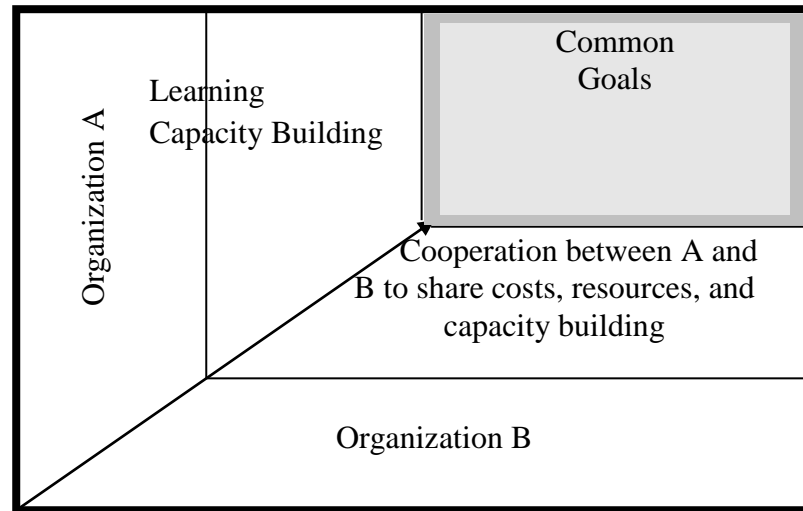
According to Gngawali and Madhaven (2001: 438), a cooperative relationship is a long-term relationship that is described as something between occasional cooperation and competition between two or more organizations, so, the organization with complementary resources and capabilities shares other organizations to achieve common goals.

Thus, cooperation is based on the adoption of trust, which is a fundamental element of cooperative behavior (Blomqvist, et al., 2005: 497) which focuses on the idea that all collaborators are aware of the following:

- The internal relationship, where cooperation is based on a voluntary joint agreement, which can be a formal contract in writing or an informal handshake.
- Cooperation is the expression of all cooperative efforts with the partner, or full cooperation with the competitor, even if this is not written.

Cooperation within business networks, defined as organizational membership within a network of several representatives (organizations) with a specific shared objective for which resources must be shared or developed (Gulati, 1995: 619). Figure (2) presents the basic idea of cooperation, an organization (A) cooperates with the organization (B) to achieve common goals through cost-sharing, resources, and learning, which represent the basic incentives for this purpose.

Figure 2: The idea of cooperative attitude



Source: Makkonen, Maarit Dannele, (2008), *Coopetition: Coexistence of Cooperation and Competition in Public Sector: A Case Study in One City's Public Companies*, *Master Thesis*, p. 21.

C. Motives for Cooperation

According to Lado et al (1997: 121) the academic concept provides many motivations for organizations to cooperate, including cooperation for research and development, the launching of new products and processes, or access to new markets and to share knowledge and potential, (Bengtsson et al, 2000: 419) or for quality improvement, relationships, and marketing (Rindfleisch and Mooreman, 2001: 429).

Although Khanna, et. Al (1998: 200) argues that for the participation of organizational experience in industry or technology, laws and best practices and for consultation on analysis, give feedback for ideas and concepts and motives of cooperative relations can be aggressive in attempting to seize new markets, or in the case of defensive protection current markets (Spekman, et al, 1998: 757).

D. Incentives for Cooperation

There are many catalysts that influence the tendency of organizations towards cooperation:

1. **Resources:** Resources provide the incentive for cooperation for the organization, particularly when it does not possess or is unable to produce or obtain adequate resources that are necessary for or to develop processes, therefore focuses on the differences in its resources relative to those of other organizations. Wernerfelt (1995: 171) points to the organization's ability to

gain a competitive advantage by focusing on the fact that its resources cannot be substituted or imitated, strategically rare and valuable. Barney (1991: 120), as well as core competencies, environmental resources, finance, legal, humanitarian and development and even all relationships, are of strategic value.

2. **Learning:** According to Teece et al (1997: 519) learning is an expression of the organization's ability to innovate and adapt and apply knowledge and new competencies within the regulatory limits, and predict the opportunities and threats that fall outside organizational boundaries, dynamic capacity refers to learning And change the old processes and resources such as exclusion and replaced with something new work dynamic intellectual capital in three happenings (Kianto, 2007: 342).
3. **Dynamics of Value Creation,** dynamic activities, change capacities. When an organization needs to devise processes and refurbished it cooperates with other companies who are competing or have the resources and complementary possibilities (March 1991: 81). Learning from the partner or customer intelligence techniques may include, or even market penetration (Khanna et. al, 1998: 210).
4. **Cost Sharing:** According to Williamson (1993: 463) one of the most important strategic decisions for an organization is to report that it processes itself (or works itself), buys it from the market, or cooperates with another organization. Strategic decisions are made after special analysis to reach the most cost-effective. The cost-based approach gives the incentive for collaboration when the company obtains products, equipment, services, and knowledge from the market at less cost than if manufactured at home (Blomqvist et al, 2002: 10).

1.2.2. The Competitive Perspective

The competitive perspective highlights the pursuit of value adoption in economic exchanges. By firmly dropping its roots in neoclassical theory, the competitive perspective undertakes that the exchange is a discrete event in which the economic value formerly created by the companies is shared among them according to the principle of allocative effectiveness. This value sharing can take place either

according to a prepared equality principle, as the traditional marketing theory implicitly assumes (Borden, 1964: 56) or making use of opportunistic behavior as admitted by transaction cost economics (Williamson, 1985: 110). By way of summary, in the case of vertical interdependence. Besides, the dominant theory was conquered by the competitive theory of many aspects of research in strategic management (Porter, 1980; Barney, 1986: 131), which represented the dominant model in the 1980s. The concept assumes that the adoption of the organization vertically and horizontally is based on individual interest and benefit, metaphorically as an island in a sea that is obsessed and fully in all directions.

According to Porter (1985) as a reference to horizontal interdependence, competitive theory achieves economic profit more than it can when the organization gains a new position in the industry when resources are deployed or mobilized, and distinct competencies are launched (Wernerfelt, 1995: 174; Prahalad and Hamel, 1990: 89), helping them deliver better products than their competitors. This vision aims at creating behavior that takes its place through a strategy of creating value and creating extraordinary economic returns.

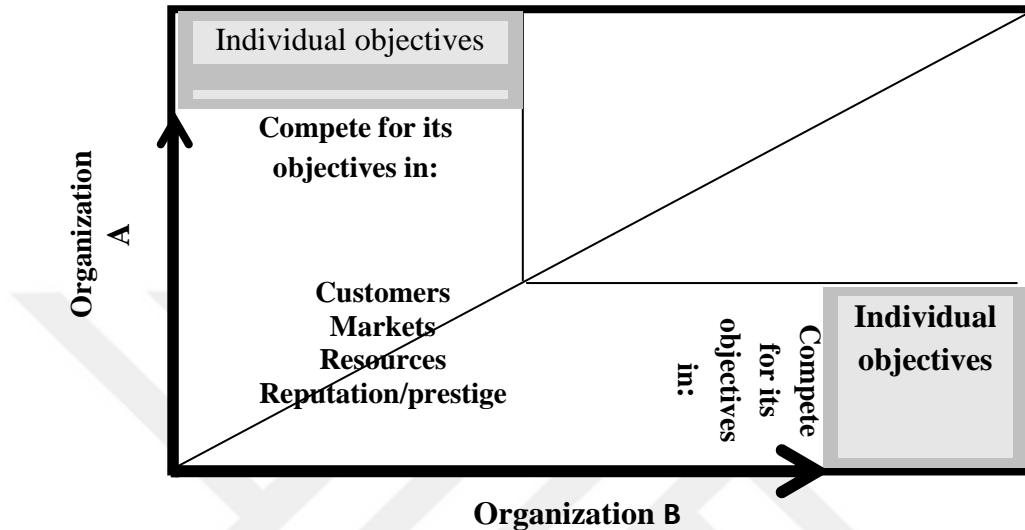
Yet, the vertical interdependence theory emphasizes the appropriateness of value in economic transformations by firmly entrenching its roots in the classical theory of evolution, assuming that transformation is a distinct occurrence in which the organization shares the economic value that it has generated in advance, and the division occurs according to the principle of professional competence (Borden, 1964: 6), or according to the principle of justice as traditional marketing theory claims or implicitly through a cost economy (Williamson, 1975: 1983).

While, Bengtsson, et al (2000: 420) argues that competition is the case in which two or more organizations struggle to reach their own customers in the same market in the same sector because the competition is of an internal and external organizational nature to know the reactions between two or more organizations, in the first means movements within the organizations, between individuals at the personal level or between units, and in the latter when they occur between organizations (Chen, 1996: 120).

Competition is the dynamic situation that occurs when several competitors compete in a specific area (market) for scarce resources, or when producing or

marketing similar products (Morgan, et al., 1994: 32) as a figure (3) shows the basic idea of competition, Where **A** and **B** compete to achieve their individual objectives of controlling markets, resources, customers, reputation, and prestige.

Figure 3: The basic idea of competition



Source: Makkonen, Maarit Dannele, (2008), Coopetition: Coexistence of Cooperation and Competition in Public Sector: A Case Study in One City's Public Companies, *Master Thesis*, p. 27.

A. The Motives for Competition

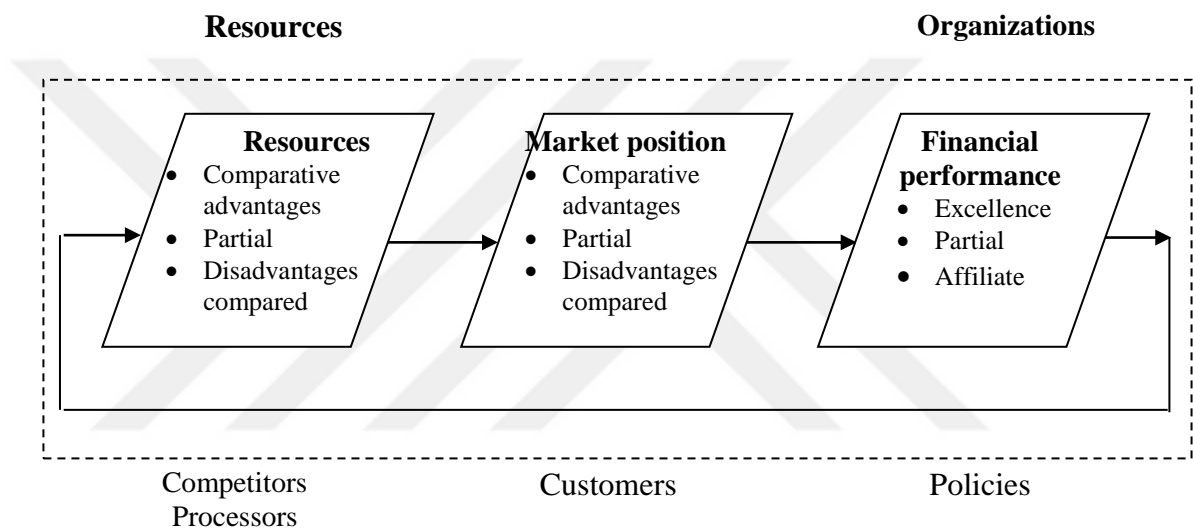
The motives for competition contain improvements in the organization's processes and the development of long-term competitive benefits, including value-added, innovation, and competitive advantage, in an ongoing process through which organizations learn interactively from previous reactions or by dealing with markets (Barney, 1994: 7), Perhaps the most prominent motives, are:

1. **Market Interference:** Chen, et al (1996: 100) shows that this overlap motivates organizations dependent on each other to interact explicitly with the movements of other organizations. Awareness and potential are factors that motivate organizations to compete in timing the first move, as it can be counted as an indicator of conflict to win market share.
2. **Resources:** Competition for scarce resources, prestige and support occurs because unique resources provide the organization with better competitiveness and survival (Chen et al, 1996: 123).
3. **Internal reputation and prestige:** Internal competition is a source of prestige when organizational units struggle to top the priority of senior

management, and regulatory reputation is an important competitive incentive (Barney et al., 1994: 7).

It is clear from the foregoing that organizations compete first for scarce resources, which they use to gain a high profile position in the market based on high efficiency, giving them better access to scarce resources and market position and increasing their future competitive opportunities (Barney et al, 1994: 7) and (Birkinshaw, 2001: 39) this can be illustrated in Figure (4).

Figure 4: Resources and benefits scheme under the competition theory



Source: Hunt, S. D. & Morgan, R. M., (1996), The Resource-Advantage Theory of Competition: Dynamics, Path dependencies, and Evolutionary Dimensions, *Journal of Marketing*, 60(4), p. 108.

B. Types of Competition

In line with the previous offering, and in order to determine what they mean in the context of competitive cooperation, it is necessary to stand at the types, they include several types, namely:

First, In terms of the field: We find that they have different types of occurrence may be within the same organization, or in the internal organization between different companies, or in the field of the industry itself.

Second, In terms of reason, take the following forms:

- a) **Competitive and defensive rivalry**, as the first appears in case the parties desire to acquire the largest market share within the same market because there is

interference in the markets. The defense occurs when a party searches for scarce resources to maintain its position and competitiveness (Luo, 2005: 80).

b) Internal competition: It occurs naturally within the organization, and can be managed and encouraged to reach the benefits of competition (Birkinshaw, 2001: 31).

- From top to bottom: It means strategic decisions of managers and relates to future paths and resource allocations.
- Bottom-up: cases in which units attempt to attract the attention and attention of managers to access resources and financial support.

c) Horizontal and vertical rivalry: They may be called direct and indirect competition, including (Bengtsson and Kock, 2000: 416):

- Vertical perspective: refers to indirect competition and refers to the indirect relationship of the processing chain, the seller-buyer relationship, where the competitors are bound by one buyer, and the parties try to maintain interaction and communication to a certain extent because of common interests.
- Horizontal perspective: It is direct competition, in which the parties try to prevent interaction and communication in contrast to indirect competition, the relations are informal and invisible and the parties obtain information about each one of them with the help of a third party such as customers.

Third, In terms of size: Competition also takes place in different sizes. The competition between two small shops is small compared to the competition between large giants. Therefore, the results of the competition will also vary.

Fourth: In terms of survival perspective: It includes the following:

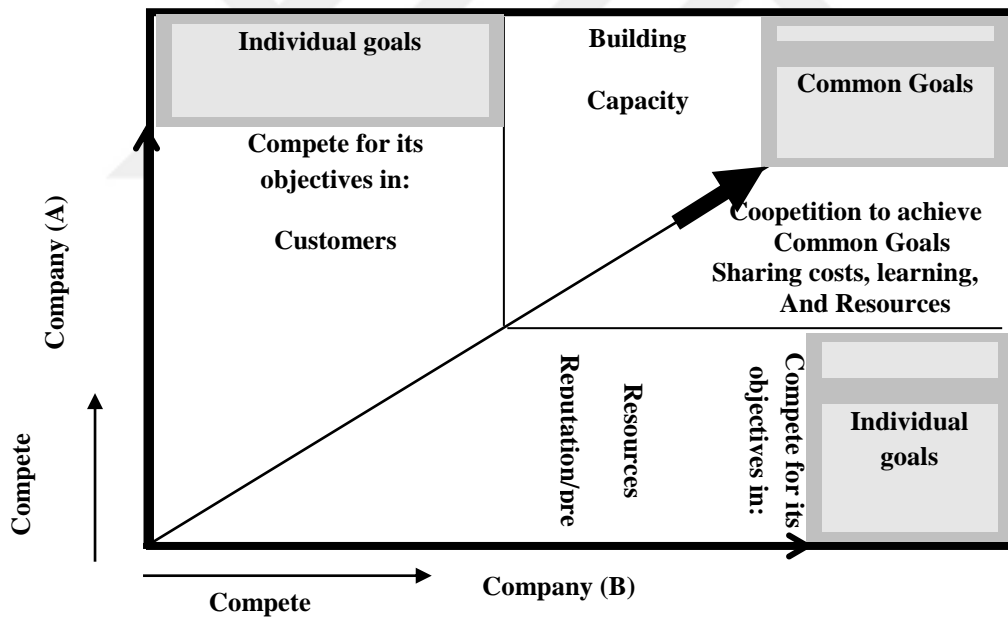
- **Destructive competition:** It seeks to benefit an individual or group by destroying or eliminating individuals, groups or organizations, and it opposes the mutual desire to survive, which is to take the winner all, the justification for this challenge is a zero-sum game other competing groups fail.
- **Cooperative competition:** based on the promotion of mutual survival (all wins), that is to compete in a cooperative manner through peaceful exchange and without violating the chances of survival of others.

1.2.3. The Nature of Coopetition and its Objectives

According to academic presentations on coopetition, a comprehensive understanding can be achieved in several ways (Bengtsson and Kock, 2000: 411). Consequently, inter-company cooperation shows the struggle to use the unique resources (competition), and at the same time cooperate by sharing unique resources with others.

According to Quintana and Benavides (2004: 927), competition arises in all functional areas close to clients, while cooperation occurs in areas far from customers. As reveals in figure (5) the basic idea of competitive cooperation lies in the fact that there are common objectives of competing organizations that can cooperate in achieving them but at the same time compete with each other to achieve their individual objectives.

Figure 5: The basic idea of competitive cooperation

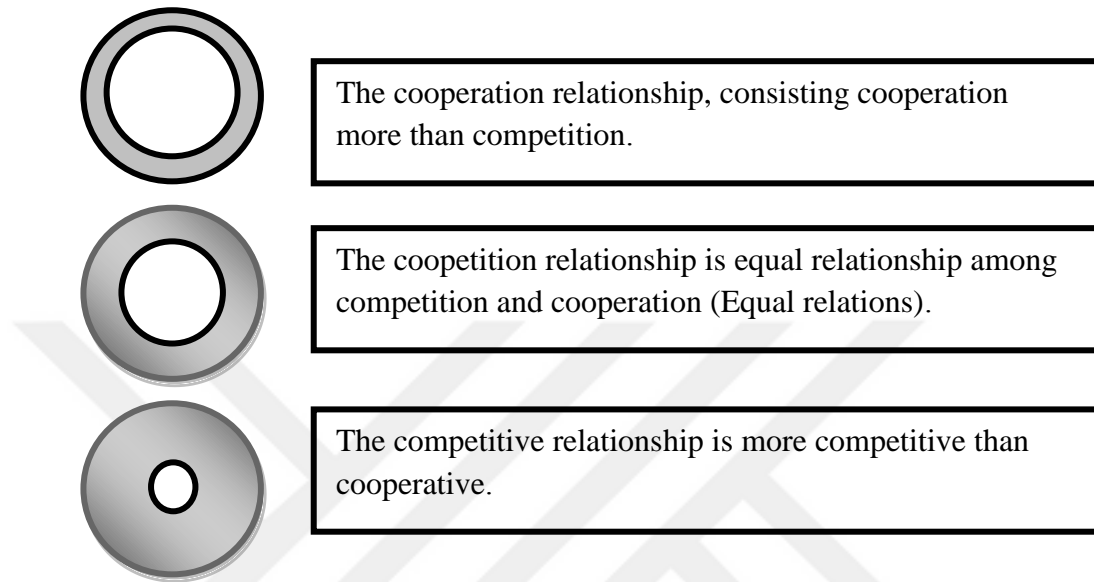


Source: Makkonen, Maarit Dannele, (2008), Coopetition: Coexistence of Cooperation and Competition in Public Sector: A Case Study in One City's Public Companies, *Master Thesis*, p. 38.

Hence, it seems that the company or its units can only control one of these relationships that is only one unit in the company could cooperate with the partner, and another unit that competes with it, that is the unit itself can neither cooperate nor compete at the same time. In this regard, it should be noted that the cooperative-competitive relationship is divided into three sub-relationships according to the relationship of cooperation or competition, and the size of each relationship not

constant but vary depending on the life cycle of that relationship (Bengtsson and Kock, 2000: 411) as follows:

Figure 6: Types of cooperation competition relationships



Source: Bengtsson, M. Kock, S., (2000), Coopetition in Business Networks, to Cooperate and Compete Simultaneously, *Industrial Marketing Management*, 29 (5), p. 415.

Coopetition within companies is more pronounced between individuals and organizational units, but cross-organizational network competition needs to be managed differently for a set of relationships between vendors, buyers, and competitors, all linked by customers, and in order to identify the capabilities of any companies to manage participatory processes, there must be what follows (Valacich, et al., 1991: 51):

- a) Conviction between participants in cooperation with the contender: Substantial agreement includes issue is involved and their belief in cooperation with each other, cooperation is not an end in itself because the cooperation must give a certain gain. It is better to get 50% better than not to get 100% because you are a partner, you will not get anything. Hence, cooperation is not required to have an opportunity in the global arena. Members can work together even in concrete tasks, such as developing plans, strategies and improving sites.

- b) The presence of distinguished leaders: One of the most important factors in the success of the processes of sharing the transfer of experience and learning from competitors because the leaders are the first to do so, and the lack of such leaders hinder the process of participation because they are creating the right working environment.
- c) Presence of respect and trust between the participants and its development: Members are supposed to focus on the level of mutual respect, which is intended to respect the abilities and potential of each organization and each member represents, which makes subscribers more satisfied when they work with their competitors (Young and Molina, 2003: 1224).

However, trying to succeed in an environment of cooperation and competition is one of the most important ways to survive in a harsh work environment. So, there must be mechanisms to justify the work of some organizations that prefer to cooperate with competitors in order to get new jobs to adopt this strategy of competitive cooperation (Lorbecke, 1999: 14).

Though, with regard to the objectives of cooperation or participants in cooperation strategy, can be determined as follows:

- a) Joint marketing and facilitating communication between partners in resource exchanges (Jorde and Teece, 1989).
- b) Cooperation on large projects that none of the partners can accomplish alone.
- c) This type of union provides the necessary financial facilities, increasing the financial possibilities of the organization (Bengtsson and Kock, 2000: 414).
- d) Lack of organizations for high-tech equipment such as laboratories, big boats, planes etc., it increases the potential of cooperation in this field (Garraffo, 2002).
- e) Access to the accumulated knowledge and experience of other organizations (Jorde and Teece, 1989).
- f) It is a source of protection and influence of political power and gives legitimacy and reputation and prestige.

1.2.4. The Coopetition Advantages and Disadvantages

1.2.4.1. The Advantages of Coopetition

According to Bengtson and Kock (2000: 415), the company's efforts to adopt a cooperation strategy is to complement and strengthen each other in introducing new services or products, or entry into new markets, risk reduction, value creation, price reduction, capacity-building and learning from a partner, technical and transport possibilities.

Consequently, many researchers as Hamel et al., 1989; Lado et al, 1997; Zineldin, 2004) agree on that cooperation as an organizational strategy can achieve the following:

1. Useful relationships that increase the efficiency and effectiveness of the organizations. As resources are limited, it will be better to cooperate to obtain the required ones.
2. Cooperation is a pressure factor on organizations towards continuous development (Bengtson, et al, 2000: 420).
3. Cooperation increases customer performance, gains, and innovation, as well as reducing costs and efficient use of resources.
4. Assist in a finding of ways, means, and methods for the development of an imitative product and increase the organization's ability to bear risk and danger and expands market overlap.
5. Cooperation improves decision making processes and increase the possibilities for understanding and use of complex information and reducing cases of lack of understanding and perception.
6. The results from its efforts, particularly in marketing an increasing geographical spread, which has its effect on customer loyalty (Tsai, 2002: 179).
7. Contributes to the transfer of all positive characteristics of the partner product to the producer of the other party involved (Panda, 2001: 6).
8. New participants have access to the benefits of high-level participants and are the basis for reaching the most distant place with the partner market, its positive union, credibility, image, and reputation (Rodrigues et al, 2009: 8).

1.2.4.2. The Disadvantages of Coopetition

Coopetition practices spectacle some of the problems and obstacles that arise because they are a conflicting strategy with many situations, as well as disadvantages and other shortcomings associated with adopting this strategy. This can be illustrated as follows:

First, Problems and Obstacles

According to Rodrigues et al (2009: 8), it is difficult for a partner to leave participation and to stand alone in the market independently. Besides, mismatches alignment between the partners in establishing joint services or products or subcultures of labor leaves or generates a negative impact on a participant's product (Doshi, 2006: 37). And the possibility of restricting the market to a product contrary to what was hoped for, as well as transfer to the partner competitive advantage which creates a strong contender (Panda, 2001: 5).

Second, the Disadvantages

1. The use of resources would be inconsistent by the partners when blurring common goals, which makes unequal outcomes for them.
2. The failure of the cooperative relationship causes significant harm to one of the partners (Lado, et al, 1997: 141).
3. Learning from unequal partner makes him vulnerable methods to counter the threat of leaving the other exploit knowledge (Daginino et al, 2002: 14).
4. Lack of confidence in the information and even the desire to communicate information to the competitor for fear of improving his reputation and prestige (Luo, et al, 2006: 67).
5. Coopetition may cause loss of customer focus due to intense cooperation with the competitor, which has a negative impact on the benefit of the organization (Luo et al., 2007: 77).

1.2.5. The Levels of Coopetition Strategies

The levels of coopetition can be determined through examining the coopetition relationships, and the analysis of these levels should be based on the relationship of organizations in the context of value creation, which is a two-

dimensional concept. Therefore, two types of value creation must be clarified as (Worthy, 1995: 42):

1. **Knowledge Value:** It is achieved through the growth of cognitive knowledge among organizations through a strategic cooperative that is able to grant knowledge value, specifically at the specified time.
2. **Economic Value:** It is the value added to the organization as a result of cost reduction processes or increased revenues provided by cooperation strategies. In order to achieve the best representation appropriate to the levels of cooperation, the three levels of cooperation were compared with the two main dimensions of value creation in organizations. Consequently, through a table (4) we find the following levels:

Table 4: The levels of the cooperation strategies

The Levels	Cooperation Parties	Knowledge Value	Economic value
Macro Level	- Corporate clusters. - Companies across industries.	- Communication and information channels. - Creation and transfer of new knowledge within the industry.	- Low degree of aggressiveness and the pursuit of optimal investment. - Profit and money sharing arrangements.
Meso Level	- Companies within the industrial relations between companies linked horizontally. - Vertical relationships (suppliers and buyers).	- Creation and transfer of new knowledge within the industry. - Communication and information channels. - Joint design. - Joint development.	- Investing in research and development. -Workforce. -Investment in training. -Faster agreement on standards. -Reduce time-to-market. -Joint research and development. -Joint production.
Micro Level	- Company functions. -The company's departments. -Employees of the company	- Communication and information channels. - Create and transfer new knowledge within the company. - Increase motivation and commitment to work hard to create knowledge.	- Faster and more efficient transmission from R &D to production (60 to 46 months) - Increase productivity through commitment.

Source: Ken Worthy L., (1995), *In Search of National Economics Success-Balancing Competition and Cooperation*, Sage: Thousand Oaks, (CA).

1.2.5.1. The Macro Level of Cooperation Strategy

In a market economy and when competition prevails, organizations seek to adopt cooperation strategies to maintain their market position and protect their entity

against competitors. You'll find many cooperation strategies alternatives available to them, but which one would you choose? Then which is best for their activities? In general, the cooperation strategy for different competitive position for the Organization, is a leader? Or is it defiance? Or dependent? Or specialist?

In most industries, there is a market leader who captures the largest share of the total market size, and at the same time the focal point for competitors. According to BarNir and Smith (2002: 223), in most industries, there is a market leader, captures the largest share of the total market size, and at the same time represents a focal point for competitors, and each competing organization either defies or imitates or avoids for example (Kodak cameras).

Hence, despite being the leading organization in the market, but its life is not easy since it has to stay vigilant because other organizations defying their strengths in order to gain advantages by attacking vulnerabilities (Porter, 1990, 271; Pak, et. al., 2003: 1226).

Therefore, strategic alliances were formed in many forms, called clusters of work. The cluster consists of a group of companies aiming at developing the local program, which cooperative with each other to compete with other international organizations or compete directly in their local business areas.

Accordingly, Porter (1998: 197) refers to clusters as geographical centers of organizations linked together by equipped specialists and providers in specific areas that compete and cooperation. Also, in his book *The Competitive Advantage of Nations*, he points out that the organization increases its competitive advantage when surrounded by the powerful global class of buyers, processors, and related industries (Porter, 1990). While, Waits (2000: 38), and refers to the geographical centers of competing organizations working with each other through participation in talent, competence, technology and public infrastructure. So, (Waits) has identified six events that enhance cooperation among cluster members:

1. Co-Infirm: A common information, methods or common definition that identifies members of the cluster and determines their competencies in order to strengthen the cluster and improve communication.
2. Co-Learn: Co-learning, ie, training and educational programs for its members to enhance the identity of the cluster.

3. Co-Market: The common market is a joint activity to promote cluster products.
4. Co-Purchase: Joint procurement is acquired, as resources are acquired in common because individual organizations cannot afford to spend on their own account.
5. Co-Produce A common product that obligates organizations to manufacture the product.
6. Co-Build: Building common economic foundations, as the cluster influences legislation or policies to create a healthy economic environment for its economic growth (Pak et al, 2003: 1226).

According to Porter (1998), the cluster requires ten years of development to become an effective source of competitive advantage.

1.2.5.2. The Meso Level of Coopetition Strategy

The traditional concept of working in competition winner takes all, to recognize the fact that the network economy requires organizations to coopetition that will enable them to create strategies for action in which relationships are exploited to create greater value at this level offers a competitive model of coopetition, (Dagnino and Padula, 2002: 5). Which refers to two or several organizations that cooperate and compete in one or several regions. Since published their book (coopetition) developed a model has evolved; information, time, communication, and methods in which work is done are identified, with the growing need for business organizations to be able to detect and respond to environmental changes (Brandenburger and Nalebuff, 1996: 67).

Thus, changing work dramatically promotes the cooperative value and motivates organizations to work together in highly competitive environments. In any case, the organizations prefer to cooperative with competitors to guarantee new opportunities (Lorbecke et al, 1999: 19). Therefore, dual practices within networks, all small and medium-sized organizations, horizontal and vertical unions, such as coopetition practices within the mid-level framework.

Consequently, In order to create effective coopetition, organizations share knowledge with each other, because they alone provide organizations with a competitive advantage within the knowledge economy, therefore, knowledge

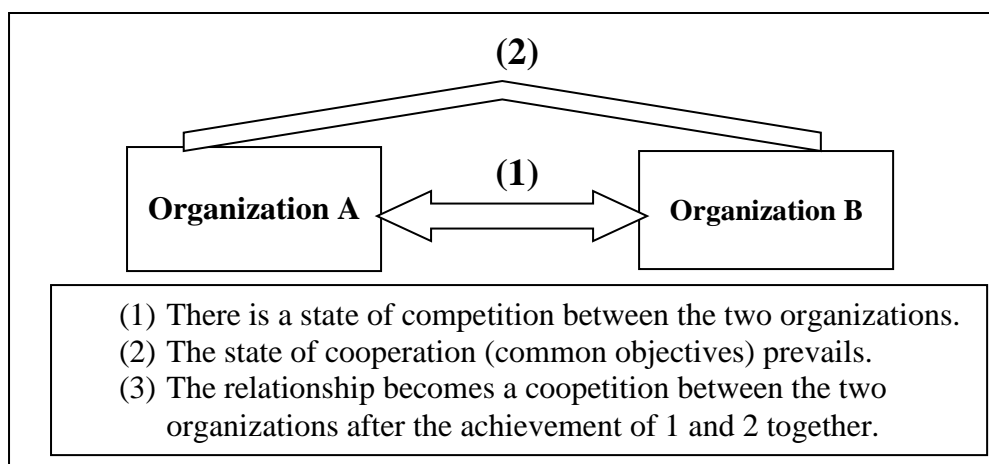
becomes a required resource (Spender, et al., 1996: 7; Kluge, Licht, 2001: 13) suggests that knowledge replaces fourth factor regulation with factors of production because of its growing importance, organizations share knowledge that facilitates the acquisition of the following (Appleyard, 1996: 145):

1. The ability to revise strategic plans.
2. The ability to join in the professional business networks.
3. The ability to develop industry standards.

However, organizations began to view the inter-organizational network as a source of sustainable competitive advantage (Hamel, 1991: 98; Parahald, 2000: 82). Broadened through emerging digital interface for coepetition with a deliberate style, to include common link exchange of valuable resources such as knowledge and information, such coepetition is a variation of the sharing that helps individuals and organizations on collective decision-making, learn one from the other and connect effectively (McDonald, 1995: 560; Loebbeck and Angehrn, 2006: 63).

The primary starting point in coepetition between organizations is the state of competition first when two or more organizations are present in the same market, competing for valuable resources and market share. Secondly, the state of cooperation arises after the disclosure of common objectives, sharing resources, capabilities, risks, and costs. Third, the coepetition relationship is competitive after relations 1 and 2 are achieved at the same time. As shown in Figure (7).

Figure 7: Competitive coepetition among organizations



Source: Makkonen, MaaritDannele, (2008), Coepetition: Coexistence of Cooperation and Competition in Public Sector: A Case Study in One City's Public Companies, *Master Thesis*, p. 21.

1.2.5.3. The Micro Level of Coopetition Strategy

Brandenburger and Nalebuff, (1996) and Gomes (1996) provide an alternative method of behavior at work. So, occurs within organizational boundaries and between units and between individuals. According to (Luo, 2006: 69), there are two different types, where organizational units determine the degree of cooperation and competition. The formal and informal connections affect the relations between cooperative units (Tsai, 2002: 85).

According to Chen (1996: 120), all parties have strong motives for competition in order to penetrate the working mechanisms of the others, and they also have the power to understand the knowledge of other units because of the same work dynamics, and target markets.

As Tsai (2002: 180), states that the official sequence is described as an occasional negative impact on share knowledge and other resources, informal relations, have a positive impact on those involved, particularly when competing in foreign markets. While, (Valimaki and Blomqvist, 2004: 17) assumes that there are three different internal environments in the process of coopetition that require different types of managerial intervention:

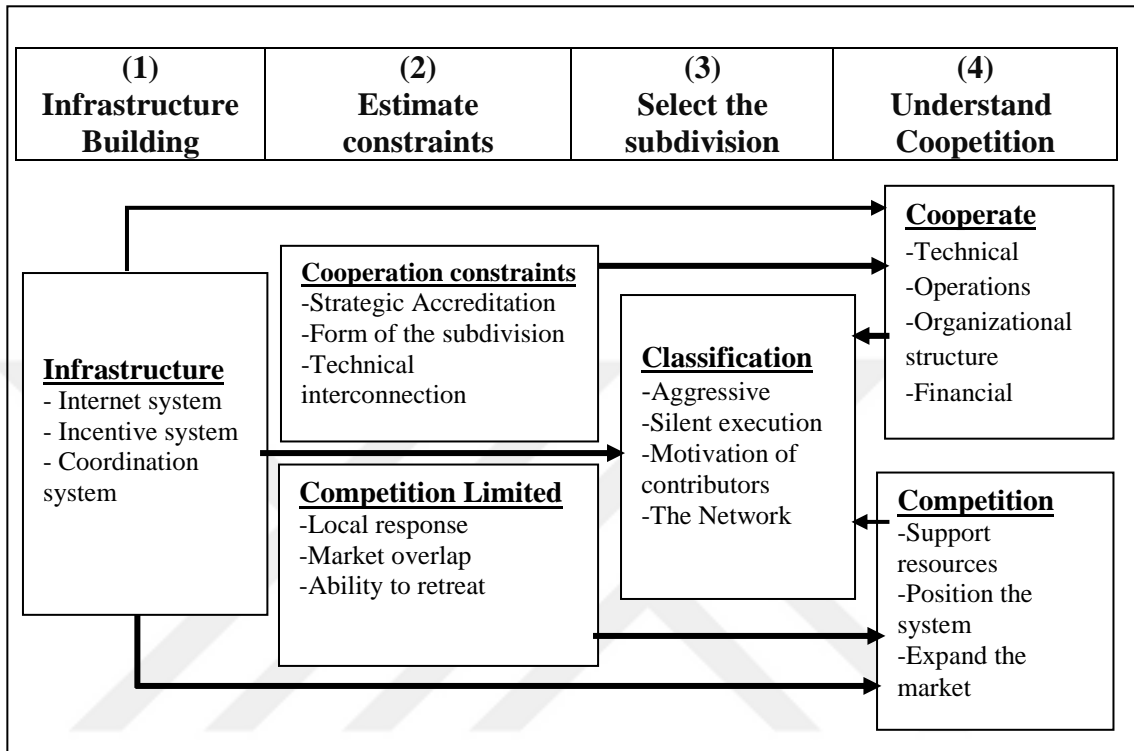
1. In a stable and supportive environment, the desire for cooperation and trust and this needs to be clearly stated in the goals.
2. In a force-giving environment where knowledge occurs, needs time, internal interaction and clear motivation, and also needs the freedom to innovate.
3. In the managed environment, objectives are determined and results are measured.

However, the coopetition is staged to separate process, cooperation is the creator of the stage (indistinct and grainy) which produces a variety of options, either competition, which is the organization that chooses a solution between multiple solutions.

Hence, the strategic role of the unit is essential because each organizational unit is different processes, and may work with other units sometimes, so that every unit you need to know about other units and technologies, they resort to cooperation to get what you want. Moreover, competition determined by the local environment as

customers, systems, and technologies work, competing for resource units (Luo, et al., 2006: 78). As shown in figure (8).

Figure 8: The integrated model of coopetition between organizations and their units



Source: Luo, Xueming, Rebecca J. Slotegraaf & Xing Pan, (2006), Cross-Functional Coopetition: The Simultaneous Role of Cooperation and Competition within Firms, *Journal of Marketing*, Vol. 70, p. 80.

Figure (8) illustrates the infrastructure of a successful coopetition strategy. It further suggests that market intersection affects internal competition when the sub-units of the organization target the same markets. The units also compete when they seek support from their senior management for resources, which are in fact efforts to maintain their competitive advantage compared to other departments (Luo, 2005: 80).

Consequently Drucker (1993: 122), argues that increasing the customer's performance in the organization, and the innovation resulting from the commonality of information in the transmission of knowledge and information within the organization, sometimes overlapping information may not be detrimental, while investing in knowledge and the ability to create it, and knowledge of the intellectually powerful within the organization.

While Grant (1996: 121) states that the knowledge entities in which knowledge is established and that organizational learning is a central tent and is believed to lead to competitive advantage (Nonaka and Takeuchi, 1995: 66).

Accordingly, the researcher points out that coopetition has become a new area to explore. Also, it promises to improve the economic and cognitive benefit and to create, and share both quality and quantity for all those involved in its relations through the effectiveness of its levels which constitute a fast and open path to the important part of the future strategy. Hence, coopetition appears to be an alternative strategy for unstable market environments, and it provides organizations with:

1. The ability to challenge itself and look outside the organization to integrate with the environment in which it develops its work and enhances its competitive advantage.
2. Secure environment through which organizations development and test its capabilities and multiple policies to manage the main resources to achieve competitive advantages.

CHAPTER TWO: COMPETITIVE ADVANTAGE

2.1. THE CONCEPT OF COMPETITIVE ADVANTAGE

The enormous market fragmentation and the incredible development have led to the intensification of competition among economic organizations, each of which seeks to achieve excellence and superiority in order to stay business. In order to survive and excel in the market and to cope with the rapid changes in the environment in which these economic organizations are active, they must gain a competitive advantage through obtaining sources that contribute to achieving their desired superiority in order to provide service or products that meet the needs of the current and future clients in the appropriate manner.

So, clients have become a fundamental requirement for creativities to strive to expand their market share and strengthen their competitive position in the market. However, access to competitive advantage alone is insufficient if it is to be preserved and standardized.

According to Beth and Norton (2008: 90), the concept of competitive advantage is the source that enhances the organization's position in the marketplace achieves its monopoly profits through their excellence on its competitors.

But Al-Zoubi (1999: 61) states that competitive advantage is a characteristic or set of comparative characteristics that are unique to the organization and can be maintained for a relatively long time as a result of their difficulty in simulating and enabling them to outperform competitors in their services or products to customers. Also, the means through which the organization can win in its competition with others (Macmillan and Tampoe, 2000: 516). However, competitive advantage is a set of factors that distinguish the products of the organization from competitors in order to increase market share.

2.2. THE DEFINITIONS OF COMPETITIVE ADVANTAGE

According to Porter (1998: 48), the competitive advantage arises once the organization has discovered new, more effective methods than those used by competitors, which can exemplify this discovery on the ground, in other words simply by creating a process of creativity in its broad sense. Baltzan and Phillips (2010: 16) define competitive advantage as a service that an organization's customers value more highly than similar offerings from its competitors' (in other

words, you have something useful (i.e. products, services, capabilities) that your competitors do not have). Competitive advantages are typically temporary as competitors often seek ways to duplicate the competitive advantage.

As Adams and Lemonts (2003: 33) state that competitive advantage means achieving a greater gap between your competitors' value to the service or product and the cost it pays to produce that service or product.

Although Mezher, (2009: 31) defines competitive advantage as the ability of the organization to carry out its activities efficiently and effectively better than competitors, through the use of resources, or to use their proficiency and experience in the completion of its activities in a way that provides greater value to the client relative to competitors. In the same context, competitive advantage creates value for the clients of the organization. The perceived value of the customer is a key element of competitive advantage (Ulrich, 1998: 91).

Thus, the researcher believes that competitive advantage is the element of excellence for the organization that achieved, through the adoption of certain strategies to compete and make the organization in a better position relative to other organizations engaged in the same activity.

2.3. THE CHARACTERISTICS OF COMPETITIVE ADVANTAGE

According to Al-qutb (2012: 82), the characteristics of competitive advantage can be summarized as follows:

1. It is relative, which is achieved by comparison and is not absolute.
2. It is performed to achieve excellence and preference over competitors.
3. Originate within the company and realize its value.
4. It is reflected in the efficiency of the performance of the company for its activities or in the value of what is offered to buyers or both.
5. It should lead to the influence of buyers and their recognition of the superiority of the company and encourage them to share them.
6. It is achieved for a long period and does not disappear quickly when it is developed and renewed.

However, existent competitive advantage involves service produce companies are able to satisfy client needs more effectively than their competitors. It

is reached if and when the real value is added for clients. A corporate must add value if it is to be successful. The important essentials in adding value are (Thompson, 1997):

- Thoughtful and being close to clients, in actual understanding their perception of value.
- A commitment to quality.
- A high level of all-around service.
- Speedy response to competitive prospects and threats.

2.4. THE DEVELOPMENT OF COMPETITIVE ADVANTAGE

According to Khalil (1998: 98) the development of new competitive advantages through recognizing or discovering new and better ways of competing in an industry or applying them to the market, and indicated essential reasons why companies developed features and new competitive advantages, as follows:

- The emergence of new technologies: Technological change can create new opportunities in the fields of the new product or service design, market methods, and services provided to the client.
- The emergence of new needs for buyer or change: When buyers develop new needs or change needs priorities, in such cases there is an adjustment to competitive advantage or perhaps the development of new competitive advantage.
- A new sector has emerged in the industry: The opportunity to create a competitive advantage emerges when a new market sector emerges in the industry, and the idea is not only to reach new market segments of consumers but also to find new ways to reach a particular group of consumers.
- Change in input costs or availability: The competitive advantage is usually affected in the event of a fundamental change in the absolute or relative costs of inputs such as raw materials, labor, transportation, communication, and advertising.
- Change occurs in government restrictions: These changes are the nature of government restrictions in the areas of service or product specification, environmental protection campaign against pollution, access restrictions to markets, trade barriers.

Therefore, the researcher believes that the company manager needs to know what concludes the performance, what other change might corrode that performance, when and what the company could do to achieve and maintain a competitive advantage.

2.5. THE IMPORTANCE OF COMPETITIVE ADVANTAGE

Regarding the importance of competitive advantage (Al-Zoubi, 2005: 69) pointed out that it is an important standard for organizations that want to grow and stay and stressed that competitive advantage is more difficult to imitate whenever the organization maintains it for as long as possible. Czepil (1992: 40) agrees that competitive advantage is a positive criterion for positioning the organization in the market and diagnosing its strength by acquiring a greater market share than its competitors.

While Bosman and Phatak (1989: 89) argue that competitive advantage is an essential factor for all types of organizations for being the Foundation formulated around competitive strategies. Reed, and Defilippi (1990: 90) competitive advantage essential competitive weapon to meet challenges through competitive knowledge development through the organization and its ability to meet the future needs of customers. So, if a company performs the right activities to enable it to attain first-mover advantages, it can take advantage of them to build or consolidate its competitive advantage.

We conclude from the above that the importance of competitive advantage lies in the survival and competition in a complex environment and enormous challenges through the superiority of other organizations, whether through cost, quality, or flexibility, delivery, and creativity.

2.6. THE DIMENSIONS OF COMPETITIVE ADVANTAGE

Varied approaches of the writers and researchers in identifying competitive advantage dimensions where each of them special directions consistent with quality study and quality sectors discussed. So, Table (5) shows the most important dimensions of competitive advantage:

Table 5: The dimensions of competitive advantage.

Researcher, year	Dimensions of Competitive Advantage
Schuler et al, (1987)	Cost, differentiation, and creative.
Evans, (1993)	Cost, quality, flexibility, delivery, and creativity.
Hicks, (1993)	Cost, differentiation, concentration, and creative.
Certo, (1995)	Cost, quality, reliability, and flexibility.
Krajawsky, (1998)	Cost, quality, time, and flexibility.
Mintezberg, (1998)	Quality, attribution, reputation, price, and design.
Best, (1997)	Excellence, cost, creativity, growth, and alliances.
Porter, (1998)	Cost, differentiation, and concentration.
Slack et al, (1998)	Design, quality, ease of use, flexibility, aesthetics, and creativity.
Lynch, (2000)	Differentiation, reliability, creativity, growth, reputation, and relative strength of competition.
Macmruan, (2000)	Cost, excellence, flexibility, time, and technology.
Wheelen and Hungr, (2004)	Cost, differentiation, reliability, flexibility, and creative.

Source: Al-dahab, Yasser Mohamed Abdullah. (2004). Empowerment strategy and its impact on competitive advantage, unpublished Master thesis, Faculty of management and economics, Baghdad University, Iraq.

2.6.1. The Cost of Service

Cost does not mean providing services or products at the lowest cost but means offering services or products at a certain cost related to quality, which should be attractive in the market to give an acceptable return. Thus, a low-cost process involves achieving a low level of marketing expenses and operational and administrative expenses or may be a reduction in the cost of time and effort in accomplishing performance activities (Al-dulaimi, 2009: 10).

However Slack, et al (2004: 63) suggest that organizations competing on a cost-cutting basis must realize that low costs can not result in a competitive advantage if productivity derived from short-term service or production cost reduction.

2.6.2. The Quality of Service

According to Slack, et al (2004: 45), the quality is an important competitive advantage that refers to the performance of things correctly to provide services or products that fit the needs of clients. However Krajwsky and Ritzman (1996: 62)

point out that clients want quality services or products that meet their desired characteristics, the characteristics they expect or see in advertising.

While Al-dulaimi (2009: 22) agrees on that after quality means the ability to provide services or products that match the needs and wishes of clients. (Krajewzki and Ritzman, 1996: 40) states that quality means the perception of different individuals or the different outlook of the organization versus the different expectations of individuals as the characteristics of the service or product will meet customer satisfaction. Adams and Lemonts (2003: 36) declare that high-quality services or products contribute to improving the organization's reputation and customer satisfaction as well as the organization's ability to impose higher prices if providing high-quality services or products to meet customer requirements.

2.6.3. Service Flexibility

According to Drobis (1991: 4), flexibility is to respond quickly to changes in customer demand, which leads to increased customer satisfaction and surrender by reducing time. Besides, (Krajewzki and Ritzman, 1996: 40) explains that flexibility is the-the ability to make changes in a market location that is based on creativity in design and size. While Al-dulaimi (2009: 10) argues that flexibility has become a competitive dimension and include the ability to produce new service or products in a large amount as well as the ability to modify existing services or products quickly and respond to the wishes of the customer.

2.6.4. The Delivery of Service

As Drobis (1991: 5) claims that delivery is the basis for competition between organizations in the market by focusing on reducing deadlines and speed in designing new services and products and delivering them to customers in the shortest possible time. While Slack, et al (2004: 64) added that the organizations when they want to work quickly, it means reducing the time it takes to receive customers' requests for services or products and delivery of those products finally. However, Al-dulaimi (2009: 26) believes that the increasing importance of time to the customer has led to increased competition among organizations on the based on time, and designed speed in introducing new products and fast market entry.

2.6.5. The Creativity of a Service

Some writers add creativity on the basis that it is one of the basic dimensions to achieve competitive advantage and means creativity refers to three things: Creativity is an act that changes because it generates new ideas, and its tools are imagination, perception, and knowledge of all, kinds. Besides, creativity is a constant work and tireless effort does not come without trouble. Also, creativity is an innovation which derives unknown facts from known facts.

According to Al-Musawi (2009: 25) creativity can be seen as the process or mental activity of the individual and results in something new that appears to be important in the following:

- Facing increasing competition in obtaining factors of producing services and products, as well as facing competition in order to increase sales.
- Reduce work accidents and provides the safe working environment.
- Finding solutions to problems by identifying alternatives to solving problems.
- Developing methods and techniques of production of goods and services.
- Improve organizational productivity through achieving efficiency and effectiveness in the performance and achievement of objectives.

2.7. THE THEORETICAL RELATIONSHIP BETWEEN COOPETITION STRATEGY AND COMPETITIVE ADVANTAGE

We consider that a company's key challenge is learning how to adopt different strategic situations based upon both the value net and the value chain in order to overcome and to sustain competitive advantages. Coopetition has lately appeared and gained its attractiveness in the last several decades, stressing better usage of comparative advantage, value creation, and sharing R&D risks and costs (Ritala, 2012: 56).

However, Levy et al (2003: 76) believe that the coopetition strategy can also be approached as a form of concurrent cooperation and competition. Coopetition suggests share of knowledge that can be a source of competitive advantage achievement. Knowledge gained or released in the cooperation can also be used to compete. According to Barney (1991: 98) when cooperation between companies is

recognized as a strategy, it can be examined in terms of its capability to influence companies to address competitive problems and to create competitive advantage.

But Luo (2004: 76) argues that the companies have to implement cooperation strategies in order to generate bigger business advantages, hence, emphasizing that the embedded power of cooperation strategy, seen as a positive sum game, and achieving competitive advantages.

Therefore, the key difference between information technology-enabled cooperation, as in the case of the supply chain, and information technology-enabled competition, is that the business objectives of supply chain associates are predominately complementary. Obviously, when companies rely on information technology as an advantage to support relationships with direct competitors, the risks and rewards of the initiative must stand up to added scrutiny.

While Gopalakrishnan (2007: 90), states that the cooperation strategy of co-branding results in joint brand leveraging, over the positive relationship with a partner's brand image, so as to achieve and retain competitive advantage.

The cooperation strategy of value chain helps an organization determine the 'value' of its business processes for its clients. The model as a cooperation relationships highlights detailed activities in the business where competitive strategies can be best applied and where information systems are most likely to have a strategic impact.

Nevertheless, researchers connected to RBV (Resource Based View) argues that the competitive advantage be more dependent on the firm's set of resources than of the strategies developed (Luo, 2004: 76). Also, the competitive advantages are exact to each firm and can be determined by another firm, a group of firms, a strategic group or an industry (Kay, 1993: 27).

Thus Bengtsson and Kock (1999: 72) argue based on Easton and Araujo (1992) that the following four different types of relationships can develop among competitors depending on how companies interrelate with each other: competition, coexistence, cooperation, and cooperation. So, in the competitive part the companies are required to create a competitive advantage relative to the other actor, by being i.e. good quality, more efficient, cost reduction, well organized, flexibility, creativity or customer oriented. Hence, the cooperative system of value creation both defies and

prolongs the competitive perspective of strategic management for creativity and value creation.

Accordingly, the coopetition relationship is the most demanding one of the four different relationships between competitors, as firms interrelate in accordance with two different logics of interaction, cooperation, and competition. In the cooperative part of the relationship, a firm will gain access to external resources, such as know-how, finances or other invaluable assets. Thus, Competitors often strive for as little interaction as possible, which in some cases can give increase to a relationship of co-existence.

While Hunt (1996: 132) claim that the theory must admit at least the possibility that some kinds of cooperative relationships among actors may actually enhance competition, rather than thwart it. Relationships based on cooperation indicate a shared interest to work together towards a mutual goal.

According to Richardson (1972: 201) if competitors have irreplaceable competences or resources they might use them in competition with each other, whereas a lack of resources or abilities might lead to cooperative arrangements. The base for cooperation and competition differs among different types of activities and need to be studied in order to increase our understanding of the relationships that develop through the diverse activities discussed.

Consequently, Bengtsson and Kock (1999: 87) claims that staffs indifferent technical grounds or functional areas have studied together and developed personal relationships and a proficient identity that defines certain roles for the way they act and interact with each other. Hence, these relations decrease the risk for unscrupulous performance and make it calmer to develop new relations in order to achieve competitive advantage and better business results.

Finally, our scheme of coopetition strategy of achieving competitive advantage dimensions sensitizes researchers and managers to consider strategic phenomena as a mobile-telecom company's quest for both competitive advantage and cooperative advantage by simultaneously competing and cooperating.

CHAPTER THREE: THE ROLE OF COOPETITION STRATEGY IN ACHIEVING DIMENSIONS OF COMPETITIVE ADVANTAGE: AN ANALYTICAL STUDY OF THE MOBILE-TELECOM COMPANIES IN SULAYMANIYAH GOVERNORATE

3.1 THE STUDY BACKGROUND

The relevant theoretical and empirical studies have a significant role in the scientific study, as they represent a knowledge accumulation obtainable to researchers to proceed and framing their study variables. So, to strengthen the cognitive aspects and crystallization the dimensions of the study problem, the researcher sought to review some studies related to current study variables, based on what was available according to the time. Thus, I as a researcher indicate that I was unable to obtain any local study related to my study topic despite the diligent research conducted in this field.

1. Dagnino and Giovanna, (2002) the intentions are to examine the coopetition strategy a new kind of inter-firm dynamics for value creation.

The purpose of this research is threefold. First, by offering the first definition of coopetition, it aims to move away from the mere recognition of the generalized conservative conception to a deeper understanding of the nature of coopetition. By proposing that coopetition is a matter of “incomplete interest (and objective) congruence” concerning firms’ interdependence.

Thus, the researchers stress that coopetition does not simply emerge from coupling competition and cooperation issues, but rather it implies that cooperation and competition merge together to form a new kind of strategic interdependence between firms, giving escalation to a coopetitive system of value creation. Second, we advance a typology of coopetition based on the different explanatory variables of this incomplete interest (and goal) congruence. Third, with the support of a number of coopetition micro cases, especially referring to firms operating in the automobile industry.

In conclusion, they clarify the contribution and the potential of coopetition strategy to the advancement of both strategic management, organization theory and managerial practice.

2. Bengtsson et al, (2003) the study is about analysis the relationships of cooperation and competition between competitors.

The purposes of this research are elaborating on the different relationships existing between competitors both on an activity and resource level as well as on an individual level. The presence of competitors has led us to focus on activities and roles instead of positions in vertical or horizontal settings.

So as the results, the researchers argue that the character of the activities and the resources used will affect both cooperative and competitive interactions between competitors. Besides, as previous studies have shown, are social relationships between individuals of utmost significance for the connections to work effectively. So, they argue that this is true particularly when dealing with individuals elaborate on activities between competitors.

3. Adams and Lamont, (2003), the study is examining the role of knowledge management systems and developing a competitive advantage.

The Purposes of this theoretical study that the researchers pursued to provide a theoretical framework for the role of knowledge management systems in the development and promotion of competitive advantage.

Accordingly, the most important results: the study revealed the importance of knowledge management as a function of supporting functions of the organization in accordance with the value chain model perspective are valuable resources of knowledge and tradition and difficult replacement that efficient management contributes to achieving competitive advantage through having experience in environmental analysis and ability to build strategic capabilities to meet the needs of customers the study also found that the development of competitive advantage is achieved through learning organizational learning and strategic innovation.

4. Soekijad and Joode, (2006), the study is about the coopetition in knowledge-intensive networks.

The study is conducted on two large networks: Delta, a large consortium of hydraulic engineering services, founded by five organizations with 18 national organizations, and the ZEA network activists in the software market and provide Internet services and composed of five organizations comprising 19 European organization.

The purposes of the study are to find out how cooperation would survive and occur in practice. How can organizations manage each other at the same time? What kind of activities do organizations cooperate with? And who are you competing?

The study reached to some results the most notables are: There is a lack of homogeneity in resources, as well as heterogeneity in precious assets, and the flow of information is one of the most important motivators of companies and their motivation to cooperate with each other. The study also pointed to the important role of management and in particular the presence of professional experts, which is one of the most important reasons for the success of alliances.

5. Rodrigues et al, (2009), the study effort to analyze the strategic cooperation of the global brands.

The study indicated to the benefits of the strategic cooperation by working in joint partnerships. This type of agreement arises as a means of obtaining benefits. Therefore, cooperation for the competition is an essential marketing strategy to meet the challenge in the manufacture of the brand with international specifications and effectively. So, an example of this is the announcement of Nike and Apple in New York between two brands that includes powerful elite partners, as an example of a complementary competence common brand, brands complement each other, Apple provided its experience and knowledge as manufacturer and supplier of electronic equipment and digital music players, Nike provides technical and practical design for running shoe sport (rank 31 in the rating of the best 100 brands). Hence, the goal of the integration is to increase strength and reputation, to a balanced union that satisfies interests within the logic of negotiation.

Accordingly, the study found some results the most notables: the formation of strategic cooperation of common brands is behind a set of motives: the market share, the global process, and the global brand. The strategic cooperation of the common brand results in a strong leverage through the positive alliance with the partner brand to build and maintain competitive advantage, as it is a form of strategic cooperation that can unite two brands to produce something completely different.

6. Al-dulaimi, (2009), the study effort to analyze the influence of strategic innovation capabilities and social capital in achieving competitive advantage.

The purpose of the study is to uncover the reality of sustainable competitive advantage with the existence of the explanatory variables of the study, namely the capabilities of strategic innovation and social capital or without their existence, as well as the construction of a hypothesis that describes the form of relationship and effect between its main and subsidiary variables and verify the credibility and scientific feasibility of the study.

The study's samples are the upper and middle administrations and supervisory departments, where the number (85) managers and workers in the private sector banks in the Baghdad city, Iraq.

The most important results: It has been presented that the surveyed banks have benefited from the organizational characteristics in enhancing the chances of success and excellence and developing the capabilities of strategic innovation. It also became clear that the banks benefit from social capital in promoting the achievement of sustainable competitive advantage.

7. Ababakir, (2011), the study is about to analysis the relationship between patterns of strategic thinking and organizational justice and their impact in achieving competitive advantage, analytical study of the views of bank managers in Erbil city, Iraq.

The study deals with the effect of strategic thinking within its pattern (innovative, analytical, and competitive) and organizational justice within its dimension (distribution, procedure, behaviors) as two interpreter variables in the competitive advantage as response variable with two dimensions; external marketing strategy with its dimensions (imagination of quality, market insight) and internal marketing strategy within its dimensions (expert innovation culture, and IT).

The study starts up with full dilemma represent by lack of awareness of banks management understudy of the strategic thinking patterns and principles of organizational justice and their roles in achieving competitive advantage.

The study's purposes are to offer a theoretical framework on strategic thinking patterns and organizational justice to be an attempt to test the ability of banks in Erbil city to foster these concepts and moreover to test their relationship

between and achieving the competitive advantage. The study methodology was a descriptive and analytical method. The study determined several hypothesized answers to the study problem. Which was tested using nonparametric statistical methods? A sample of (203) managers of the top level, middle level and supervision level working in both government and private sector banks with a total (42) banks.

The study concluded that both strategically thinking patterns and organizational justice effect in achieving the competitive advantage and that its effect differs according to the sector which the bank belongs to.

The Discussion of Previous Studies and the Areas of Assist

The previous studies that reviewed, related to the current study variables competition strategy and competitive advantage. Thus, the researcher reviewed six studies, Moreover, the researcher noticed that the studies reviewed mostly use descriptive analytical methods and questionnaire scale as the data collection method.

Consequently, as far as the researcher is conscious, the competitive advantage has been able to exert considerable influence in organizations, despite differences in views on the origin of the center of the impact of its main dimensions (cost, quality, flexibility, delivery, and creativity). Besides, the organizations with the five dimensions have achieved a competitive advantage, as do Japanese organizations. Also, most researchers accord to preserve the topic of competitive advantage of the organization itself, resulting from the integration of the psychological and behavioral situation of workers with available within the organizational boundaries and resulting in the overlap leads to excellence. However, the shortage of regional and local studies that address the variables of competitive advantage and competition, despite the fact that they are needed by these organizations in the absence of a relationship between competitive advantage competition that would enhance the capabilities of the organizations in the Kurdistan region and enter Iraq.

Therefore, the current study effort to provide a theoretical framework and how the field where the process of transition to competition levels organizations exercise that turns. The researcher is convinced of the role of the organizations in promoting societies as an important intellectual capital in society. And to benefit

from them in various aspects of the work through their cooperation locally, regionally and globally, in a favorable environment and open means of communication despite the expansion and spread of markets, and the need for contemporary organizations to search for and use everything to improve performance the building itself by acquiring adaptive capabilities to help them to survive and grow.

Furthermore, previous studies have been used to build the scale adopted by this study. The researcher benefited from some of the expressions, variables, and indicators presented by these studies.

3.1.1. The Problem Statement

The organizations operating their activities within the highly competitive environment, where most organizations are unable to cope with the enormous challenges posed by their external environment. In addition, to what is required and what is the basis of the chosen industry in which the organizations in question are located in cases of cooperation with competitors and complementary organizations. It is rare to find that mobile-telecom companies are able to work on their own (exploration, knowledge, information, resources, etc.).

Accordingly, the researcher raises the following question: Does cooperation contribute to the company's possession of the competitive advantage dimensions? In order to frame the study problem, and then to examine for appropriate mechanisms that enhance the positive effects of the relationship between the studied variables on the one hand, and lead to finding the correct actions for the negative aspects and mitigate their effects on the other hand. Therefore, the research questions have been formulated as follows:

1. What are the levels of cooperation among the surveyed companies and their competitors or their complement activities (Macro, Meso, Micro levels?)
2. Are there positive significant relationships between the levels of cooperation strategy and the competitive advantage in the surveyed companies?
3. What are the impacts of the cooperation strategy levels on competitive advantage in the surveyed companies?
4. Do the impacts of the cooperation strategy levels variance on the competitive advantage in the surveyed companies?

3.1.2. The Study Purposes

In covenant with the study significance, the essential purpose of this study is to examine the role of coepetition strategy in achieving dimensions of competitive advantage. Thus, it is hoped that this study will achieve the following purposes:

1. Introducing a theoretical framework that presents the current variables of the study, its concepts, elements and various measurement indicators.
2. Determine the levels of coepetition exercised by the surveyed companies.
3. To determine the extent to which companies are able to acquire the dimensions of the competitive advantage that qualify them to cope with and adapt to environmental changes.
4. Reveal the most profound relationship to the levels of coepetition strategy and determine the direction of their impact on the dimensions of competitive advantage in the surveyed companies.
5. Build a virtual model that reflects the relationships between the variables of the study and the trends of their different effects to reach the results that prove the hypotheses of the study or deny them.

3.1.3. The Significance of Study

The study pursued to awareness to what is identified as the coepetition strategy, which refers in its simplest form to cooperate with competitors to achieve the desired value and competitive advantage that explains the components of the survival of the organizations and adapting them to environmental changes. So, it is hoped that this study will contribute according to its theoretical and field implications in clarifying the impact and relationships between the levels of coepetition strategy and competitive advantage in order to acquire the positive results for both variables and its reflection in their success and survival.

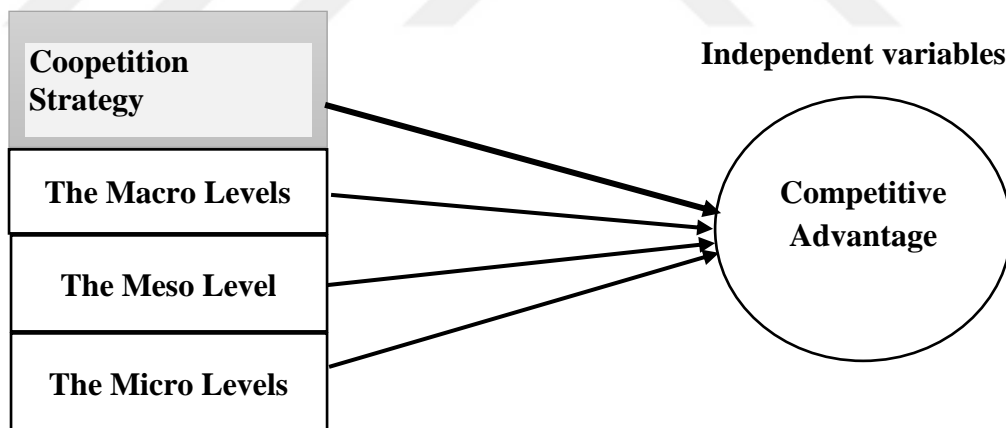
The significance of the academic study is revealed in the lack of studies but their scarcity (local) addressed to study variables to visualize the nature of their relationship, so the modernity of the belief that they will be available in this study in the Kurdistan region hopefully. As for the applied side, it is significance to draw the attention of the mobile-telecom companies concerned to the need to look at the variables of this study, as long as its activity is entirely linked to the extent of coepetition with competitors and complementary to its activities to be able to adapt

to the successive and rapid environmental changes, especially in the environment of the Sulaymaniyah governorate and the rest of Kurdistan region through owning the competitive advantage dimensions. Besides, economically, its significance lies in the conclusions of the study are expected to interpret and proposals to achieve the desired added value for organizations and for other stakeholders.

3.1.4. The Conceptual Model of the Study

According to the contents of the study purposes and directions of the problem, the study has adopted the conceptual model to explain the relationship and impact between variables considered, hence, in order to transform the study problem into procedural variables, the study adopted a model that links the independent variables represented by the cooperation strategy levels, as: (Micro, Meso, and Macro levels) and dependent variable competitive advantage which include dimensions: (cost, quality, flexibility, delivery, and creativity).

Figure 9: The Study Conceptual Model.



3.1.5. The Study Hypotheses

Based on the contents of the conceptual model and the relations between its main variables and their sub-dimensions, the hypotheses of the study can be presented as follows:

H1: There is a positive relationship between coopetition strategy and competitive advantages in mobile-telecom companies operating in Sulaymaniyah governorate.

H_{1.1}: There is a positive relationship between the macro level of coopetition strategy and competitive advantages.

H_{1.2}: There is a positive relationship between meso level of coopetition strategy and competitive advantages.

H_{1.3}: There is a positive relationship between the micro level of coopetition strategy and competitive advantages.

H2: There is a statistically significant impact coopetition strategy on competitive advantages in mobile-telecom companies operating in Sulaymaniyah governorate.

H_{2.1}: There is a statistically significant impact of macro-level of coopetition strategy on competitive advantages in mobile-telecom companies operating in Sulaymaniyah governorate.

H_{2.2}: There is a statistically significant impact of meso level of coopetition strategy on competitive advantages in mobile-telecom companies operating in Sulaymaniyah governorate.

H_{2.3}: There is a statistically significant impact of micro level of coopetition strategy on competitive advantages in mobile-telecom companies operating in Sulaymaniyah governorate.

3.2. THE STUDY APPROACH AND DESIGN

In order to examine the role of coopetition strategy in achieving dimensions of competitive advantage, the study procedures the relationships and impacts study approach and design as it follows to define, and establish the relations between the main study variables, namely, coopetition strategy, its levels, and dimensions of competitive advantage. This approach uses to data collecting and testing the relationships between study variables.

Also, the approach and design are more appropriate as it permits the respondents to provide their appropriate information on the statements, through

questionnaire-scale, which is designed for the collection of the data. So, the study approach facilities quantitative method. The quantitative method is shown suitable.

Accordingly, this description demonstrates that quantitative method is easier for interpreting numerical data than any other method. Besides quantitative method rummage-sale in social science studies as well as collecting data and interpreting outcomes. The purpose of applying this method to provide a value of this study and be more dependable outcomes, the analysis might be in many different mobile-telecom companies.

3.2.1. Sample Selection and Sample Size

As it's revealed in Table (6) the population and sample size for this study comprises three mobile-telecom companies operating in Sulaymaniyah governorate. Consequently, the mobile-telecom companies are selected as the population of the study, hence, managers, deputy managers, and company administrative staff are selected to responding the questionnaire statements, because they have information about the cooperation strategy in their telecom company also they know the degree of their competitive advantage and normally relating with the other companies in the area.

However, the mobile-telecom companies operating in Sulaymaniyah governorate are the thorough target population size, this study pursues to explore the managers' approaches and views on their cooperation strategy preparation, therefore they can offer the essential data to sustenance the study purpose and response its statements. Thus, these two reasons verify the multiplicity of the population of the study. Subsequently, 160 managers, deputy managers, and company administrative staff contribute through responses to the questionnaire statements and distribution in the mobile telecom company to the managers who enthusiastically accept the request to contribute, thus the reply rate is 93.7 percent. Nevertheless, 10 responses out the scale questionnaire form are invalid and are disqualified from the sample. Then, the total valid responses are 150 which launch the sample of the study, as revealed in follows table.

Table 6: The Study Sample.

S	Company Name	Contributed Managers	Valid Responses
1	Asia Cell	86	80
2	Korek Telecom	59	55
3	Zain Iraq	15	15
Total Sample			150

3.2.2. The Method of Data Collection

As it can be seen in Table (7) the survey questionnaire scale creates in the literature reviewed and employed a measure of the main variables in the study and to accumulate data from the sample. The study indicated the survey scale as the method for data collecting, since its applicability for the study approach and design. Thus, the questionnaire-scale is distributed into three sections, respectively. The first section comprises four demographic data questions and other two sections comprise statements on cooperation strategy and dimensions of the competitive advantage that could measure the variables. The explanation of each section is presented in the Table (7) that also clarify the questionnaire construction, besides see the appendix (1).

Table7: The questionnaire-scale construction

Variables	Components	No. of items	Scale Character	Sources
First: General information	Gender, Age, Academic Degree, and Overall Job Experience.	4		The researcher
Second: Cooperation Strategy	Macro Level Meso Level Micro Level	15 13 12	X1-X15 X16-X28 X29-X40	Aneta and Frazier, (2001) Rind and Moorman, (2001) Szulanski, (1996) Huoston and Colleagues, (2001)
Third: Competitive Advantage	Cost Quality Flexibility Delivery Creativity	5 5 5 5 5	Y1-Y5 Y6-Y10 Y11-Y15 Y16-Y20 Y21-Y25	Adams and Lemonts, (2003) Al-dulaimi, (2009) Ababakir, (2011)

3.2.2.1. Scale

It can be seen in above table that the questionnaire scale divided into three sections. Firstly, the demographic variables; gender, age, academic degree, and overall job experience. Secondly, cooperation strategy levels which have 40 statements that are adapted from the survey questionnaires (Aneta and Frazier, 2001;

Rind and Moorman, 2001; Szulanski, 1996; Huoston and Colleagues, 2001). Thirdly, competitive advantage has 25 statements that are factored questionnaire (Ababakir, 2011), (Adams and Lemonts, 2003; Al-dulaimi, 2009). Accordingly, all coopetition strategy and competitive advantage statements are measured by using a five-point Likert scale ranging from “Strongly Disagree “1 to “Strongly Agree” 5. In order to authenticate the reliability and validity of the questionnaire, Cronbach’s alpha is administrated, as revealed in following.

3.2.3. The Reliability and Validity

3.2.3.1. The Reliability of Scale

The questionnaire reliability was tested to clarify the consistency of the data gathered. Thus, Cronbach’s alpha was administrated to test the constancy of the scale, which specified that how strong the scale statements measuring, and its total scores for the coopetition strategy is (0.781>0.60), besides scores for macro, meso, and micro levels are (0.796, 0.762, and 0.767). However, competitive advantage dimensions (the cost, quality, flexibility, delivery, and creativity) scores are (0.711, 0.709, 0.699, 0.711 and 0.692) respectively, stated that a high level of internal reliability in the whole set of statements the overall scores (0.76>0.60). Accordingly, the questionnaire used to data collection could be considered highly reliable. As shown in a Table (8)

Table 8: Reliability Statistics

Variables	Cronbach's Alpha	No. of Items	N	%
Coopetition Strategy	0.781	40	150	100.0
Macro Level	0.796	15	150	100.0
Meso Level	0.762	13	150	100.0
Micro Level	0.767	12	150	100.0
Competitive Advantage	0.714	25	150	100.0
Cost	0.711	5	150	100.0
Quality	0.709	5	150	100.0
Flexibility	0.699	5	150	100.0
Delivery	0.711	5	150	100.0
Creativity	0.692	5	150	100.0
Overall	0.764	65	150	100.0

3.2.3.2. The Study Validity

According to Gay (1992: 55), the validity is other related to the credibility of the study but differs in that it is additionally deliberate on the researcher's observing

and if the dependent variables vary because of the independent variable and not sense of some other variable. Therefore, the measures also must be constant to make valid outcomes anywhere the study Saunders et al (2009: 78). So, the validity of the scale was tested over a range of conducts. While, almost the whole of the scurvy scale statements modified from interrelated studies that were previously cogency tested as revealed in scale part, but subsequently some of the statements and items are improved or simplified the researcher tested the validity of the questionnaire scale through constructing it tested and assessed by experts which are called content or face validity, see the appendix (2).

3.2.4. Factor Analysis

The factor analysis test established for coepetition strategy independent variable through two significant factors i.e. Kaiser- Meyer-Olkin (KMO) and Bartlett`s test of sphericity. The KMO overall measure of sample adequacy is (0.742) which is offered level and statistically significant at ($p < 0.05$). The Bartlett`s test of sphericity is (1009.319) df (780) and statistically significant at ($p < 0.05$) which is the individuality of good relations among statements and items in the questionnaire scale section coepetition strategy. As it is revealed in a Table (9).

Table 9: The KMO and Bartlett's Test for Coepetition Strategy

KMO and Bartlett's Test	
	Coepetition Strategy
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.742
Bartlett's Test of Sphericity (Approx. Chi-Square)	1009.319
Df	780
Sig.	.000

When we look at a Table (10) we can see that the rotation of factor for coepetition strategy levels are calculated to give an idea of how the factors initially extracted differ from each other and to provide a clear picture of which item loads on which factor also that is a matrix to determine factor loadings for respective factors produced five factors comprising extra variables. Besides, it is seen that when the distribution of the factors is considered in the circulation of the factors, the aggregate has the factorial acceptance values (the lowest value is 0.327 and the highest value is 0.876). There is no substance that gives a high value to more than one factor.

Table 10: Rotated Component Matrix for Coopetition Strategy Levels

variables	Component				
	1	2	3	4	5
X2	.753				
X35	.732				
X1	.728				
X24	.704				
X26	.650				
X40	.647				
X3	.496				
X31	.495				
X27	.424				
X23	.412				
X25	.372				
X22		.789			
X34		.732			
X39		.651			
X5		.619			
X11		.549			
X15		.531			
X21		.505			
X18			.837		
X37			.801		
X12			.711		
X14			.637		
X38			.627		
X13			.521		
X36			.494		
X4				.817	
X19				.761	
X20				.746	
X29				.726	
X32				.690	
X6				.574	
X30				.330	
X28					.876
X16					.824
X33					.760
X9					.668
X10					.588
X17					.540
X7					.445
X8					.327

Though, as shown in the Table (11) the factors extractable from the analysis along with their Eigenvalues, the percent of variance attributable to each factor, and the cumulative variance of the factor and the previous factors. The factors are which have the value more than 1 will be extracted. However, as an outcome of frequent factor analysis, 5 factors of coopetition strategy levels are determined.

Accordingly, the total variance collective explained through these 5 factors that is (61.81%). The variance amounts revealed by the factor are (14.70%, 13.10%,

11.82%, 11.36%, and 10.82%) respectively, the higher the variance ratios obtained at the end of the factor analysis, the stronger the factor structure becomes.

Table 11: Percentage of Eigenvalue and Variance Explanations of the Determined Factors for Coopetition Strategy Levels

Factors	Eigenvalues	variance explanation%	Cumulative%
1	8.659	14.702	14.702
2	7.717	13.103	27.805
3	6.964	11.824	39.629
4	6.664	11.366	50.995
5	6.373	10.821	61.816

As seen in a Table (12), that all five factors of coopetition strategy levels were positive. The first factor: named “*Communication with Complementary Organizations and Functional Cooperation*” included 11 (items 2, 35, 1, 24, 26, 40, 3, 31, 27, 23and 25); with factor loads (0.753, 0.732, 0.728, 0.704, 0.650, 0.647, 0.496, 0.495, 0.424, 0.412, and 0.372) respectively, which has a great significance in the interpretation of the coopetition strategy.

The second factor: named “*Cooperation with Complementary Organizations Adopts Effective Approach*” comprised items (22, 34, 39, 5, 11, 15, and 21) also with factor loadings (0.789, 0.732, 0.651, 0.619, 0.549, 0.531, and 0.505) respectively, the third factor: “*Dependence on Similar Organizations and Cooperation Among the Functional Departments*” is contained 7 items (18, 37, 12, 14, 38, 13, and 36) with factor loadings (0.837, 0.801, 0.711, 0.637, 0.627, 0.521, and 0.494) respectively, the fourth factor: “*Alliance with Complementary Organizations for Market Opportunities and Communications Among Company Staffs to Cope with The Problems*” included items (4,19,20,29,32,6, and 30) that has great factor loading as (0.817, 0.761, 0.746, 0.726, 0.690, 0.574, and 0.330) respectively.

However, the fifth factor: “*Capacities Building through Complementary Organizations and Obtaining Information and Knowledge for greater Market Share and Building Relationship*” included (items 28, 16,33,9, 10, 17, 1, and 8); and factor loads (0.876, 0.824, 0.760, 0.668, 0.588, 0.540, 0.445, and 0.327) respectively. Thus, in the case of all factors, it is evaluated. Conducting reliability studies for the substances and factors that arise after validity studies methods.

Table 12: Statistical indicators for coepetition strategy levels

Items	1.A Factor: Communication with Complementary Organizations and Functional Cooperation	Factor Loads
X2	Our mobile-telecom company is making new contacts available with other complementary organizations by means of available communication, helping them to develop their organizational learning and value added.	.753
X35	Our staff has the ability to evaluate information from other departments to help them make a good investment.	.732
X1	Our mobile-telecom company acquires information and knowledge from complementary organizations (such as agents and distributors) and re-publishes them throughout the organization to benefit it.	.728
X24	Our mobile-telecom company believes that its ability to sustain its relations with similar organizations will enable it to achieve actions that it cannot implement individually	.704
X26	Our mobile-telecom company faces intense competition from similar organizations for market share.	.650
X40	The state of assignment of some resources between the functional departments prevails in favor of other departments.	.647
X3	Our mobile-telecom company strives towards an alliance with complementary organizations to support special opportunities.	.496
X31	The functional departments of our mobile-telecom company seek to constantly discuss the problems that they face in their work.	.495
X27	Our mobile-telecom company suffers from the heterogeneity in resources, which leads it to make concessions to similar organizations to get what they need from them.	.424
X23	Our mobile-telecom company can cooperate in obtaining the expertise of similar organizations.	.412
X25	Our mobile-telecom company in competition with similar organizations on different resources.	.372
Items	2.A Factor: Cooperation with Complementary Organizations Adopts Effective Approach	
X22	The cooperation with similar organizations provides the ability to understand common objectives in a good way.	.789
X34	Our staff has a common language to avoid ambiguities in information.	.732
X39	Our mobile-telecom company adopts the approach of making comparisons between functional departments to identify the most efficient departments.	.651
X5	Our mobile-telecom company senses that its cooperation with complementary organizations will enable them to obtain various operation's needs.	.619
X11	Our mobile-telecom management suffers from increasing pressure on it, from the complementary companies that excel by having distinct capabilities (expertise), which obligates them to adhere to them.	.549
X15	Our mobile-telecom company attempts to minimize the impact of its weaknesses through its cooperation with companies complementing its activities.	.531
X21	Our mobile-telecom company is interested in cooperation with similar organizations to help them to better invest in high-potential markets and respond to renewable requests.	.505
Items	3.A Factor: Factor: Dependence on Similar Organizations and Cooperation Among the Functional Departments	
X18	Our mobile-telecom company confers great importance to situations of strategic dependence on similar organizations to achieve value added.	.837
X37	The cooperation between the functional departments helps the resources available as needed.	.801
X12	Our mobile-telecom management suffers from increasing pressure on it, from the complementary companies that excel by having distinct capabilities (resources), which obligates them to adhere to them.	.711
X14	The management of our mobile-telecom avoids the pressures exerted by various environmental variables through its cooperation with companies that complement their activities.	.637

X38	The scarcity of available resources sometimes leads to ignoring the state of cooperation between the functional departments in their sharing and the competition between them.	.627
X13	The opportunities for our mobile-telecom to enter new markets are limited by the conditions imposed on it by the competitiveness of complementary organizations.	.521
X36	The Staffs in the functional departments can apply the information received from other departments.	.494
Items	4.A Factor: Alliance with Complementary Organizations for Market Opportunities and Communications Among Company Staffs to Cope with The Problems	
X4	Our mobile-telecom company believes that its alliance with complementary organizations will help them to cope with exceptional internal and external problems.	.817
X19	Our mobile-telecom company strives to join forces with similar organizations to support its potential in identifying strong market opportunities available.	.761
X20	Our mobile-telecom company believes that cooperation with similar organizations will enable it to cope with the problems that arise in the course of its business.	.746
X29	The Functional departments of our mobile-telecom company are concerned with continuous communications among them.	.726
X32	There is a state of interdependence between the different functional departments of our mobile-telecom company.	.690
X6	Our mobile-telecom company is interested in cooperation with complementary organizations to support market data collection activities in which they operate.	.574
X30	The functional relations between the staff of the various functional departments in our mobile-telecom company described by strength.	.330
Items	5. A Factor: Capacities Building Through Complementary Organizations and Obtaining Information and Knowledge for greater Market Share and Building Relationship	
X28	Our mobile-telecom company is interested in cooperation with similar organizations to obtain a greater market share in the local and regional markets.	.876
X16	Our mobile-telecom company seeks to engage with similar organizations in order to acquire new information and knowledge, so to republish its information and knowledge.	.824
X33	The mobile-telecom company staff in the functional departments have the ability to access information from other departments that related to the market, which is accessible and new services.	.760
X9	Our mobile-telecom company seeks to cooperation with complementary organizations to better employ their various capacities in the face of future challenges.	.668
X10	Our mobile-telecom company's cooperation with complementary organizations provides the capacity to implement large projects.	.588
X17	Our mobile-telecom company is interested in building useful relationships with similar organizations to obtain raw materials used in their service operations or experiences.	.540
X7	Our company considers its cooperation with complementary organizations as a means of achieving its objectives.	.445
X8	Our mobile-telecom company's cooperation with complementary organizations enhances its ability to objectively evaluate the competitive climate in the industry.	.327

As it can be seen in the table (13) that the Kaiser- Meyer-Olkin (KMO) and Bartlett's test of sphere city of factor analysis used for the competitive advantage which is the study's dependent variable.

The KMO overall measure of sample adequacy is (0.629 which is offered level and statistically significant at ($p < 0.05$). The Bartlett's test of sphericity is (384.241) df (300) and statistically significant at ($p < 0.05$) which is the individuality of good relations among statements and items in the questionnaire scale section competitive advantage.

Table 13: The KMO and Bartlett's Test for Competitive Advantage

KMO and Bartlett's Test	
	Competitive Advantage
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.629
Bartlett's Test of Sphericity (Approx. Chi-Square)	384.241
Df	300
Sig.	.001

Table 14: Rotated Component Matrix for Competitive Advantage

variables	Component										
	1	2	3	4	5	6	7	8	9	10	11
Y17	.738										
Y1	.542										
Y6	.492										
Y7	.479										
Y18		.755									
Y4		.659									
Y21		.476									
Y11			.720								
Y19			.406								
Y9				.605							
Y23					.757						
Y24					.586						
Y2						.786					
Y22						.392					
Y5							.813				
Y8							.552				
Y13							.246				
Y25								.733			
Y3								.576			
Y15									.810		
Y12									.499		
Y16									.359		
Y20										.786	
Y14										-.432	
Y10											.725

Extraction Method: Principal Component Analysis.

As revealed in a Table (14) we can see that the rotated component matrix for competitive advantage that is a matrix to determine factor loadings for respective factors produced 11 factors that containing additional variables. Also, it is seen that when the distribution of the factors is considered in the circulation of the factors, the aggregate has the factorial acceptance values (the lowest value is 0.246 and the highest value is 0.810). Thus, there is no substance that gives a high value to more than one factor.

As shown in a Table (15) that the percentage of eigenvalue and variance explanations of the determined factors for competitive advantage is offered as one, also as a result of frequent factor analysis 11 factors of competitive advantage dimensions are determined. Accordingly, the total variance amount of the eleven factors is (62.84%). Nevertheless, the variance amounts discovered by the factor are (10.97%, 6.52%, 6.11%, 5.86%, and 5.54%) respectively, for the first factor to factor five. Then (5.46%, 4.86%, 4.6%, 4.53%, and 4.19%) respectively for the factor six to factor ten. Also, (4.1%) for the last factor eleven of competitive advantage dimensions. Hence, the higher the variance ratios explanation gained at the end of the factor analysis, the stronger the factor structure develops.

Table 15: Percentage of Eigenvalue and Variance Explanations of the Determined Factors for competitive advantage

factors	Eigenvalues	variance explanation%	Cumulative%
1	3.875	10.975	10.975
2	2.304	6.527	17.503
3	2.157	6.110	23.613
4	2.072	5.868	29.481
5	1.957	5.544	35.026
6	1.929	5.465	40.490
7	1.716	4.861	45.351
8	1.626	4.605	49.956
9	1.603	4.539	54.496
10	1.481	4.194	58.689
11	1.467	4.155	62.844

As shown in a Table (16), that only one factor was negative, the other 10 factors of competitive advantage were positive. Then factor one B: named “Approaches to Company Clients” is involved 4 items (Y17, 1, 6, and 7); besides

factor loads (0.738, 0.542, 0.492, and 0.479) respectively, that has a significant influence on the interpretation of the competitive advantage in mobile-telecom companies. The factor: “*Supports Competitive Position*” is included 3 items (18, 4, and 21) also factor loads (0.755, 0.659, and 0.476) respectively, besides the third factor B: named “*Time Flexibility*” is contained 2 items (11 and 19); also factor loads (0.720 and 0.406) respectively.

Further, the factor four B: “*Management Efforts*” with loading (0.605). However, factor: “*Innovation in Service Delivery*” included items (23 and 24) respectively, with factor loads (0.757 and 0.586) respectively. In addition, for other factors from the factor six B: “*Company Ability*”, to the last one the factor eleven B: “*Support Scientific Research*” have high loadings on them. See table below.

Table 16: Factor analysis and statistical indicators for competitive advantage

Items	1.B Factor: Approach Company Clients	Factor Loads
Y17	The management of our company seeks to reduce the number of times between receipt and response of clients.	.738
Y1	The management of our mobile-telecom company seeks to take advantage of modern technology in providing the best services at the lowest possible cost	.542
Y6	The management of our company works to spread the culture of innovation and excellence in the delivery of its services.	.492
Y7	The management of our company focuses on developing a cooperative structure that supports excellence and innovation by adopting ways to improve modern services and methods.	.479
Items	2.B Factor: Supports Competitive Position	
Y18	The management of our mobile-telecom company to provide new services quickly.	.755
Y4	Our company’s management exchanges information and ideas with other organizations to reduce the cost of training workshops.	.659
Y21	The management of our mobile-telecom company believes that creativity in improving service strengthens our competitive position.	.476
Items	3.B Factor: Time flexibility	
Y11	The management of our mobile-telecom company is keen to use flexible methods and policies within its business environment.	.720
Y19	The management of our mobile-telecom company is keen to deliver client requests within the specified time frame.	.406
Items	4.B Factor: Management Efforts	
Y9	The management of our company effort to achieve competitive advantages through the provision of services with distinctive characteristics without harming their economic efficiency.	.605
Items	5.B Factor: Innovation in Service Delivery	
Y23	Our company’s management seeks to broaden the development, creativity, and innovation in service delivery to clients.	.757
Y24	Our company’s management seeks continuous improvements in the service provided.	.586
Items	6.B Factor: Company Ability	
Y2	The management of our mobile-telecom company raises the professional and scientific capabilities of the staff to reduce job inflation and excessive employment in management functions.	.786

Y22	Our mobile-telecom company is managing changes to its various activities in order to compete with competitors.	.392
Items	7.B Factor: Coopetition Practices	
Y5	The management of our mobile-telecom company is working to give particular importance to economic studies to achieve thorough economic decisions.	.813
Y8	The management of our company is interested in improving coopetition practices through the integration of communication and information technology.	.552
Y13	Our management seeks to take advantage of the (mass customizations) to meet individual client requirements.	.246
Items	8.B Factor: Reactiveness in Time Financial Resources	
Y25	The management of our company from time to time proactive to provide new innovative and creative services.	.733
Y3	The management of our company works to improve the distribution of financial resources to restore the balance between current expenditure and investment expenditure.	.576
Items	9.B Factor: Proactive Strategies Adoption	
Y15	The management of the company seeks to adopt proactive strategies to meet market conditions and variables.	.810
Y12	The management of our mobile-telecom company benefits from the advantages of production services in order to meet the specific needs of clients.	.499
Y16	The management of our mobile-telecom company seeks to limit the time of services processing.	.359
Items	10.B Factor: Identifying New Services and Markets	
Y20	Fast delivery enables the company's management to identify new services and markets.	.786
Y14	The management of our mobile-telecom company has changed the size of service according to the change in the volume of demand.	-.432
Item	11.B Factor: Support Scientific Research	
Y10	The management of our company works to support scientific research in the development of services provided to the clients.	.725

3.2.5. Data Analysis

Regards to data analysis, the statistical tests are used to test the anticipated study hypotheses. Therefore, the descriptive statistics is applied to quantitatively define the variables significant features. besides, the correlation tests are used to classify the correlation among the coopetition strategy as the independent variable, and the competitive advantage dimensions (the cost, quality, flexibility, delivery, and creativity) which is the dependent variable, thus, Spearman correlation analysis used.

Accordingly, multiple linear regression analysis also used to test the hypotheses and to explain the impact of the coopetition strategy on competitive advantage dimensions, measures through perceiving the impact of some particular variables. SPSS V-24 software is used for analysis and the outcomes are revealed using tables and figures.

3.2.6. The Study Boundaries

The present study boundaries spread to the bounds as first, the spatial boundaries. Hence, the statements practically applied to a study sample of managers, deputy managers and company administrative staff in the mobile-telecom companies operating in Sulaymaniyah governorate to obtain the views on cooperation strategy and competitive advantage dimensions.

Second, time boundaries: specified through the period of the study smeared to the mobile-telecom companies operating in Sulaymaniyah governorate in requests, which concluded initial visits to mobile-telecom company's main branches, to classify the study statements and questioning the managers to argue their views and proposals about the study purposes and its contribution, additionally, distributing the questionnaires scale and then obtaining them back. Finally, the human boundaries: that include human boundaries to look at the mobile-telecom company managers.

3.3. ANALYSIS AND FINDINGS

3.3.1. Description of the Demographic Data

The demographic data and information of the study are gathered and surveyed to offer a compressed of respondent's information of the sample in the study. Accordingly, the following demographic data are collected: Gender, age, academic degree, and overall job experience from the managers, deputy managers and company administrative staff in the mobile-telecom companies operating in Sulaymaniyah governorate.

As showed in the Table (17) the percentage of gender participate in the survey are male 64%, male managers, and female 36% female respondent.

The table above also presented that the frequency and percentages of respondent's age groups, 55.3% or 83 managers are aged between 26-35 years old.

But 30.7% or 46 respondent managers are aged 36-45 years old. However, 12.7% or 19 individuals of the total sample are aged 46-55. Finally, the managers aged 56 and above participated in the survey came at last and only 1.3%. Thus, it is indicated that most managers working in mobile-telecom companies in Sulaymaniyah governorate are young and middle age.

Table 17: Frequency Table for Demographic Data

		Frequency	Percent
Gender	Male	96	64.0
	Female	54	36.0
	Total	150	100.0
Age Groups	26-35 years	83	55.3
	36-45 years	46	30.7
	46-55 years	19	12.7
	56 years and above	2	1.3
	Total	150	100.0
Academic Degree	Ph.D. or Master	8	5.3
	Higher Diploma	9	6.0
	Bachelor	82	54.7
	Diploma or High School	51	34.0
	Total	150	100.0
Overall Job Experience	1-5 years	84	56.0
	6-10 years	42	28.0
	11-15 years	18	12.0
	16-20	6	4.0
	Total	150	100.0

As indicated in a Table (17) the frequency and percentage of the respondents' academic degree, it is shown that of the total respondents: 54.6% respondents are

Bachelor holders; whereas 34% managers are diploma or high school certificates holders. Moreover, managers holding the higher diploma and Ph.D. or master degrees came at 9%, and 8%, respectively. It can be seen in Table (17) most managers at mobile-telecom companies operating in Sulaymaniyah governorate, who participated in the survey their overall job experience is between 1-5 years at the rate of 56%. Besides managers with work experience, 6-10 years came at a rate of 28% or 42managers. Moreover, 12% experienced between 11-15 years. Additionally, 4% or 6 respondents of total sample experienced between 16-20 years.

3.3.2. Descriptive Statistics

The aim of this section is to prove on contributor's response to the scale's statements are requested to proportion the significance of the cooperation strategy and dimensions of competitive advantage on the Likert Scale five-point. Consequently, descriptive statistics are applied to compute the statistical mean and standard deviation scores of the dimensions of each variable and to find if there is any vigorous of significance.

As revealed in bellow Table (18), the results of descriptive statistics mean, standard deviation scores and rate of agreement for coepetition strategy are (3.63 and 0.2953) respectively. Therefore, 70.6% of the overall respondents classify that coepetition strategy in mobile-telecom companies is important. However, the outcomes confirm that X_3 and X_5 riches the competitive intensity as the first dimension of macro-level “The mobile-telecom company strives towards an alliance with complementary organizations to support special opportunities.” And “The mobile-telecom company senses that its cooperation with complementary organizations will enable them to obtain various operation’s needs.” Where $M=3.73$ and $SD= 1.103$ respectively for both statements.

Besides the smallest frequent compared to others is X_1 “The mobile-telecom company acquires information and knowledge from complementary organizations (such as agents and distributors) and republishes them throughout the organization to benefit it.” $M= 3.60$, and $SD= 1.290$, and at the rate of agreement 72%. Accordingly, the mean and standard deviation score for cooperative capacity (3.59 and 0.610) respectively, while 71.8% of the total answers stated that cooperative capacity is important. The outcome reveals that X_{10} riches this dimension “The mobile-telecom company’s cooperation with complementary organizations provides the capacity to implement large projects.” $M=3.76$, $SD= 1.185$. From the table, the mean and standard deviation scores for functional competition (3.57, and 0.627) respectively, although 71.5% of the total responses stated that functional competition is significant. **Moreover, the result reveals that competitive intensity with a rate of 73.8% riches the coepetition’s macro level, where the overall level rate is 72.3% of the total responses stated that macro level is important.**

Table 18: Result of Descriptive Analysis of Macro Level

No. of items	N	Mean	S. D	Rate of Agreement
X1	150	3.60	1.290	72
X2	150	3.67	1.096	73.4
X3	150	3.73	1.086	74.6
X4	150	3.72	1.088	74.4
X5	150	3.73	1.103	74.6
Competitive Intensity		3.69	0.609	73.8%
X6	150	3.51	1.299	70.2
X7	150	3.55	1.053	71
X8	150	3.53	1.151	70.6
X9	150	3.59	1.165	71.8
X10	150	3.76	1.185	75.2
Cooperative capacity		3.59	0.610	71.8
X11	150	3.63	1.271	72.6
X12	150	3.58	1.222	71.6
X13	150	3.56	1.196	71.2
X14	150	3.51	1.335	70.2
X15	150	3.60	1.215	72
Functional Competition		3.57	0.627	71.5
Macro Level		3.6196	0.389	72.39

$$\text{*Rate of agreement} = \frac{\text{Mean} * 100}{5 \text{ (Five-point Likert Scale)}}$$

As it is can be seen in a Table (19) the mean and standard deviation scores for Meso Level are (3.639 and 0.394) respectively, it means that 72.7% of the total responses agreed on that the Meso level of competition strategy is important. Continuously, the result shows that X₁₇ the item of competitive intensity “The mobile-telecom company is interested in building useful relationships with similar organizations to obtain raw materials used in their service operations or experiences.” reaches this level. Then the lowest frequency is X₂₃ “The mobile-telecom company can cooperate in obtaining the expertise of similar organizations.” M= 3.50, SD=1.309. The outcome tells that X₂₂, X₂₄ reaches cooperative capacity dimension “The cooperation with similar organizations provides the ability to understand common objectives in a good way.” “The mobile-telecom company believes that its ability to sustain its relations with similar organizations will enable it to achieve actions that it cannot implement individually.” From the table, the mean and standard deviation scores for functional competition of meso level are (3.66, and

0.651) respectively, however, 71.52% of the total responses specified that functional competition is significant. **Additionally, the effect tells that competitive intensity with a rate of 73.4% riches the coopetition’s meso level.**

Table 19: Result of Descriptive Analysis of Meso Level

No. of items	N	Mean	S. D	Rate of Agreement
X16	150	3.74	1.223	74.8
X17	150	3.81	1.109	76.2
X18	150	3.72	1.199	74.4
X19	150	3.54	1.168	70.8
X20	150	3.55	1.240	71
Competitive Intensity		3.67	0.592	73.4
X21	150	3.57	1.307	71.4
X22	150	3.63	1.207	72.6
X23	150	3.50	1.309	70
X24	150	3.61	1.269	72.2
Cooperative capacity		3.576	0.716	71.52
X25	150	3.70	1.128	74
X26	150	3.62	1.246	72.4
X27	150	3.65	1.258	73
X28	150	3.67	1.162	73.4
Functional Competition		3.660	0.651	73.2
Meso Level		3.639	0.394	72.78

As summarize in Table (20) the descriptive statistics mean and standard deviation for the micro level of coopetition strategy are (3.634 and 0.444) respectively. So, 72.6% of the overall answers recognize that micro level of coopetition strategy is important for the mobile-telecom companies. The result also indicates that X₃₀ riches competitive intensity of micro-level “The functional relations between the staff of the various functional departments in our mobile-telecom company described by strength.” Where M=3.71 and SD= 1.271.

Besides the smallest frequent compared to others is X₁ “The mobile-telecom company acquires information and knowledge from complementary organizations (such as agents and distributors) and republishes them throughout the organization to benefit it.” M= 3.60, and SD= 1.290, and at the rate of agreement 72%. Accordingly, the mean and standard deviation score for cooperative capacity are (3.59 and 0.610) respectively, while 71.8% of the total answers identified that cooperative capacity is important. Nevertheless, 71.66% of the total replies definitely that functional

competition is significant. **Furthermore, the effect tells that competitive intensity with a rate of 73.33% riches the coopetition’s micro level.**

Table 20: Result of Descriptive Analysis of Micro Level

No. of items	N	Mean	S. D	Rate of Agreement
X29	150	3.63	1.121	72.6
X30	150	3.71	1.217	74.2
X31	150	3.66	1.209	73.2
X32	150	3.67	1.267	73.4
Competitive Intensity		3.666	0.623	73.32
X33	150	3.67	1.201	73.4
X34	150	3.58	1.286	71.6
X35	150	3.67	1.256	73.4
X36	150	3.69	1.232	73.8
Cooperative Capacity		3.653	0.662	73.06
X37	150	3.61	1.252	72.2
X38	150	3.47	1.219	69.4
X39	150	3.57	1.250	71.4
X40	150	3.67	1.359	73.4
Functional Competition		3.583	0.713	71.66
Micro Level		3.6344	0.444	72.68

As revealed in a Table (21) the descriptive statistics results mean and standard deviation scores of the dimensions of competitive advantage as a dependent variable are (3.718 and 0.398) respectively for the variable. That means, 74.3% of the complete responses specified that competitive advantage in mobile-telecom companies is significant. While only 25.7% indicated that this variable not significant in mobile-telecom companies. The mean, deviation scores, and rate of agreement of the cost, quality, flexibility, delivery of service and the creativity of service are (3.74, 3.70, 3.61, 3.77 and 3.75) respectively, and standard deviation scores (0.607, 0.619, 0.625, 0.599 and 0.604) respectively, while (74.9%, 74.1%, 72.34%, 75.44%, and 75%) respectively of the overall replies showed that mobile-telecom companies competitive advantage dimensions are significant.

Table 21: Result of Descriptive Analysis for Dimensions of Competitive Advantage

No. of items	N	Mean	S.D	Rate of Agreement
Y1	150	3.64	1.154	72.8
Y2	150	3.76	1.219	75.2
Y3	150	3.75	1.160	75
Y4	150	3.80	1.193	76
Y5	150	3.78	1.140	75.6
Cost of Service		3.745	0.607	74.9%

Y6	150	3.73	1.175	74.6
Y7	150	3.77	1.149	75.4
Y8	150	3.65	1.280	73
Y9	150	3.67	1.185	73.4
Y10	150	3.72	1.210	74.4
Quality of Service		3.705	0.619	74.1%
Y11	150	3.64	1.160	72.8
Y12	150	3.61	1.226	72.2
Y13	150	3.48	1.268	69.6
Y14	150	3.61	1.236	72.2
Y15	150	3.75	1.215	75
Flexibility of the Service		3.617	0.6256	72.34%
Y16	150	3.67	1.267	73.4
Y17	150	3.74	1.178	74.8
Y18	150	3.75	1.216	75
Y19	150	3.87	1.145	77.4
Y20	150	3.84	1.106	76.8
Delivery of Service		3.772	0.5997	75.44%
Y21	150	3.81	1.184	76.2
Y22	150	3.65	1.221	73
Y23	150	3.66	1.175	73.2
Y24	150	3.63	1.201	72.6
Y25	150	3.99	1.013	79.8
The Creativity of Service		3.750	0.604	75
Competitive Advantage		3.718	0.398	74.36%

The outcomes also show that Y₂₅, Y₁₉, and Y₂₀ riches this variable “The management of our company from time to time proactive to provide new innovative and creative services.” “The management of our mobile-telecom company is keen to deliver client requests within the specified time frame.” “Fast delivery enables the company's management to identify new services and markets.” Then the lowest frequent is Y₁₃ “The management seeks to take advantage of the (mass customizations) to meet individual client requirements. **Additionally, the effect express that competes in Service delivery and the service creativity with rates of (75.44%, and 75%) respectively riches the mobile-telecom companies a competitive advantage.** Furthermore, the above tables indicated that the descriptive analysis for the responses on the coopetition strategy as the independent variable and its levels are significant for the mobile-telecom companies in Sulaymaniyah governorate, therefore, it means that the coopetition strategy will influence on the dimensions of competitive advantage.

3.3.3. ANOVA Test According to the Demographic Data for Variables

As it's seen in a Table (22) the ANOVA used to decide if there is a significant difference between the responses of mobile-telecom company managers with differences (gender, age, academic degree, and overall job experience).

Table 22: ANOVA Test Results According to the Demographic Data for Variables

Coopetition Strategy		Sum of Squares	DF	Mean Square	F	Sig.
<i>By Gender</i>						
	Between Groups	.221	1	.221	.558	.112
	Within Groups	12.779	148	.086		
	Total	12.999	149			
<i>By Age Groups</i>						
	Between Groups	.257	3	.086	.981	.404
	Within Groups	12.743	146	.087		
	Total	12.999	149			
<i>By Academic Degree</i>						
	Between Groups	.065	3	.022	.246	.864
	Within Groups	12.934	146	.089		
	Total	12.999	149			
<i>By Overall Job Experience</i>						
	Between Groups	.051	3	.017	.191	.902
	Within Groups	12.949	146	.089		
	Total	12.999	149			
Dimensions of competitive advantage						
<i>By Gender</i>						
	Between Groups	.051	3	.017	.191	.902
	Within Groups	12.949	146	.089		
	Total	12.999	149			
<i>By Age Groups</i>						
	Between Groups	1.044	3	.348	2.472	.064
	Within Groups	20.551	146	.141		
	Total	21.595	149			
<i>By Academic Degree</i>						
	Between Groups	.542	3	.181	1.253	.293
	Within Groups	21.053	146	.144		
	Total	21.595	149			
<i>By Overall Job Experience</i>						
	Between Groups	.467	3	.156	1.076	.361
	Within Groups	21.128	146	.145		
	Total	21.595	149			

As shown in the Table above, ANOVA results indicate that for all demographic data in regards the coopetition strategy levels ($p > 0.05$), so, there isn't a difference in the scores between male and female managers, $F(0.112; p0.558 > 0.05)$ as well for other groups ($p > 0.05$). However, the results of dimensions of competitive advantage illuminated that there aren't statistically significant differences among answers regarding the demographic differences, ($p > 0.05$), and there isn't a difference in the scores among male and female private universities managers to the financing decisions making, where $F(0.191; p0.902 > 0.05)$.

3.4. CORRELATION MATRIX BETWEEN VARIABLES

As revealed in Table (23) The correlation matrix clarifies that the cooperation strategy and its levels as (macro, meso, and micro) are positively associate with dimensions of competitive advantage that the cooperation strategy as the independent variable and its levels as macro, meso, and micro, through ($r= 0.416, 0.321, 0.362$ and $0.438 > 0.05$) respectively, have a positive relationship with financial decision making on the p-values of (0.000, 0.000, 0.000, and 0.000) respectively. **Moreover, the table views that micro level achieves the highest positive correlation with a competitive advantage. Besides, the macro level has the weakest correlation with competitive advantage, the hypotheses ($H_1, H_{1.1}, H_{1.2},$ and $H_{1.3}$) accepted.**

Table 23: Spearman Correlation Analysis the Cooperation Strategy Levels and Dimensions of Competitive Advantage

Variables	Macro Level	Meso Level	Micro Level	Cooperation Strategy
Competitive Advantage	.321**	.362**	.438**	.416**
Sig. (2-tailed)	.000	.000	.000	.000
N	150	150	150	150

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

3.5. REGRESSION ANALYSIS OF THE VARIABLES

As revealed in Table (24) the study used a multiple linear regression in a proposal to examine the effect of the cooperation strategy and its levels comprise: (macro, meso, and micro) on the dimensions of competitive advantage. The cooperation strategy as the study independent variable comprised of three levels and they represent (0.268) of the dimensions of competitive advantage as described by the R Square. Hence, this identifies that macro, meso, and micro levels examine for 26.8 % of the competitive advantage dimensions in mobile-telecom companies in Sulaymaniyah governorate.

As shown in the Table (25) the significance value is (sig 0.000 < 0.05), hence, the model has it is statistical significance in forecasting how cooperation strategy and its macro, meso, and micro levels effects in competitive advantage dimensions of mobile-telecom companies in Sulaymaniyah governorate. So, the F-

test calculated was 22.981, and DF (1, 149), which clarifies that the model is significant.

Table 24: Model Summary

Model	R	R Square	Adjusted R square	Std. Error of the estimate
1	.568 ^a	.268	.261	.35539

a. Predictors: (Constant), Coopetition Strategy

b. Dependent Variable: Competitive Advantage

Table 25: F-test of Significance Analysis

Model		Sum of squares	Df	Mean square	F	Sig.
1	Regression	2.902	1	2.902	22.981	.000^b
	Residual	18.692	148	.126		
	Total	21.595	149			

a. Dependent Variable: Competitive Advantage

b. Predictors: (Constant), Coopetition Strategy

The regression analysis coefficients results offered in Table (26) show that statically there is a significant effect of coopetition strategy and its macro, meso, and micro levels on competitive advantage dimensions of mobile-telecom companies in Sulaymaniyah governorate, as defined through a coefficient of (0.367, 0.331, 0.386, and 0.402 > 0.05) respectively, and as revealed the t-test (5.578, 4.794, 2.311, 3.885, and 4.032) respectively through a p-value of (.000, .000 and .000) respectively. So, the tolerance values and VIF values for each variable were; 1.000 and 1.000 for Coopetition Strategy, 1.000 and 1.000 Macro Level, 1.000 and 1.000 for the Meso and Micro Level the same values 1.000 and 1.000. It means that VIF < 5 and tolerance value > 0.1. Furthermore, if VIF value less than 5 and tolerance value is above 0.1, it means there is no multicollinearity among independent variables. Consequently, the **hypotheses (H_2 , $H_{2.1}$, $H_{2.2}$, and $H_{2.3}$) accepted.**

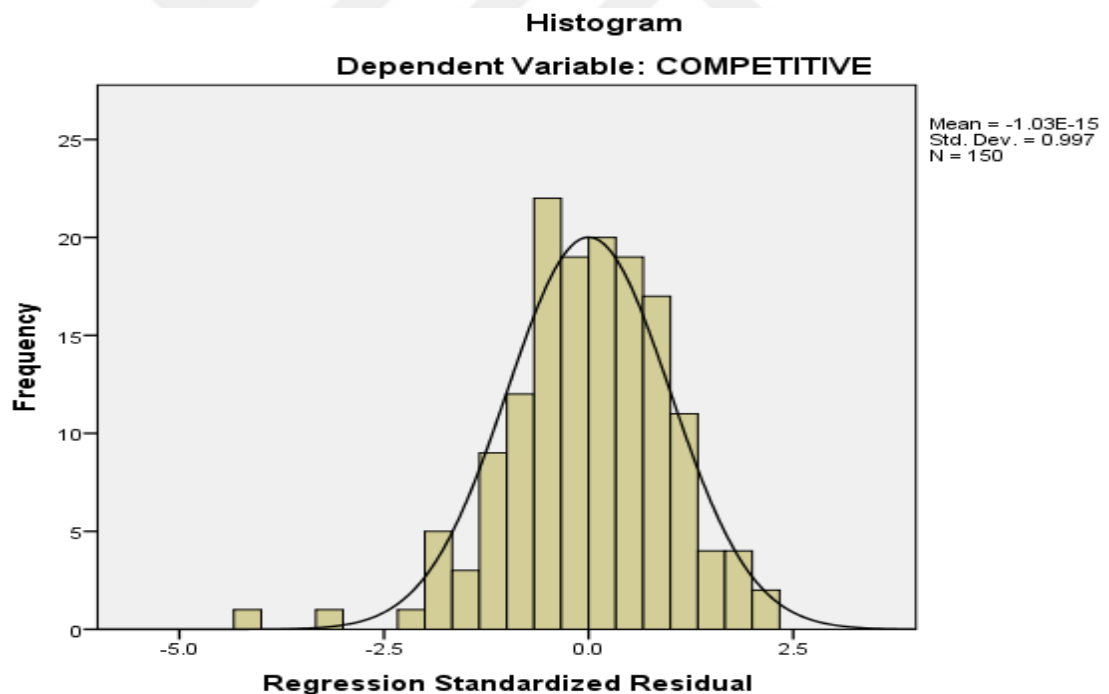
Table 26: Regression Analysis
Coefficients ^a

Model	Standardized coefficients	T	Sig.	Multicollinearity	
				Tolerance	VIF
1 (Constant)		5.578	.000		
Coopetition Strategy	.367	4.794	.000	1.000	1.000
Macro Level	.331	2.311	.000	1.000	1.000
Meso Level	.386	3.885	.000	1.000	1.000
Micro Level	.402	4.032	.000	1.000	1.000

a. Dependent Variable: dimensions of competitive advantage

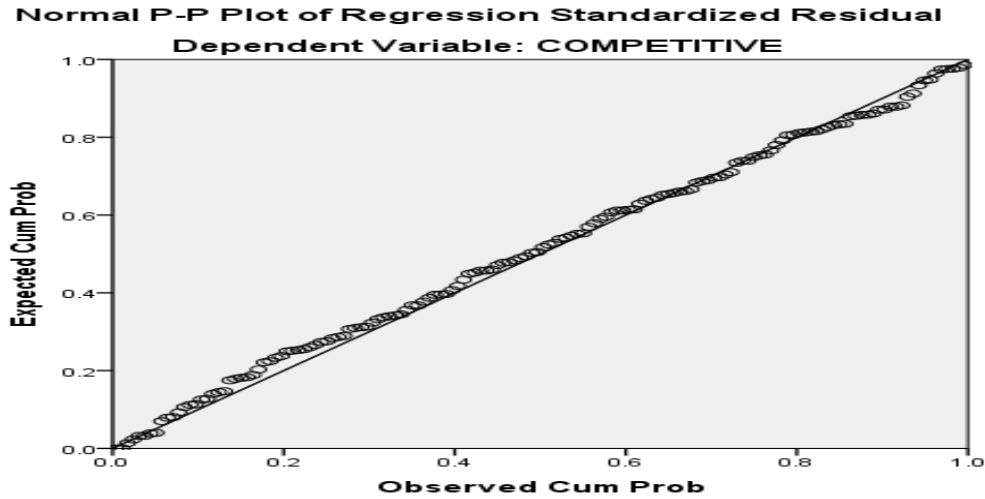
Furthermore, as revealed in a Figure (10) the result of Normality test shown that there is normality distribution in study participations answers.

Figure 10: Normality test



In addition, Figure (11) demonstrates the Linearity test results that there is linearity relationship among the coopetition strategy as the independent variable and competitive advantage which is the dependent variable.

Figure 11: Linearity test



3.6. RESULT OF HYPOTHESES TESTING

As shown in the Table (27) the results of examining of the planned hypotheses that all the hypotheses are accepted.

Table 27: Result of Hypothesis

Hypotheses		Result
H_1	There is a positive relationship between cooperation strategy and competitive advantages in mobile-telecom companies operating in Sulaymaniyah governorate.	Accepted
$H_{1.1}$	There is a positive relationship between the macro level of cooperation strategy and competitive advantages.	Accepted
$H_{1.2}$	There is a positive relationship between meso level of cooperation strategy and competitive advantages.	Accepted
$H_{1.3}$	There is a positive relationship between the micro level of cooperation strategy and competitive advantages.	Accepted
H_2	There is a statistically significant impact cooperation strategy on competitive advantages in mobile-telecom companies operating in Sulaymaniyah governorate.	Accepted
$H_{2.1}$	There is a statistically significant impact of macro-level of cooperation strategy on competitive advantages in mobile-telecom companies operating in Sulaymaniyah governorate.	Accepted
$H_{2.2}$	There is a statistically significant impact of meso level of cooperation strategy on competitive advantages in mobile-telecom companies operating in Sulaymaniyah governorate.	Accepted
$H_{2.3}$	There is a statistically significant impact of micro level of cooperation strategy on competitive advantages in mobile-telecom companies operating in Sulaymaniyah governorate.	Accepted

CONCLUSIONS AND RECOMMENDATION

Conclusions

In this study, the researcher's purpose is to examine the role of coopetition strategy in achieving competitive advantage dimensions of the mobile-telecom companies in Sulaymaniyah governorate. Thus, to achieve this purpose, the study tests the relationship between coopetition strategy and competitive advantage dimensions through taking signs from choice the mobile-telecom companies in Sulaymaniyah governorate. Therefore, the study also examined the effect of coopetition strategy and its levels on competitive advantage dimensions based mobile-telecom service communications measures.

In the theoretical part of this study, the researcher defined some intentions based on earlier studies within the research field of coopetition strategy and competitive advantage within the complex mobile-telecom approach. Hence, the discussion was dedicated to the complex relationships that mobile-telecom companies involved in when they cooperate in some service activities and compete. The dynamic power of this conduct is the heterogeneity of resources, as each a competitor holds distinctive resources that sometimes provide a competitive advantage and sometimes are best applied in combination with other competitors' resources.

On the basis of the descriptive statistics results, it can be established that coopetition strategy levels exercise a substantial influence on achieving competitive advantage dimensions of mobile-telecom companies in Sulaymaniyah governorate. According to the contributor's responses, there are important of coopetition strategy levels and dimensions of competitive advantage.

The competitive intensity at all three levels achieved high rates, but the highest is in macro level then meso and micro levels respectively, therefore riches mobile-telecom companies' coopetition strategy. Besides, cooperative capacity highly significant at the micro level, and vital in macro and meso levels respectively. However, descriptive statistics results of functional competition revealed that it's significant came at the last. Therefore, it means that the surveyed mobile-telecom companies depend on both competition and cooperation.

Then the effect express that competes in service delivery and the service creativity with good rates riches the mobile-telecom companies the competitive advantage.

The Anova test outcomes of the variance indicated that there aren't significant differences between respondents' answers toward the coepetition strategy and competitive advantage according to their personal individualities.

The results of correlation analysis presented that there is a positive significant relationship between coepetition strategy and its levels independent variables and dimensions of competitive advantage as a dependent variable, while, the micro level achieve the highest positive correlation with competitive advantage, however, the macro level have the weakest correlation with a competitive advantage.

Moreover, the regression results illustrate that statistically, the coepetition strategy levels as (macro, meso, and micro) have the effects of competitive advantage, but the micro level have the strongest effect on dimensions of competitive advantage, however macro level has the weakest effect compared to other levels.

Hence, in relations comprising of concurrent coepetition strategy and competitive advantage, the confidence of activities to the mobile service clients seem to matter, as our practical findings point out that the companies tend to more frequently cooperate in activities carried out at a greater distance from clients and compete in activities closer to clients.

Therefore, the results specify that indeed, coepetition strategy and its levels perform an active role in achieving competitive advantage dimensions of mobile-telecom companies in Sulaymaniyah governorate.

Recommendations

For mobile-telecom companies in Sulaymaniyah governorate to have business sustainable growth and stability, they would adopt the coepetition strategy and its levels which will ensure that achieving of competitive advantage dimensions. Thus, it is required to retain high levels of coepetition strategy, further engaging and increase the micro level, besides other two levels to achieve competitive advantage and business attainment, with the essential to stimulating the macro and meso levels for their significant relationship and effect in the competitive advantage.

Therefore, cooperation is significant for exploiting the company's limited resources in the most competent approach. Accordingly, cooperation can be viewed as an effective way of managing both cooperation and competition among competitors. The reimbursements of cooperation are among others: the cost of increasing new mobile communication services are distributed among the cooperating companies.

Also, the lead times are shortened in order to deliver services in competing times, however, each company can contribute with its core competence through flexibility. While the competitors are forced to further develop their services and carrying out their activities in the most efficient way.

The mobile-telecom companies, particularly in Sulaymaniyah governorate, should increase and adopt of the micro level based on its significant role in competitive advantage dimensions, nevertheless, more practices of each of macro and meso levels.

The researcher endorses that the mobile-telecom companies in Sulaymaniyah governorate formally implement cooperation strategy as a combination of cooperative and competitive perspective on their business strategies and policies. It is essential to confirm that the mobile-telecom companies have the required independence of staffs in order to capitalize positive relationships between cooperation strategy levels and competitive advantage dimensions.

Furthermore, it is critical that mobile-telecom managers of the participants in competitive advantage; the necessity to maintain a great level of cooperation strategy and its levels.

The Study Contribute and Suggestions

This study will contribute to the cooperation strategy literature through extracting three strategic characteristics of cooperative activities, for instance, conflictual collaboration, technical exchange, and market exchange. This study will also provide implications for the mobile communications literature through introducing a potential corporate strategy (cooperation) which is possibly beneficial to mobile-telecom service performance. Also, the managerial implications of this study lie in the graceful it outhouses on the mechanisms under which cooperation, as

a corporate strategy, can be effectively used to achieve competitive advantage dimensions.

We have accepted that cooperation strategy is a completely new field of exploration particularly in our region and Iraq which takes the great potential of progress for both management scholars and specialists. We thus imagine being just at the opening of a 'cooperative pathway of examination' which is swiftly evolving as an open avenue for a significant part of the future strategy and mobile-telecom company research.

Hence, the outcomes of this study combine the current form of study literature which has examined to find the statistically significant relationship between cooperation strategy and competitive advantage. The researcher suggests that the upcoming scholarship must use a larger number of factors to investigation for significance in other than mobile-telecom companies.

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APPENDIXES

Appendix 1: Questionnaire Form



**T.C
BİNGÖL UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCE
BUSINESS ADMINISTRATION DEPARTMENT**

Dear Respondent:

This survey questionnaire form in your hands is part of the MSc study entitled "**THE ROLE OF COOPETITION STRATEGY IN ACHIEVING DIMENSIONS OF COMPETITIVE ADVANTAGE:** an analytical study in the mobile-telecom companies in Sulaymaniyah governorate" It is part of Requirements for the degree of Masters in the business administration.

I kindly invite you to take some of your time to response the below questions. Please give it your time and consideration, as your responses will be used to reach the outcomes of this study, and confidently the result will not use for any educational purpose and your names will not indicate on the questionnaire form. Also, knowing that your responses will be confidential and I will work for the purposes of scientific study completely.

Thanks for your valuable time and response.

Supervisor

Assoc. Prof. Dr. Abdulvahap BAYDAS

Researcher

Karwan Rasul Abdalla BOLI
Master Student

First Section: General Information about the respondent

1. Gender: Male Female
2. Age: 26-35 years 36–45years 46–55years
 56 and above
3. Academic Degree: PhD or Master Higher Diploma
 Bachelor Diploma or High school
4. Overall Job Experience: 1-5 Years 6-10 Years 11-15 Years
 16-20 Years 21-25 Years 26 and above

SECOND SECTION: THE SCALE OF COOPETITION LEVELS

The term of coopetition refers to situations in which two or more player’s coopetition and compete at the same time, the relationship between them arises from repeated reactions instead of one. Coopetition is achieved under three levels:

1. THE MACRO (TOP) LEVEL:

It is the first highest level of coopetition that takes place between the companies belonging to the so-called (clusters), that include several industry companies, and some cases may occur between complementary companies within the industrial activity.

Q	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A. Competitive Intensity:						
1	Our mobile-telecom company acquires information and knowledge from complementary organizations (such as agents and distributors) and re-publishes them throughout the organization to benefit it.					
2	Our mobile-telecom company is making new contacts available with other complementary organizations by means of available communication, helping them to develop their organizational learning and value added.					
3	Our mobile-telecom company strives towards an alliance with complementary organizations to support special opportunities.					
4	Our mobile-telecom company believes that its alliance with complementary organizations will help them to cope with exceptional internal and external problems.					
5	Our mobile-telecom company senses that its cooperation with complementary organizations will enable them to obtain various operation’s needs.					
B. Cooperative Capacity:						
6	Our mobile-telecom company is interested in cooperation with complementary organizations to support market data collection activities in which they operate.					
7	Our company considers its cooperation with complementary organizations as a means of achieving its objectives.					
8	Our mobile-telecom company’s cooperation with complementary organizations enhances its ability to objectively evaluate the competitive climate in the industry.					
9	Our mobile-telecom company seeks to cooperation with					

	complementary organizations to better employ their various capacities in the face of future challenges.					
10	Our mobile-telecom company's cooperation with complementary organizations provides the capacity to implement large projects.					
C. Functional Competition						
11	Our mobile-telecom management suffers from increasing pressure on it, from the complementary companies that excel by having distinct capabilities (expertise), which obligates them to adhere to them.					
12	Our mobile-telecom management suffers from increasing pressure on it, from the complementary companies that excel by having distinct capabilities (resources), which obligates them to adhere to them.					
13	The opportunities for our mobile-telecom to enter new markets are limited by the conditions imposed on it by the competitiveness of complementary organizations.					
14	The management of our mobile-telecom avoids the pressures exerted by various environmental variables through its cooperation with companies that complement their activities.					
15	Our mobile-telecom company attempts to minimize the impact of its weaknesses through its cooperation with companies complementing its activities.					

2. THE MESO (MIDDLE) LEVEL

It is the level of cooperation that occurs between two or more organizations, either at one or several levels of the value chain and usually receives a level of cooperation with similar organizations in the activity.

Q	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A. Competitive Intensity:						
16	Our mobile-telecom company seeks to engage with similar organizations in order to acquire new information and knowledge, so to republish its information and knowledge.					
17	Our mobile-telecom company is interested in building useful relationships with similar organizations to obtain raw materials used in their service operations or experiences.					
18	Our mobile-telecom company confers great importance to situations of strategic dependence on similar organizations to achieve value added.					
19	Our mobile-telecom company strives to join forces with similar organizations to support its potential in identifying strong market opportunities available.					
20	Our mobile-telecom company believes that cooperation with similar organizations will enable it to cope with the problems that arise in the course of its business.					
B. Cooperative Capacity:						
21	Our mobile-telecom company is interested in cooperation with similar organizations to help them to better invest in high-potential markets and respond to renewable requests.					
22	The cooperation with similar organizations provides the ability to understand common objectives in a good way.					
23	Our mobile-telecom company can cooperate in obtaining the expertise of similar organizations.					

24	Our mobile-telecom company believes that its ability to sustain its relations with similar organizations will enable it to achieve actions that it cannot implement individually.					
C. Functional Competition						
25	Our mobile-telecom company in competition with similar organizations on different resources.					
26	Our mobile-telecom company faces intense competition from similar organizations for market share.					
27	Our mobile-telecom company suffers from the heterogeneity in resources, which leads it to make concessions to similar organizations to get what they need from them.					
28	Our mobile-telecom company is interested in cooperation with similar organizations to obtain a greater market share in the local and regional markets.					

3. THE MICRO (FUNCTIONAL) LEVEL:

This level is based on the fact that the organization is the natural environment a formatted preview of cooperation behavior in simpler and smaller levels, whether happening between employees or organizational units.

Q	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A. Competitive Intensity:						
29	The Functional departments of our mobile-telecom company are concerned with continuous communications among them.					
30	The functional relations between the staff of the various functional departments in our mobile-telecom company described by strength.					
31	The functional departments of our mobile-telecom company seek to constantly discuss the problems that they face in their work.					
32	There is a state of interdependence between the different functional departments of our mobile-telecom company.					
B. Cooperative Capacity:						
33	The mobile-telecom company staff in the functional departments have the ability to access information from other departments that related to the market, which is accessible and new services.					
34	Our staff has a common language to avoid ambiguities in information.					
35	Our staff has the ability to evaluate information from other departments to help them make a good investment.					
36	The Staffs in the functional departments can apply the information received from other departments.					
C. Functional Competition:						
37	The cooperation between the functional departments helps the resources available as needed.					
38	The scarcity of available resources sometimes leads to ignoring the state of cooperation between the functional departments in their sharing and the competition between them.					
39	Our mobile-telecom company adopts the approach of making comparisons between functional departments to identify the most efficient departments.					
40	The state of assignment of some resources between the functional departments prevails in favor of other departments.					

Reference to questionnaire statements (cooperation strategy levels):

Aneta, J. A. & Frazier, G. L., (2001), Advertising Cooperation: Who Pays? Who Gains? In: M. R., Baye & J. P., Nelson, (Eds.), Advertising and Different Products, Amsterdam, Elsevier Science.

- Rind Fleisch, A. & Moorman, C., (2001), Inter-Firm Cooperation and Customer Orientation, *Journal of Marketing Research*, Vol. 40, No. 4.
- Szulanski, G., (1996), Exploring Internal Stickiness: Impediments to the Transfer of Best Practice within the Firm, *Strategic Management Journal*, 17. Winter, (Special Issue).
- Huoston, C. & Colleagues, M., (2001). The Dynamic Resource-Based View: Capability Lifecycles, *Strategic Management Journal*, October, Special Issue, 24

THIRD SECTION: THE SCALE OF DIMENSIONS OF COMPETITIVE ADVANTAGE

It reflects the organization's ability to compete in the industry through possessing a range of capabilities and resources that are difficult to reproduce or simulated by competitors to ensure their survival, growth, and sustainability. So, the competitive advantage dimensions are (cost, quality, flexibility, delivery, and creativity) as follows:

Q	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A. The Cost of Service:						
1	The management of our mobile-telecom company seeks to take advantage of modern technology in providing the best services at the lowest possible cost					
2	The management of our mobile-telecom company raises the professional and scientific capabilities of the staff to reduce job inflation and excessive employment in management functions.					
3	The management of our company works to improve the distribution of financial resources to restore the balance between current expenditure and investment expenditure.					
4	Our company's management exchanges information and ideas with other organizations to reduce the cost of training workshops.					
5	The management of our mobile-telecom company is working to give particular importance to economic studies to achieve thorough economic decisions.					
B. The Quality of Service:						
6	The management of our company works to spread the culture of innovation and excellence in the delivery of its services.					
7	The management of our company focuses on developing a cooperative structure that supports excellence and innovation by adopting ways to improve modern services and methods.					
8	The management of our company is interested in improving cooperation practices through the integration of communication and information technology.					
9	The management of our company effort to achieve competitive advantages through the provision of services with distinctive characteristics without harming their economic efficiency.					
10	The management of our company works to support scientific research in the development of services provided to the clients.					
C. The Service Flexibility:						
11	The management of our mobile-telecom company is keen to use flexible methods and policies within its business environment.					
12	The management of our mobile-telecom company benefits from the advantages of production services in order to meet the specific needs of clients.					
13	Our management seeks to take advantage of the (mass customizations)					

	to meet individual client requirements.					
14	The management of our mobile-telecom company has changed the size of service according to the change in the volume of demand.					
15	The management of the company seeks to adopt proactive strategies to meet market conditions and variables.					
D. The Service Delivery:						
16	The management of our mobile-telecom company seeks to limit the time of services processing.					
17	The management of our company seeks to reduce the number of times between receipt and response of clients.					
18	The management of our mobile-telecom company to provide new services quickly.					
19	The management of our mobile-telecom company is keen to deliver client requests within the specified time frame.					
20	Fast delivery enables the company's management to identify new services and markets.					
E. The Creativity of Service:						
21	The management of our mobile-telecom company believes that creativity in improving service strengthens our competitive position.					
22	Our mobile-telecom company is managed changes to its various activities in order to compete with competitors.					
23	Our company's management seeks to broaden the development, creativity, and innovation in service delivery to clients.					
24	Our company's management seeks continuous improvements in the service provided.					
25	The management of our company from time to time proactive to provide new innovative and creative services.					

Reference to questionnaire statements (Dimensions of Competitive Advantage):

- Ababakir, Issa Saeed, (2011). The Relationship between Patterns of Strategic Thinking and Organizational Justice and their Impact in Achieving Competitive Advantage, *unpublished master thesis*, the College of Administration and Economics, Salahaddin University – Erbil, Iraq.
- Adams Garry, L. and Lemonts Bruce, T. (2003). Knowledge management systems and developing a competitive advantage. *Journal of knowledge management*, vol (7), No (2).
- Al-dulaimi, Arak, Aboud Omair (2009). The Effect of Strategic Creativity and Social Capital Capacities in Building Competitive Advantage an Analytical Study. *Unpublished Master Thesis*, Baghdad University.

Appendix 2: List of questionnaire arbitrators

S	Name	Scientific Title	Experts	Workplace
1	Dr. Assad Mohamad Mahir	Professor	Finance	University of Human development
2	Dr. Naji Abdul Sattar Mahmoud	Assistant Professor	Marketing Management	University of Tikrit The College of Administration and Economics
3	Dr. Khaled Haidar Abdullah	Assistant Professor	Economic Depart	Sulaymaniyah University The College of Administration and Economics
4	Dr. Rizgar Ali Ahmed	Senior Lecturer	Accounting	Sulaymaniyah University The College of Administration and Economics
5	Dr. Basir behind Khazal	Lecturer	Production and Operations Management	Institute of Hawija Department of Secretary and Office Management
6	Dr. Omid Saber Abdullah	Lecturer	Statistics	Salahaddin University The College of Administration and Economics
7	Dr. Wrya Najm Rashid	Lecturer	Leadership and organization	Sulaymaniyah University The College of Administration and Economics

Appendixes3: Curriculum Vitae

Personal Information			
Name & Surname	Karwan Rasul Abdalla BOLI		
Date of Birth	Oct 23th, 1990		
Nationality	Iraqi, Kurdish		
Contact			
Place & Address	Ranya Sulaymaniyah, Iraqi Kurdistan.		
E-mail	Karwan.44b@gmail.com		
TELEFON	+9647501508767		
Education Level			
Degree	Field	University	Year
Undergraduate	Business Administration	Salahaddin University- Erbil	2012
Postgraduate			
Work Experience:			
Workplace	Position	Year	