



The determination and diagnosis of the competitive spectrum dimensions: the contemporary perspective of hybrid strategies An analytical study of the views of a sample of managers in telecommunications companies In the city of Kirkuk - Iraq

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ABSTRACT: The purpose of this research is to discover and highlight the possibility of identifying and diagnosing the dimensions of " **competitive spectrum perspective (CSP)**" to express the vision from different perspectives of the feasibility of competitive strategies from one side, and to describe the strategy hybrid amended, which combines among competitive strategies (cost leadership, differentiation and responsiveness instead of focusing strategy) from another. **Competitive Spectrum (CS)**, as a new strategic perspective to deal with the competitive strategies, is based on innovative work methods, and describes the possibility of achieving harmony required to keep up with the growing and constant changes in a competitive environment. It is interpreted through the explication of natural harmony of the basic primary colors according to Newton's theory of the three colors (Blue, Green, and Red), to reach a balanced, dynamic, appropriate, compatible "competitive spectrum" with all the requirements of the competition environment. The perspectives of the notion and practicality of the current research depend on a new philosophical concept which simulates the implications of competitive strategies which aims at achieving the best value of contents of competitive advantage, and embodying the possibility of adopting the developments in terms of strategic thought, which is seen as a fundamental pillar for the adoption of the combination among competitive strategies within the structure of business processes. This study was conducted in mobile telecommunications sector in the city of Kirkuk / Iraq. A Mix Method was applied in this research and the data was collected using unstructured interviews of a random sample of managers, and a questionnaire, which included 20 questions, was distributed on a random selection which reflects the contents of competitive strategies. This was in order to identify the most important dimensions which contribute to framing the spectrum of competitive contents. The data has been analyzed using statistical analysis methods (factor analysis, Chi-Square, F- test and T- test). The research reached a set of conclusions. One of them is the possibility of adopting the perspective of strategic dimensions to describe "the competitive spectrum" perspective to express the combination strategic dimensions including cost leadership, differentiation and responsiveness, as an alternative strategic and a crucial option to face with the changes in the dynamic competitive environment, and expressing the regularity of the three strategic dimensions and functional compatibility, within the framework which embodies the natural harmony of the basic primary colors (blue-cost leadership, green -differentiation , red- responsiveness), which leads to a dynamic and balanced competitive spectrum compatible with the requirements of change in the competitive standards. Based on the conclusions, some recommendations have been suggested which are related to the increase of managers' awareness in the contents of competitive spectrum perspective in order to take a privileged position among the contemporary competition strategies, and promote the benefits of the experiences of countries and companies in this area.

Key words: Competitive Spectrum perspective – Competitive Strategies - Hybrid Strategy– Value Network - Responsiveness.

INTRODUCTION

Due to the datum of development and continuous changes, the business world nowadays faces a strong and an ongoing competition which may be led by the value contents of customers' requirements and moving it's dynamic and nature paths to the markets. Despite these facts, organizations are trying to keep up with these data and seek the position at the forefront of the race by delivering distinct offers of value at the level of active and extensive responsiveness, differentiation and low cost which are described as key criteria of Competitive edge. Perhaps the perspective of the competition routes states that there are continuous changes in the criteria of successes and wins in the presence of the dynamic changes in the structure of relationships and markets networking from one side and the requirements of value from the perspective of customers from other side.

The philosophy that can interpret some social and economic relations may refer to the fact that "it cannot control what is changeable opposite to what is constant," and perhaps this fact remains organizations' efforts and their attempts within the unremitting efforts for accessing more and more of wins and success standards in the competition. From this perspective, it can be stated that the feasibility of adopting an individual perspective of the generics competitive strategies are at stake, which may raise many doubts on their ability to cope with the reality of the competitive environment, because it often stabilizes the strategic stalemate, and these characteristics do not comply with the dynamic nature of the competition criteria. Therefore, with the



acceleration of changes and developments ongoing in the size of the strategic performance gap increase, and achieving the positive results become extremely a difficult task, which might make tip the balance for the adoption of more than one strategy at the same time and accessing to the adoption with the competitive spectrum standards. This is most likely to ensure the success of organizations in the competition race.

The contributions of the researchers can be realized in combining competitive strategies, by giving their suggestions of the concept related to the hybrid strategy, as a proper alternative to face and keep up with the progress of the competition racing within the various sectors. However, the contribution of the current study is derived from proposing a new perspective expressing the combination of three strategies which have been extracted from the significant results of factor analysis to specify the identification and diagnosis of the dimensions of competitive spectrum, and reinforcing their contents through theoretical discussion related to combining competitive strategies, and discussing the philosophical frameworks of the perspective of the competitive spectrum with determine its dimensions.

RESEARCH PROBLEM

The issue of business organizations to be copied and adopted with internal and external environment has become an absolute necessity, and the competitive variables pursue them by having strategies and sustainable competitive advantages in the market in order to remain in the competition cycle. Based on the views of the scholars, under the perspective of competitive strategies and competitive advantage, which may sometimes require adopting with more than one strategy at the same time in order for organizations to be able to possess the sustainable and acclimatize ingredients with the diverse changes, it is understood that the notion of hybrids strategy has been essentially recognized as a cornerstone for organizations which seek after its owning to gain competitive advantage which Perpetua their existence and adoption, reshape and pave their resources in the utilization that may enable them in acquiring a special dye reflecting the nature and color of the CS approved, and then reaching to satisfy the existing and potential customer's needs.

The current research strongly suggests the necessity of adopting the perspective of the natural harmony in the color spectrum and then utilized it in order to achieve a better understanding of the implications of the CS. Depending on the (Newton)s' theory for the colors, which is based on the primary and pure three colors (Blue, Green, and Red), the harmony chromatography can be produced through the dynamic balance, organized arrangement and appropriate compatibility of the elements or components of the spectrum chromatography. Therefore, based on this logic, the functional harmony between the three strategic dimensions (Blue - cost leadership, differentiation - Green, responsiveness - Red) can produce a strategic harmony between three dimensions of competitive strategies, attaining to achieve a pleasant balanced and dynamic CS which is compatible with the requirements of change in the competitive standards. Then, it may change the proportions of the CS components in line with the datum and gaining a special character of each organization, which seeks to be differentiated from other competing organizations, and the ability to acquire the value. In accordance with the above the **research problem**, this can be summarized by trying to answer the main question which is "What are the main competitive strategies of CS?" and two sub-questions: "What is the main dimensions of each competitive strategy within the competitive spectrum?" "What are the specific priorities of the main dimensions of CS?"

The significance of the research

The importance of the current research is derived from the level of each of the following aspects: Firstly, this study is considered as a new experience in trying to discuss the contents of modern topics in business management field, generally and in strategic management field and in particular, in the context of the adoption of contemporary approaches to combine among competitive strategies in business organizations. Secondly, it presents "CS" perspective as a model for the interaction between the competitive strategies that could be adopted in the discussion of methods achieving a better value and gaining competitive advantage. Thirdly, It attempts to Identify and diagnose the main dimensions of the amended hybrid strategy in accordance with the CSP. It is recognized as a first study which may be said that there is no earlier study discussing these implications in general and in the telecommunication private sector. Finally, it gives a scientific contribution by providing answers to the aspects that have been mentioned through practical testing, which may provide the appropriate conviction to the telecommunication companies in order rely on modified competitive strategy dimensions in light of "the perspective of the CS."

The objectives of the research

The basic objective of the current study is an attempt to develop and identify an intellectual model for the diagnosis of the CS dimensions based on the previous research efforts. According to the views of the respondents, some suggestions have been made which could contribute to serve telecommunications companies in the light of the conclusions reached by the current research.

Research model and hypothesis

Other research may have discussed the importance of the merger implications among the competitive strategies (hybrids, integrated, composite, mix) to be described as the best alternatives available for companies. However, the classification of those strategies according to tri- dimensions perspective takes into consideration that the implications of all the aspects of the supply and demand, and this have not been deliberated by scholars in this area. Hence, the current research model shows the distinction between each of them separately, and works to develop a proper CS coping with the competition environment requirements.

Therefore, the research hypotheses of the current study are assumed in one main assumption which is

H0: there is no availability of appropriate competitive strategies to build CS at the telecommunication companies

H1: there is availability of appropriate competitive strategies to build CS at the telecommunication companies , and two subset assumptions which are “the relative importance is not varied for the priorities that are specific for the CS strategies” and “the relative importance is not varied for the priorities that are particular for the main dimensions of the CS components ’

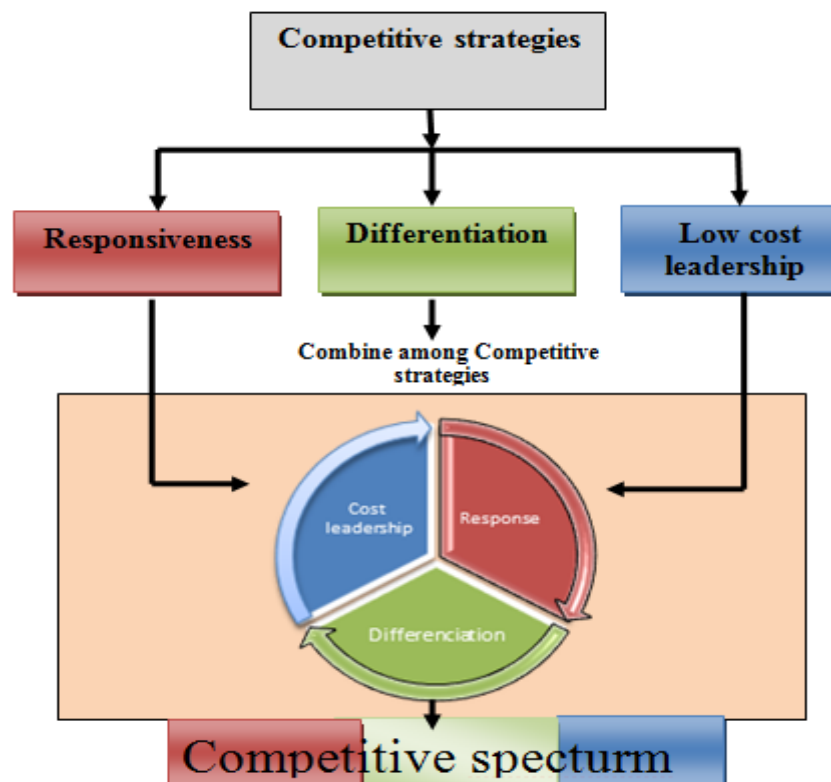


Fig. 1 Research Assumptions Model

Population and Sample

Because of the significance of the study variables, their contents and dimensions, all the managers who occupy administrative and technical positions in the Asia cell, Korek telecom and Iraq Zain telecommunications were selected as the study population, totaling (116) director. The reason for selecting them come from the logical assumption that the occupants of these positions are capable of grasping the concepts and administrative terminology included in the current study. The sampling of this study includes all the administrative and technical levels, which means that the sample is equal to the population.



116 questionnaires were distributed but only 105 forms were retrieved. After reviewing the respondents' answers from the returned forms, it has been realized that (10) forms were unfit for analyzing; therefore, they have been excluded from our study. The actual number of forms adopted by the current study were (95) forms with the ratio of (81, 90%) of the study population. Table (1) shows the distribution of the following forms details.

Table (1) Questionnaire distributed

No.	Telecommunication Companies in the city of Kirkuk	Num. of distributed questionnaires	Num. of returned forms (fit for the analyzing)	Retrieval ratio (%)
1	Asia cell	40	33	94,28
2	Iraq Zain	38	32	91,42
3	Korek Telecom	38	30	85,71
	Total	116	95	90,47

Source: prepared by the authors

Statistical Analysis methods

Based on the implications of the hypotheses of the research, some of statistics tools have been utilized in order to access to the results of the impact and relationship between the dimensions of the research and its factors, as well as to validate the assumptions, which are described as the following:

1. Factor analysis: It is used to extract the variables in the least possible number of factors that can be controlled and studied.
2. Chi-square test: It is used to identify the harmonic relationship among the variables and its availability.
3. Test F: It is used to check the significance impact of the entire sample.
4. Test T: It is used to show the effectiveness of each factor and check the significance impact between the dimensions.

THEORETICAL FRAMEWORK

1- Competitive Spectrum Perspective (CSP)

Traditionally, the most well-known forms that approved in the formulation of competitive strategy often rely on the classification given by Porter (Piscopo et al., 2010),(Akan et al., 2006:43), who suggested three generics competitive strategies different at the level of the type and characteristics which are cost leadership, differentiation and focus (Ortega et al., 2006: 1). It has been pointed out that for an organization to be successful and able to achieve competitive advantage, it should depend on a clear strategy through the adoption of one of the three strategies (Hrab & Yamkina, 2012: 4). Perhaps Porter's concept has been mostly deduced from striving against the merging between low-cost strategy and differentiation strategy at the same time, based on the evidence that each of these strategies include a different set of resources and organizational procedures (Ortega et al., 2006: 4) Then, in the case of absence of focus on a clear strategy of any of them, it might push the organization to the dilemma of "stuck in the middle" which leads to achieve low levels of performance (Kim et al., 2004: 578).

Many criticism were loud when Porter mentioned that companies "stuck in the middle" is in a very bad strategic position, and they should define their strategic position as either low cost leadership or differentiation strategy (Awade, 2014: 699). Therefore, a number of scholars' contributions have been originated in seeking to achieve a new concept which is called hybrids, integrated, combine, etc.) Strategies, which combine between the elements of low-cost and differentiation strategy can achieve higher performance than an individual strategy (Baroto & Abdullah, 2011: 1364) This means that the combination between the dimensions of the generics competitive strategies at the same time may lead to having a better efficiency and effectiveness in light



of the merging between cost leadership and differentiation strategy, and possibly increasing the number of strategic dimensions which can confirm gaining high Organizational performance levels (Ortega et al., 2006: 4).

It can be converted the classification of Porter's concept into a set of strategies hybrids, through a combining of generics strategies, just like mixing colors, in order to reach new hybrid strategies (Farrugia, 2014: 5).

In the line with the above-mentioned arguments, this study aims to frame the "competitive spectrum perspective" and within the framework may differ from the traditional perspective, by expressing of the general competitive strategies as a competitive spectrum. According to Piscopo et al. (2010: 177) the organizations that operate and compete in industries dynamic should not only apply one competitive strategy, but instead they should seek to adopt a range of strategies that focus on providing the best value.

2- Porter's competitive strategies and some criticism towards his frame

It can be perceived that the competitive strategies are seen as one of the most important models in strategic management, which was suggested by Porter in his book "competitive advantage" in 1980 (Weber & Polo, 2012: 101). His proposals appeared when the business world began facing some changes and challenges which made organizations look for innovative solutions in order to adopt with the environment (Piscopo et al., 2010: 158).

Porter has indicated to 'competitive advantage' as a base for building and sustaining superior performance, and even organizations seek to be successful should own a clear strategy to achieve their goals (Harb & Yamkina, 2012: 4)(Akan, 2006: 46). The concept of Porter consists of three competitive strategies which are (cost leadership, differentiation and focus) and each one of them can be independently aimed at achieving competitive advantage, without the possibility of merging with each other (Awade, 2014: 699).

After a period of time, specifically in 1985, Porter presented a revised version of his book and restored the classification of competitive strategies. Within his new curriculum, Focus strategy was not independent (Farrugia, 2014: 2) and it was described as reflecting as a mixture with the cost leadership or differentiation strategy. This type of competitive strategies was directed to target a specific market or specific customers (Harb & Yamkina, 2012: 18).

The framework of Porter suggests that organizations can choose whether they aimed to serve an inclusive sectors or specific or narrow from a side or whether they want to gain and achieve an advantage by reducing the expected cost or differentiation from another side (Kim et al., 2004: 571). Then, there are different methods of each of those strategies to achieve a sustainable competitive advantage, and then the organization choice of selecting between cost leadership or differentiation strategy should be obviously perceived. Otherwise, organization may become "stuck in in middle "without a coherent strategy (Baroto & Abdullah, 2011, 1362).

Table (2) illustrates a brief summary of the most important pillars and assumptions which were rated by Porter for generic competitive strategies, and the view of some criticisms of his concept.

Table (2) Pillars and assumptions of Porter and the view of his critics

No.	Pillars and Assumptions	Porter	Critics point of view
1	Generic competitive strategies	Organizations should adopt one competitive strategy from cost leadership or differentiation or focus.	1-Differentiation can be seen as an instrument to achieve low-cost location. 2- There are several industries that do not include a unique site for low-cost, and the competitive advantage required adopting each of differentiation and cost leadership (Piscopo et al., 2010, 157). 3-Competitors can simulate a single strategy and imitate it easily larger than the hybrid strategy that relies on innovative techniques. 4- Individual Strategy is probably fixed, rigid and inappropriate to compete in a dynamic and turbulent environment increasingly (Ortega et al., 2006, 7).



			5- many activities can support the aspects of the low-cost and differentiation at one time ,such as focus on quality, innovative processes, innovative products, and innovations of the system, and the multiplicity of advantages through multi-skilled (Farrugia, 2014,5)
2	Cost leadership strategy	The ability to adjust the market prices near the industry average, and then achieve higher performance than industry average, enabling organization to be the leader of the cost in the industry	<ol style="list-style-type: none"> 1. Fewer advantages are offered due to the easily imitation by competitors (Harb & Yamkina, 2012, 24). 2. Vulnerable to technological change risk, which can erase investments previous. 3. Do not focus on the needs and preferences of customers because of the excessive concerns of cost-cutting (Tanwar, 2013, 11)
3	Differentiation strategy	positive relationship between differentiation and increased costs	<ol style="list-style-type: none"> 1. The success of Japanese organizations emphasizes the lack of evidence that the differentiation prevents costs reducing 2. Hence, the lack of positive relationship (Awarde, 2014, 705) 3. imitation can decrease the value of the of expected differentiation (Tanwar, 2013, 11)
4	Focus strategy	organizations can apply focus strategy, within the combination with any of differentiation or cost leadership strategy	<ol style="list-style-type: none"> 1-it might leave the weaknesses points or serious gaps of the organization offers, by ignoring the vital needs of the customers (Ortega et al., 2006, 2-7). 2. Organizations in the field of electronic work and high technology should follow the broad and narrow of customer segments at the same time. 3- focus strategy may be seen as a strategic choice which is unable to be sustained and / or continued (Kim et al., 2004, 582)
5	Convexity hypothesis/ (U) framework	Directed relationship between low-cost and market share, and inverse relationship between differentiation and market share.	<ol style="list-style-type: none"> 1. The learning curve doesn't exist in all the types of operations, particularly which were established according to the mechanical engineering models, and the influence may appear amongst the early stages (Farrugia, 2014, 3) 2- Positive relationship between differentiation and market share, and differentiation should be on the right side along with low-cost leadership strategy (Harb & Yamkina, 2012, 25).
6	Consistency hypothesis	For every competitive strategy completely various goals, which required different sets of resources and processes	<ol style="list-style-type: none"> 1. The possibility of coexistence between strategies, differentiation stand for output as responsible for the external properties of the market, while cost leadership represent inputs as responsible for the internal characteristics 2. Savings in some activities can be allowed for additional spending in order to develop of other aspects (Harb & Yamkina, 2012, 15, 22)
7	Stuck in the middle	Organization that try to combine among strategies face a single destiny which is "stuck in the middle" and fail to achieve superior performance	<ol style="list-style-type: none"> 1. Hybrids Strategies can achieve survival, profits and higher performance than organizations that pursues an individual strategy (Awade, 2014, 704). 2. In the higher-technological sector "stuck in the middle" does not apply completely and can be replaced with a hybrid strategy which reflects the "Prosperous in the middle" (Harb & Yamkina, 2012, 68)

Source: prepared by authors depending on the above references



The above table demonstrates the differences between the proposals by Porter and the view of other researchers. Perhaps the content of this variation which was agreed by most critics boils down with aspects that associating with the ability or inability of the Organization to carry out more than one strategy at the same time. Also the contents of the above discussion indicate that the classification of Porter's competitive strategies evolved without losing its simplicity. Behind his development more inclusive models have been deliberated to be able to provide unique styles that more conformity with the changes and development beginning with the rules of the current competition and indeed to achieve winning (victory) contents in the competitive racing.

The criticisms related to the classification of individual competitive strategies may be seen as the real justification for the adoption of a new perspective based on the merger contents between the competitive strategies. This takes into consideration the customers' requirements according to better value perspective under differentiation, as well as being a tough imitation at the level of low cost leadership, with a wider level of presentations offered in the light of the board responsiveness, rather than the narrow perspective of focus.

Hence, the implications of the merger between the competitive strategies will be discussed across the following paragraphs.

3- COMPETITIVE STRATEGIES COMBINATION

The perspective adopted for the current study aims to combine competitive strategies in line with the data of the practical side of the study- factor analysis result- and consistent with the theoretical side. After reviewing the previous theory of the general competitive strategies' contents by Porter, it can be noticed that the approved traditional approach often focuses on the classification of competitive strategies which may not be consistent with the perspective of competitive strategies combination, because it is seen as an alternative and conflicted with methods and techniques that are used in achieving competitive advantage.

In addition, it may be said that the idea of looking at the competitive strategies as the dimensions can accomplish a better understanding of the perspective of merging between competitive strategies (hybrid strategy), and then reaching to the competitive spectrum perspective, and this viewpoint is stable with the claims of Ortega et al., (2006: 4) when they mentioned that is necessity to consider the competitive strategies as two important dimensions and hence integrating them to enhance the strategic position.

The literature of strategic management has presented two different perspectives. The first view defines strategy through one dimension, which means that the strategy in the form of a series of organization plans can be adopted in order to achieve its objectives and implement its mission. This perspective linked to the contents of the value chain, while the second outlook indicate that strategy are several dimensions and does not include only a deeper analysis, but also include some aspects that related to the formulation and implementation of strategy This view is associated with value networking perspective (Piscopo et al., 2010: 156).

The discussion of aspects associated with the suitability of the combination between the competitive strategies, in order to improve organizations performance and achieve better costs with the environment requirements, having acknowledged less attention from the scholars (Ortega et al., 2006: 4). Although the first initiatives to fade the principle of preferring among general competitive strategies began, in early of 1990s, under the frame of introducing of Japanese techniques and tools to control costs and implications of Total quality management (TQM) and Just In Time (JIT), and the ability of Japanese organizations to achieve compatibility amongst the low-cost, high quality and technological advances (Awade, 2014: 699). As well as the development of early attempts, possibly the foremost, was the results which were provided by Wright et al., (1992) When they presented a different classification of competitive strategies, assuring that the availability of hybrids competitive strategies can be perceived across many organization's activates that supports low-cost leadership and differentiation aspects at the same time, which are (Farrugia, 2014):-

- 1- **Focus on Quality:** it can be stated that the regularity and continuous improvement of the quality of both product and service will not only increases the quality, but it also reduces costs defective.
- 2- **innovative processes:** they can often achieve efficiency at the level of the cost of operations, and often increase the level of differentiation through increased flexibility and the quality through assembly systems and new flexibility production
- 3- **Innovative Products and Services:** They can influence in reducing the costs across the ease of its providing without touching the quality.

- 4- **System innovation:** it can be seen as a tool to support different competitive strategies, through outsourcing, accessing to reduce costs and increase quality levels.
- 5- **Multi-featured of advantage through the multiple skills:** with the remain of the high variance between the organizations, resources and capabilities, each one of them can contribute in supporting other organizations, in order to help reducing fixed and variable costs through outsourcing.

Figure 2 displays the classification of Hybrid strategies proposed by Wright et al. (1992)

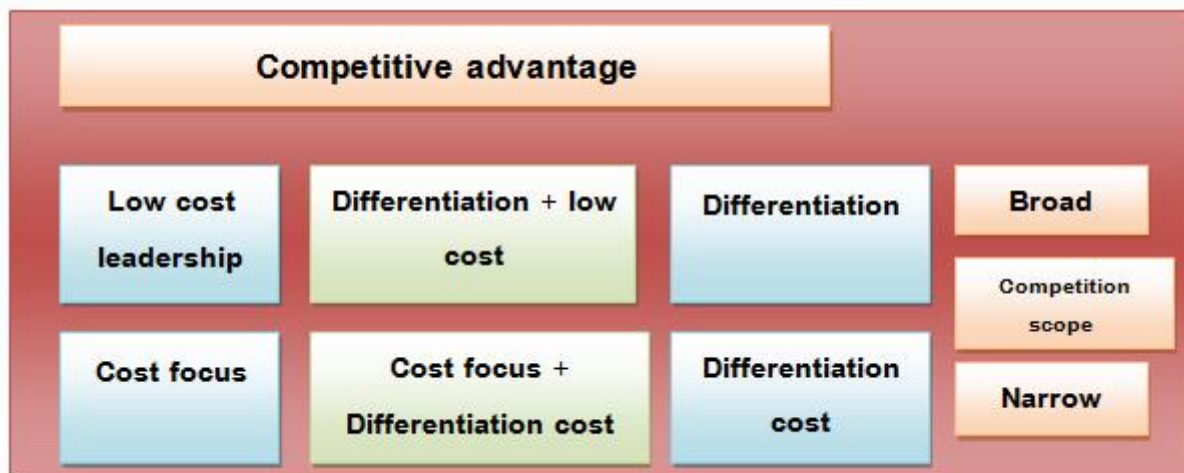


Figure (2) the classification of hybrid strategies of (Wright et al.1992.)

Source: Farrugia Francis, (2014) ‘ ‘ Hybrid Competitive Strategies ‘ ‘, Journal of Trends in Cognitive Sciences, Vol. 11, No. 2. www.alliedconsultants.com/mt/pdf/

Some academicians have stated that successful strategy expressed by Wright et al (1992) is a hybrid strategy which combines between cost leadership and differentiation strategies at the same time,. It may be indicated that what distinguishes their classification is that they have adopted a wide spectrum of competitive strategies (Farrugia, 2014: 4-5).

In addition, the accomplishment of the organization might depend on the competitive strategies when they are developed and implemented within a successful strategy to create and generate a value that cannot be imitated (Weber & Polo, 2010: 104), and within the high competition industries , companies should strive to achieve hybrid and mixed, integrated, and integration as strategies that combine low-cost dimensions with differentiation (Baroto & Abdullah, 2011: 1364), because of it is seen as a viable and profitable strategy, and indeed enables organizations to achieve higher performance than the companies that pursue an individual strategy (Ward et al., 1996: 597, 626) , (Kim et al., 2004, 569, 589), (Ortega et al., 2006: 4) (Harb & Yamkina, 2012: 1, 76) (Tanwar, 2013: 11, 17) Awade, 2014:699, 709)) (Farrugia, 2014: 1, 6).

Although, some supporters of Porter’s classification assured the impossibility of achieving compatibility between low cost leadership and differentiation strategies, many organizations have provided examples of attaining successful compatibility between the strategies and access to dual competitive advantages such as (Toyota, IBM, Wall-Mart, South west Airlines and McDonald) (Awade, 2014: 699). It could be believed that the incompatibility can be justified in the most stable environment, but the figures of troubled environment and the speed of change may require organizations to adopt a flexible variety of strategies, as well as the effects of the implications of the customization and the development of organizations networks may be asked in order companies be able to achieve the necessary flexibility to combine between those strategies (Kim et al., 2004: 578).

As a result, the success of many organizations can be realized depending on combination between of the competitive dimensions to build a hybrid strategy. For instance, Honda company with ‘differentiation in design + low cost’, Toyota corporate with ‘quality + delivery speed + price’, Canon with ‘quality + price’, and then the competition based on one dimension is no longer sufficient (Baroto & Abdullah, 2011: 1368).

Besides, the discussion of the implications of competitive strategy that includes a combination between of cost-leadership and differentiation strategy should be distinguished from the strategy "**stuck in the middle**," which refers to that failure of the organizations following- up them (Awade, 2014: 699). Ortega and his colleagues instigated in their study that the organizations adopting of combination of efficiency trait through low-cost and exclusivity through differentiation can obtain much more positive results and cannot become organizations standing in the middle, which refers to fail in achieving competitive advantage, and stay within the high costs site and low level of differentiation (Ortega et al., 2006: 4).

Standing away from the interpretation of Porter, the results of the study of Kim and his colleagues described that (stuck in the middle) strategy as a "integrated strategy" which were seen as a desirable strategy in the e-business environment. It should be treated as one of the three strategic models beside cost leadership and differentiation strategies.

Figure (3) displays an overview the perspective of "integrated strategy" as a suitable strategy for application in E- business organizations within the broad range of strategies, while focus strategy may not be applicable as it was in the context of the traditional business.

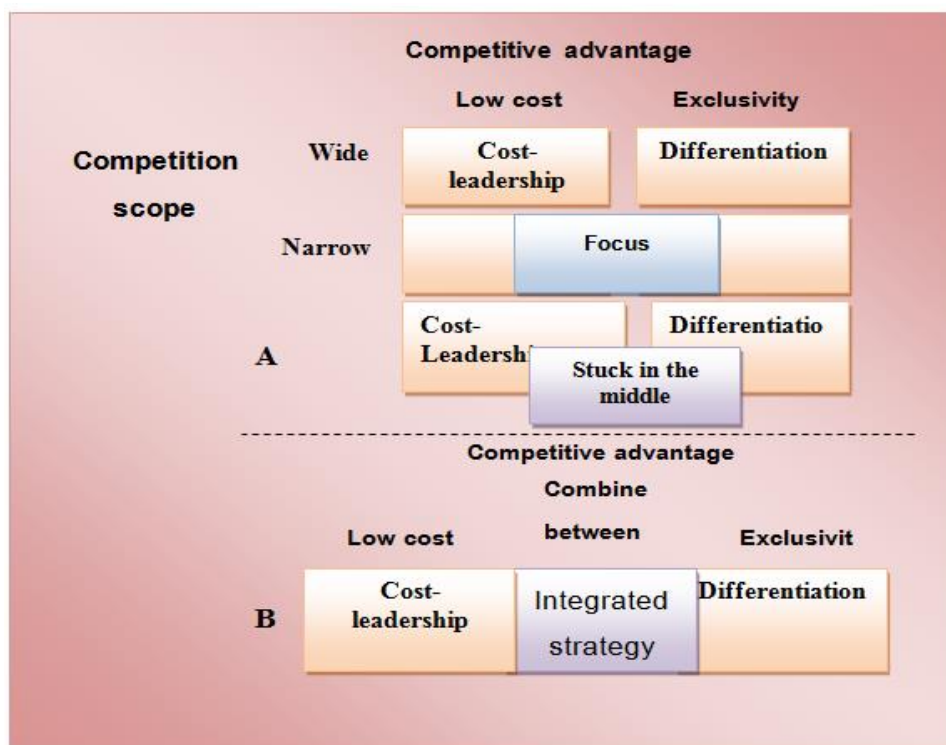


Figure (3): Traditional classification of competitive strategies

(A) Classifies competitive strategies of E- business including Focus.

(B) Classifies competitive strategies of E- business describing as connected chain

Source: Kim Eonsoo, Nam Dae-il & Stimpert J.L.(2004)" The Applicability of Porter's Generic Strategies in the Digital Age: Assumptions, Conjectures, and Suggestions," *Journal of Management*, 30(5) P. 583. <http://jom.sagepub.com>.

The most obvious finding to emerge from the study of Kim et al., (2004) is the possibility of adjusting the contents of the classification general competitive strategies to the rating that exceeds "competitive range (ambit)" with the fact that E-business organizations should follow the broad and narrow of customer segments at one time, which may make the focus strategy to be seen as an non- viable strategic choice, and the contribution of their study has confirmed that the integrated strategy is not only possible but can be represented as a desirable strategic choice (Kim et al., 2004, 582).

In the same related context, the experiments of Harb & Yamkina (2012) has confirmed that the proposed classification by Porter cannot provide an integrated interpretation for strategies which were adopted in the high-tech sector, and probably the idea of a

"stuck in the middle" does not apply completely. Hence, a new perspective should be suggested to express on hybrid strategy to describing the status of "prosperity in the middle". Additionally, once the cost leadership strategy is working to help organizations in remaining within the high-tech sector, the differentiation strategy can reinforce sustainable competitive advantage from a side, and support the positive relationship with the initiatives of reduced costs from another side.

Figure (4) illustrates the contents of the general orientation of the organizations rely on low-cost leadership and differentiation strategies, as the levels of competitive advantage.

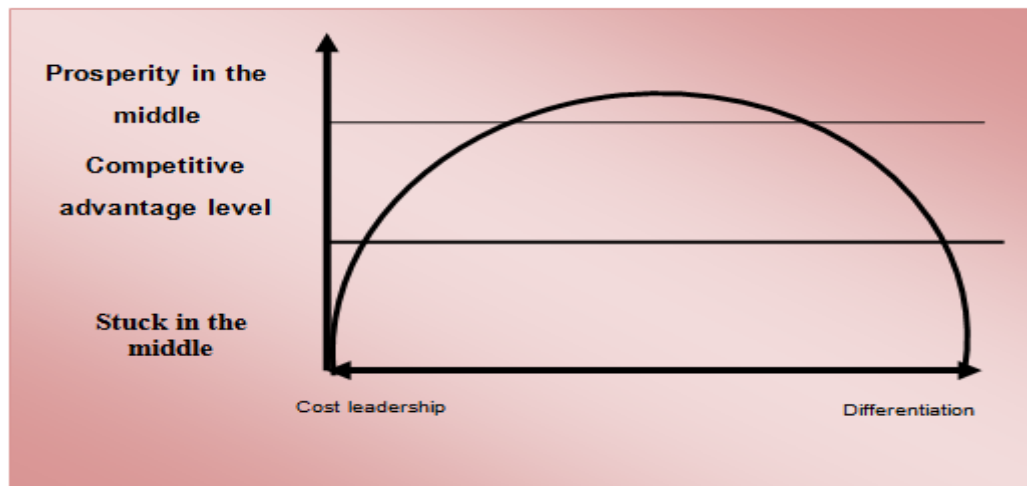


Fig (4) Adopting the general orientation on the level of competitive advantage

Source: Hrab Dmytro & Yamkina Oxana(2012)" Improving the Competitive Position in a Growing High Tech Industry - Differentiation and Cost Leadership Strategies in Solar Photovoltaics", master thesis, **Linköping University**, P .68.

The study of Harb & Yamkina (2012) has also shown that the absence of the supposed discrepancies amongst the results of the strategic approach to achieve competitive advantage through hybrid strategy make competitors to have much more difficulties for imitate firm competitive position .Besides, they have maintained that hybrid strategy may allow organizations in the high technology sector to be more flexible in responding to the environmental changes, as well as may allow them to implement the best structure for the costs in order to provide more flexibilities in term of determining the prices (Harb & Yamkina, 2012: 68). In view of what has been mentioned so far, it seems that with the increasing of global competition, hybrid strategy may possibly be become more significant and common compared with the adoption of only one strategy (Awade, 2014:705).

Overall, there seems to be some evidence to indicate that the criticisms and opposition viewpoints of Porter's suggestions and ideas were not claimed or resulted from one period, and this certainly can be identified through the studies that are discussed in three different time phases starting with the onset of 1990s (Wright et al., 1992), passing through the stage of the new millennium (Kim et al., 2004: 27), and arriving to the beginning of the current decade (Harb & Yamkina, 2012).

It is, therefore, likely that such those kind of different period may reflect the perceptions of researchers and practitioners (in the field of strategic management) of the importance of mixing between low cost and differentiation strategies due to describing them as the fundamental pillars of the effective competition base and excellence Organizational performance. Consequently, establishments should work hard to improve their ability to adapt quickly with environmental changes, learn the skills and build up new technologies, in order to benefit from new business systems more efficiently, and then attaining to offer products and services with differential advantages and delivering the best value for customers.

Although the contributions of researchers and their specific studies were valued in term of interpretation of the general competitive strategies, but what is surprising and enticing attention is that their findings weren't sufficient and didn't complete a specific and detailed image of the perspective of hybrid competitive strategy. For example, in the study conducted by Wright and his colleagues (1992) it was shown that the possibility of merging between competitive strategies. However, this study remained the choices specific of competition scope between either the broad scope of the strategy hybrid, or focus strategy.

Whereas, the study of Kim et al., (2004) pointed out that the perspective of the competition scope can be handled by the possibility of pursuing the broad and narrow market segments at one time, but in their research, they didn't obviously recognize the relationship between the competitive advantage and integrated strategy proposals, hence the contribution of Harb & Yamkina in their major study (2012) has addressed to fill this gap. This study relied on several occasions, and to express about the logic of the relationship between the general orientation of each of the low-cost leadership and differentiation strategy from a side, and the levels of competitive advantage from another side, described it as "prosperity in the middle". While, it is likely that the undesirable lateral of this model was disregarding of the competition scope again, which is represented as a second main corner by Porter who adopted it in terms of competitive strategies classification, since it was connected with the demand side, and then the expression of market share and revenue on investment, behind competitive strategies (differentiation and cost leadership), as it was concerned with supply side. Hence, this trend may reflect the scientific background of Porter.

Therefore, in line with the aim of the current study perspective in connection with diagnosis and identifies of the competitive spectrum dimensions, the implication of revised competitive strategy can be stated and described as a CS that combines the advantages of cost leadership and differentiation strategies with the concepts of effective and wide-ranging responsiveness of the competition scope as a critical strategic dimension in building and maintaining a competitive advantage. Thereafter the model of Harb & Yamkina, (2012) can be developed expressing the content of the competitive spectrum as seen below in the Figure (5).

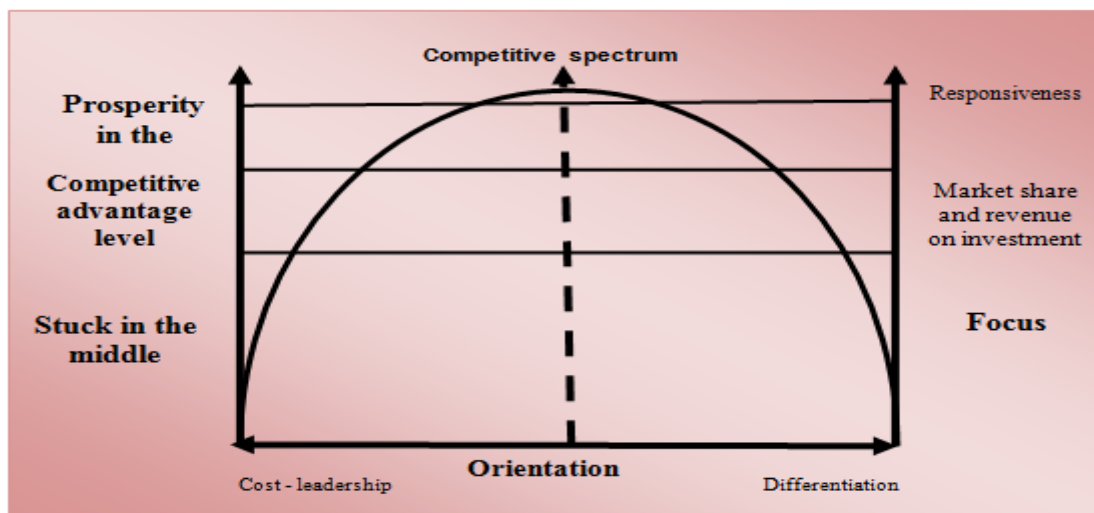


Fig (5) Adopting competitive advantage on competitive spectrum

Source: prepared by authors depending on the idea of

Hrab Dmytro & Yamkina Oxana, (2012)" Improving the Competitive Position in a Growing High Tech Industry -Differentiation and Cost Leadership Strategies in Solar Photovoltaics" , master thesis, **Linköping University** P 68.

As it can be seen from the figure above, it is clear that the competitive spectrum represents a combination of three main strategy dimensions including responsiveness, differentiation, and low cost leadership, a combination among those dimensions can be indicated as more holistic of the content of the value network development at the level of building and acquitting the value.

One of the most relative study that agreed with the orientations of the current study was the suggestions which claimed by Heizer and Render (2009: 33-38), when they pointed out that the potential for organizations is to accomplish their mission which can be observed through three approaches which are differentiation, cost leadership and responsiveness .

Although the concentration of Heizer & Render were on operations management strategies concerning the significance of concentrating the efforts of operations managers to deliver products and services that should be characterized as the best or at least different , cheaper, and more responsive . In addition, the Director of operations should interpret these strategic concepts into tangible tasks and effort to implement them. In their analysis, they concluded that the combination of these three strategies can generate a system which has a unique benefit better than competitors (Heizer & Render, 2009: 34).

4- Explanation of the contents of the competitive spectrum dimensions in the light of the results of factor analysis

This section includes a review of the most significant results of the factor analysis to determine the elements, which reflect the consequences of diagnosing the CS dimensions. From the view of the study sample, Table (3) below displays a set of indicators suggest that the CS dimensions include responsiveness, differentiation and cost-leadership.

Table (3) Final distribution of competitive spectrum factors of telecommunication sectors

Factor's name	The average of factor		Variables		Loading	Communality
	Intrinsic value	The volume of factor interpretation of the phenomenon	No.	Type		
Responsiveness	11.345	56.725	8	X ₁₂	0.58	0.72
				X ₁₃	0.65	0.72
				X ₁₄	0.65	0.66
				X ₁₆	0.73	0.79
				X ₁₇	0.77	0.77
				X ₁₈	0.72	0.67
				X ₁₉	0.61	0.59
				X ₂₀	0.56	0.68
Differentiation	1.333	6.664	7	X ₁	0.78	0.68
				X ₂	0.72	0.73
				X ₃	0.62	0.60
				X ₄	0.61	0.60
				X ₅	0.67	0.62
				X ₆	0.66	0.58
				X ₇	0.62	0.73
Cost leadership	1.148	5.738	5	X ₈	0.76	0.76
				X ₉	0.73	0.68
				X ₁₀	0.73	0.75
				X ₁₁	0.71	0.72
				X ₁₅	0.70	0.69

Source: prepared by Authors based on the results from SPSS software

A-Competitive spectrum dimensions based on responsiveness

From the data in table (3), it is apparent that a large percentage of the respondents agreed that this dimension includes (8) variables and interprets (11.34%) of the variance, described (56.72%) from the overall data, reflecting the variables of the dimension of CS contents that can be accessed. it is often interpreted by its flexibility behind speed and reliability. As far as the discussion of contents of the responsiveness strategy according to the perspective of the CS strategy, responsiveness can be seen as an integrated set from contents that specified to keep up with developments and changes in the requirements of developing the value to customers and the standards that associated with effort to carry on with delivering a unique value to customers as well as its sustainability. In this context, the responsiveness strategy included the following contents:

- 1- **Flexible knowledge exchange:** through accessing to appropriate flexibility levels in the exchange of knowledge that is provided by the facts of competition environment.
- 2- **Development speed:** it includes high-speed implications in the developing of provided services, design, production and delivery.



- 3- **Competitiveness:** it refers to enhance the competitive capabilities for giving an advantage to the value of the organization's resources and merging between the resources in order to improve services as a response that concerning with the requirements of the competitive environment.
- 4- **Keep abreast of developments:** by keeping up with the changes and developments in the markets, in the presence of the dynamic and short life cycle of the nature of services Based on the data produced by the market.
- 5- **Outsourcing:** it refers to the particular practices that can be adopted to ensure achieving and delivering the best value through the response flexibility associated with the contents of outsourcing through the strategic partnerships and alliances that can be depended on.
- 6- **Meet the requirements of Value:** it includes accomplishment in the expansion of response systems of the root and ongoing changes of the cost and the services characteristics that meet customers' demands.
- 7- **Reliability:** This feature is manifested by ensuring the access of enhance reliability in term of scheduling and delivery, as is described as the high-value of customers, which can be achieved through competitive strategic altered.
- 8- **Response Speed:** it refers to the procedures flexibility that special to strengthen the quickness of response to improve the value that delivered to customers and keep abreast of all developments in the field of business processes.

B-COMPETITIVE SPECTRUM DIMENSIONS BASED ON DIFFERENTIATION

As it can be seen from the data in table 3, it is clear that the dimension described only (1.33%) of variance and clarified only (6.665) of overall data. It included (7) variables representing a whole contents of capacities and resources that can be developed their levels based on cognitive and creative level, reflected the development of differentiation levels in the CS.

Differentiation refers to the feeling of exclusivity, which is the description adopted by the current study to express of value as a unique, perhaps the organization's opportunities of achieving differentiation (uniqueness) may not be arises in a function or an activity, while it is created in all the fields of organization activities, and the reason is a fact that all the goods include some services. What is meant by that the major proportion products are commodity and the remaining percentage are service which accompany the goods, also most of the services, not all, include products contribute to the provision of the service.

The reality of this fact may refer to the necessity of thinking about the differentiation as it exceeds the characteristics and features of goods and / or service, and includes the entire datum affecting on the value to the customer. This fact may require a definition of the aspects relevant to all products / services and then clarifying them by the way that can affect the uniqueness of the value from of the customer's perspective.

Differentiation strategy based on of the CS perspective is included the following implications:

- 1- **Appropriate knowledge:** this refers to the content of differentiation, that likely to emerge over accessing to the appropriate knowledge and acquiring the necessary experience as a manifestation of differentiation appearances to build a unique value and then delivered via products / services provided.
- 2- **Innovative capabilities:** it refers to developing a blend of competences in order to innovate the contents of the reliable value that expands the organization reputation and its position in the competition precedence.
- 3- **Added value:** it includes the total contributions in the context of structural collaboration of the set of roles and interactions through tangible and intangible exchanges to develop better spectrum that can be provided.
- 4- **Knowledge sharing:** This includes the core perspective that organizations whereby they can operate within the business processes environment as open systems for the exchange and disseminate of knowledge aiming to consolidate the contents of differentiating resulting value and its uniqueness.
- 5- **Creativity in design:** it refers to the extent that can combine the resources and integrate capacity to reach high levels of in the design of excellence value within the network.



- 6- **Operational Creativity:** This type of differentiation includes the possibility of strengthening the specialized capabilities and it is improved in the line of the transition to a new type of strategic integration to support the competitive spectrum.
- 7- **Exclusivity:** it seems to be one of the most significant outcomes of the dynamic relationship of the contents of the competitive spectrum by allowing each organization departments to acquire special abilities and the emergence of learning opportunities among participants to enable them to enter a unique value to markets and then gain greater power of the business environment that they belong.

C-COMPETITIVE SPECTRUM DIMENSIONS BASED ON COST LEADERSHIP

As table (3) shows, the factor of cost leadership contains (5) variables, formed only (1.14%) of the variance, and its proportion that explained of the overall data was only (5.73%). This factor describes a set of results that can be achieved at the level of improving core competencies through the integration processes within the framework of CS of organizations.

The current study depends on the main context expressing of low-cost leadership strategy in the context of the CS perspective as the efficiency that is used as a sturdy, taking into consideration of the fact that low cost does not mean low quality or low value.

Low-cost leadership strategy accordance with the CSP includes the following contents:

- 1- **Absorptive capacity:** it refers to the efficiency contents in the diagnosis of value and its investment by exploring the internal value of the organization and investing the external value in business environment as described as the results of the joint interaction within the competitive environment purposes for the adoption of the competitive spectrum perspective.
- 2- **Pivotal Competencies:** they are the strengths of the organizations offer the advantage of their products and services by achieving significant reductions in the cost structure compared to their competitors. It contributes to provide a unique value efficiently through the harmonization among the organizations capabilities and resources in the presence of the implications of the competitive spectrum of each organization.
- 3- **Integration:** It includes the integration of the feature contents that provided by the competitive spectrum datum in overcoming the dilemma of growing costs in high-technology industries, through reducing the average of total costs, and reaching to provide high value at low cost.
- 4- **Innovation:** it refers to the value resulting from reduced cost of operations and regarding to renewal and innovation through the adoption of the competitive spectrum perspective as a major factor in the reinforcement of value contents from a side, and the development of value on the other hand.
- 5- **Resources utilizing efficiency:** it includes the output of the competitive spectrums that are difficult to imitate by investing synergy of tangible and intangible resources, and combined with the organizations capabilities that have been collected through competitive strategies to develop an ideal spectrum for competition.

Thus, these findings may help us to understand the variables' nature and the dynamic of the contents of the competition environment, and the competitive racing may require a new strategic perspective to understand competitive strategy based on the innovative work methods in a side, and be able to achieve harmony required to keep up with the growing and constant changes to move closer to the forefront of the competition on the other side.

In addition, within the general meaning, the intended harmony refers to structure the strategic dimensions and harmonize different functions. It doesn't contradict or repel, but consistent with moving to achieve a unified goal, reflecting the harmony of the spectrum with compatible, structured and regularly harmonic multiple dimensions. perhaps the interpretation of this perspective can be explained cross the interpretation of the natural harmony of basic primary, colors (blue, green, and red) to understand the implications of functional harmony of strategies dimensions (cost leadership, differentiation, and responsiveness). While the functional harmony can be indicates as harmony that holds with combining different things, the natural (Chromatic) harmony refers to the direct senses of colors and shapes harmony , as it is drawn from the figure below(6).

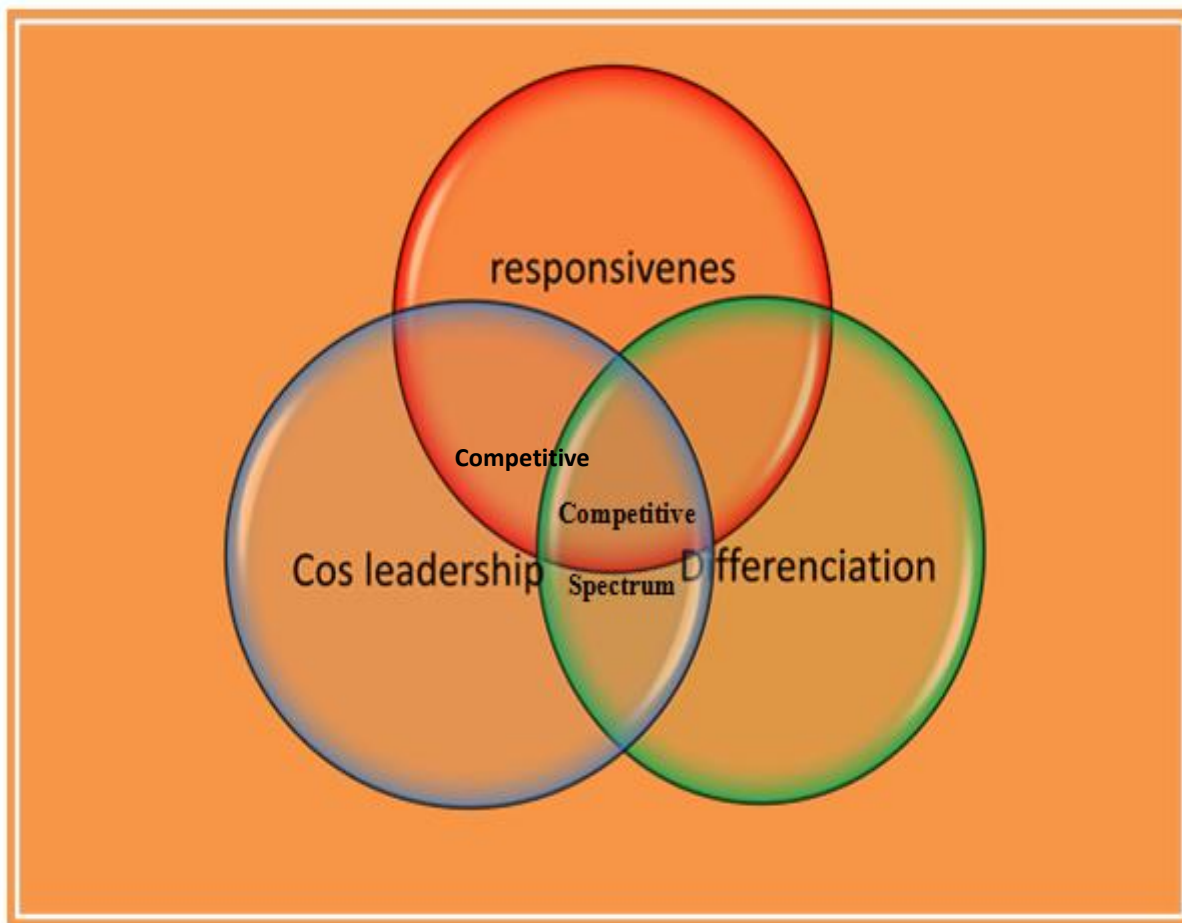


Figure (6) Chromatic harmony and functional harmony of the dimensions of the competitive spectrum perspective

Source: prepared by the Authors

The present research provides an exciting opportunity to advance our knowledge of the natural harmony perspective in the color spectrum which has not been investigated by previous researchers who are famous in the field of business management sciences in general, and the field of strategic management in particular. Therefore, this study makes a major contribution to the literature on the natural harmony perspective by demonstrating it with fictional harmony of the dimensions of the competitive spectrum perspective, and as researchers attempt to activate it in order to achieve a better understanding of the implications of the CS,

According to the Newton's theory for the colors, which is based on three primary colors, the color harmony can be shaped through a dynamic balance, organized arrangement and appropriate compatibility of spectrum chromatography components, and based on this logic, functional harmony among three strategic dimensions can produce a strategical harmony among the dimensions of the three competitive strategies, hence accessing to achieve a balanced, dynamic and appropriate CS compatible with the requirements of changes in the competition standards. Additionally, the proportions of the competitive spectrum components can be altered in regards to the environment datum and as acquiring special advantage of each organization characterized from other competitors. Also with regards to the perspective of internal efforts to build value, as well as the possibility of achieving uniqueness of each participant using a harmonious benefit specify of competition, based on the competitive perspective of gaining the value. Figure (7) below illustrates the contents of each dimension of the three competitive strategies according to the competitive spectrum perspective

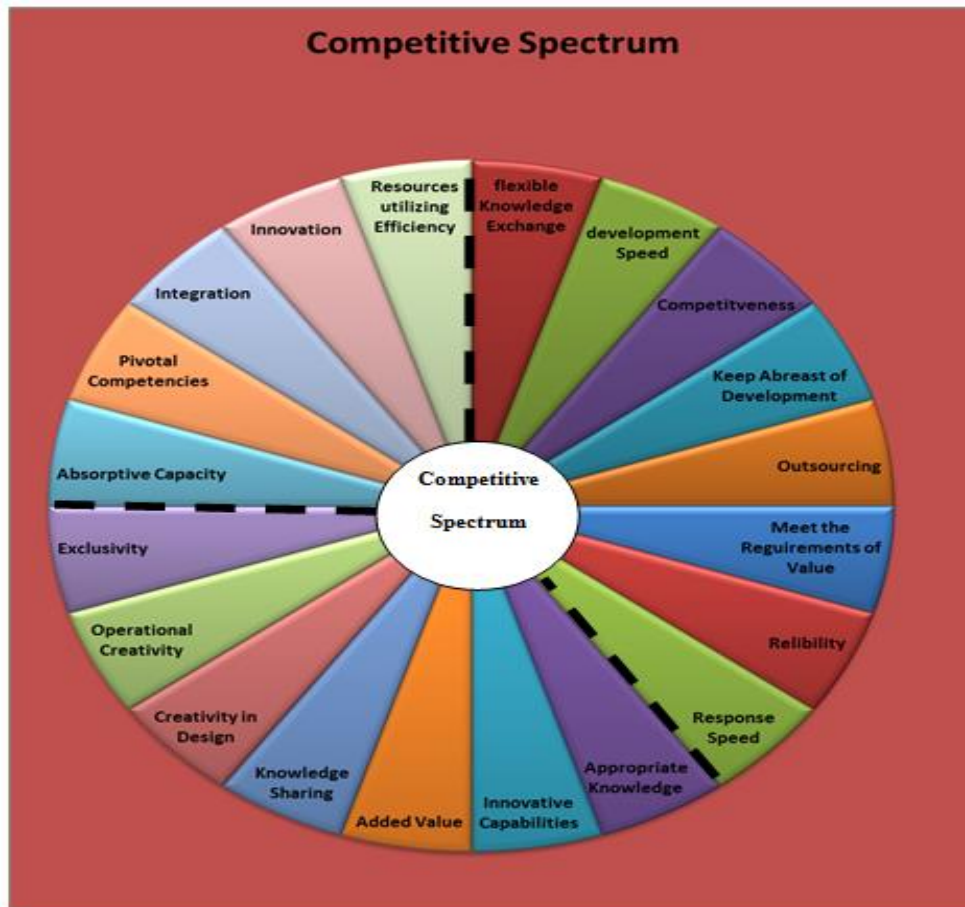


Figure (7): The contents of competitive spectrum dimensions

Source: prepared by the Authors

6-Findings of the Discussions of competitive spectrum strategies

Table (4) below shows the frequency distributions, percentages, means and standard deviations of the competitive spectrum strategies and its dimensions, by the respondents' view of dimension variables of each of (responsiveness, differentiation, and cost leadership).

1. **Responsiveness:** table (4) below indicates that (52.09%) of the responses were largely “strongly agree and agree” and the neutral responses was approximately (38%), and the rate of disagreement was only (% 9.61), evidenced by the value of mean amounted to (4.37), and the standard deviation (1.24). The variable(X14), which refers to (the success of the organizations depend on providing the value that meet the needs and desires of customers were realized as more variables contributed to strengthening the ratio of responsiveness factor, with the agreement of (61%), and mean (4.6), and standard deviation (1.161).
2. **Differentiation:** from the data in table (4), it is apparent that the percentage of (55.32%) of the responses of respondents were positively directed and agree with the evidence of mean, which amounted to (4.434), and volume of SD (1.368), while only a small percentage of respondents disagree based on this factor, which was (11.42%), and neutral (33.26%).It is highlighted that the most variables which contributed to the enrichment of this factor was (X2) variable, which refers to having organizations a series of innovative capabilities enhance the differentiation of its products , with agreement (63.1%), and mean value (4.610), and a standard deviation (1.298).
3. **Cost leadership:** as it can be seen from the table below, it is clear that the percentage of over half of respondents was either agree and strongly agree, and the neutral ratio was only (32.86%), with (8.94%) of disagreement. The mean value



that evidenced was (4.506) and standard deviation amounted to (1.291). it is perceived that (X15) was the most variable that contributed significantly to the enrichment of positive cost leadership dimension, as refers to the possibility of organizations accessing to achieve the efficiency in the use of their resources through the use of advanced technology , with the agreement percentage of (65.3%), with the mean value (4.578), and a standard deviation (1.227).

Table (4) Description of the competitive spectrum dimensions and its identifying based on the responses

Variables	Strongly disagree		disagree		Kindly disagree		Kindly agree		agree		Strongly agree		Mean	S.D
	No	%	No.	%	No.	%	No.	%	No.	%	No.	%		
Responsiveness														
X12	-	-	7	7.4	14	14.7	26	27.4	33	34.7	15	15.8	4.368	1.139
X13	2	2.1	4	4.2	16	16.8	18	18.9	40	42.1	15	15.8	4.421	1.190
X14	-	-	5	5.3	14	14.7	18	18.9	35	36.8	23	24.2	4.600	1.161
X16	2	2.1	7	7.4	12	12.6	21	22.1	34	35.8	19	20.0	4.419	1.268
X17	6	6.3	6	6.3	15	15.8	28	29.5	25	26.3	15	15.8	4.105	1.372
X18	-	-	8	8.4	17	17.9	26	27.4	21	22.1	23	24.8	4.357	1.262
X19	2	2.1	6	6.3	14	14.7	26	27.4	28	29.5	19	20.0	4.357	1.254
X20	3	3.2	6	6.3	15	15.8	19	20.0	31	32.6	21	22.1	4.389	1.331
Average	3.16		6.45		15.35		22.95		32.28		19.81			
Sum average of variable	9.61				38.3				52.09				4.37	1.24
Differentiation														
X ₁	3	3.2	5	5.3	10	10.5	23	24.2	24	25.3	30	31.6	4.578	1.341
X ₂	2	2.1	6	6.3	11	11.6	16	16.8	33	34.7	27	28.4	4.610	1.298
X ₃	3	3.2	5	5.3	14	14.7	19	20.0	31	32.6	23	24.2	4.463	1.319
X ₄	1	1.1	10	10.5	13	13.7	19	20.0	26	27.4	26	27.4	4.442	1.358
X ₅	-	-	12	12.6	13	13.7	16	16.8	23	24.2	31	32.6	4.505	1.398
X ₆	6	6.3	7	7.4	16	16.8	22	23.2	27	28.4	17	17.9	4.136	1.426
X ₇	3	3.2	11	11.6	13	13.7	18	18.9	27	28.4	23	24.2	4.305	1.437
Average	3.18		8.24		13.52		19.74		28.71		26.61			
Sum average of variable	11.42				33.26				55.32				4.434	1.368
Cost-leadership														
X ₈	3	3.2	7	7.4	14	14.7	15	15.8	26	27.4	30	31.6	4.515	1.420
X ₉	3	3.2	6	6.3	9	9.5	20	21.1	29	30.5	28	29.5	4.547	1.341
X ₁₀	-	-	4	4.2	15	15.8	25	26.3	28	29.5	23	24.2	4.536	1.146
X ₁₁	3	3.2	8	8.4	11	11.6	21	22.1	34	35.8	18	18.9	4.357	1.320
X ₁₅	2	2.1	5	5.3	13	13.7	13	13.7	43	45.3	19	20.0	4.578	1.227
Average	2.62		6.32		13.06		19.8		33.7		24.54			
Sum average of variable	8.94				32.86				58.24				4.506	1.291
Sum average of dimension	9.99				34.80				55.21				4.436	1.299

Source: prepared by Authors depending on the results from SPSS package

According to the data presented above, some indicators in terms of describing the competitive spectrum strategies and its diagnosis can be clearly illustrated. Firstly, the overall agreement rate for the CS strategies dimensions was (55.21%), and this percentage can reflect the significance of the CSP from the view of participants in general, and the feasibility of the results that associated with the contents of the resulting value in particular, beginning from the availability of low cost requirements and passing the continuous improvement of the products characteristics, and responding to the comprehensive requirements of competitive environment, and reaching to strengthen the competitive advantages through the contents of the CS of value provided of each organization, in the context of the merging among the competitive strategies.

However, there were some negative comments and disagreements rate about the competitive spectrum strategies dimensions which was only (9.99%), while the total percentages of neutral respondents was accounted to (34.8%), and all came with a mean value of (4.436), and a standard deviation of (1.299).

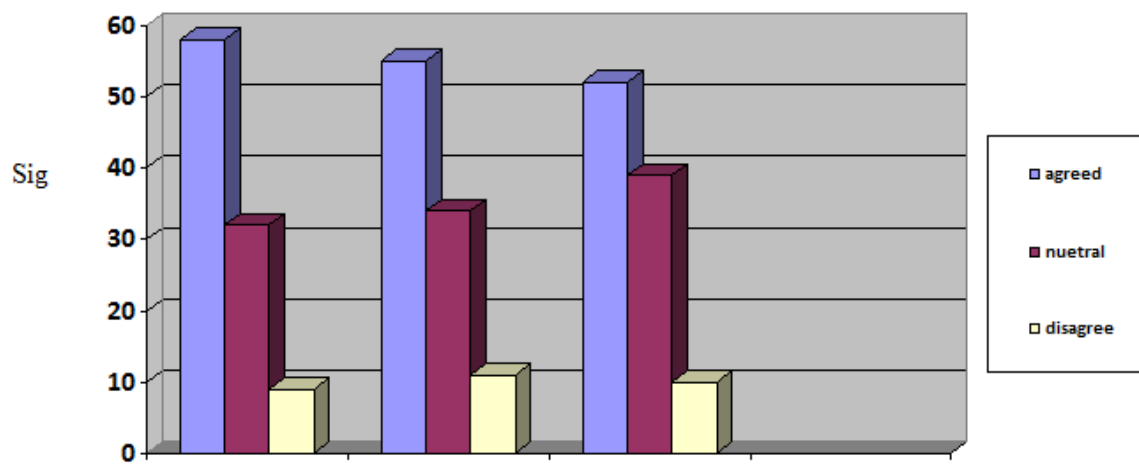


Figure 8: The relative weight of factors (components) the competitive spectrum

Source: prepared by the authors based on the data from SPSS software

Figure 8 presents the Significance Trent (order) in terms of description of CS components and diagnosing based on the degree of agreement.

As shown in figure above, the Cost leadership factor achieved the highest rank, and contributed positively to the competitive spectrum standpoint with the agreement (58.24%). This result reflects the importance of the challenges faced by the surveyed organizations based on the level of the decay and constant fluctuation in their revenues due to imposed price warfare on them. In addition, the outcomes associated with low cost-leadership may provide a cost structure of the organizations which offers a wider flexibility in the extent of the pricing offerings, and / or maintaining the current prices compared to achieve higher earnings on revenue.

On the other hand, Differentiation factor has taken second place with the agreement of (55.32%). This result embodies the priorities in integration data amongst the competitive strategies of the telecommunication companies, and embodied the reflection of the content of reducing costs on the levels of differentiation in the delivered value. Once organizations are able to achieve efficiency in process input by sharing the resources, capabilities and knowledge, it can be directed towards strengthen differentiation levels in the process outputs.

While in term of Responsiveness factor, the result tells us that it took the third position, by the agreement of (52.09%). It can be mentioned that this result fits with the strategic logic of the integration perspective among the strategic dimensions - competitive strategies- and mixing among them. Finally, competitive spectrum is required behind the efficient structure of costs and differentiation in the provided value, a wide range of flexibility, speed and reliability to achieve a broad response to the market figures from a side, and the competitive environment on the other side.



7-Research Hypotheses Testing

As it has been mentioned that the research hypotheses of the current study are assumed with one main assumption which is:

H0: (there is no availability of appropriate competitive strategies to build competitive spectrum at the telecommunication companies)

H1: (there is availability of appropriate competitive strategies to build competitive spectrum at the telecommunication companies). Then from the data of the table below (5), it is obvious that the test value of chi-Square calculated of the dimension of competitive spectrum components (combined) reached to (43.466), which is bigger than the tabulated value (34.764) at the significance level (0.05). It indicates that there is a high Compatibility relationship of the dimension of competitive spectrum components. While in terms of the responsiveness factor, the value of the calculated chi- Square is (37.811), which is higher than the tabulated value (18.493) at the significance level (0.05), and this shows that the responsiveness factor has a good consensual relationship.

What is interesting about the data in the table below is that the calculated chi- Square value for differentiation factor reached to (50.305), which is much more than the value of tabulated chi- Square at a significance level (0.05) which amounts to (16.151) and this clearly indicates that for differentiation factor a good consensual relationship. Further statistical tests revealed that the value of calculated chi- Square of the cost leadership factor run to(30.284) which is higher than the tabulated value (11.591) at a significance level (0.05), which also pointed out the existence of a good compatibility relationship of the factor of cost leadership.

Therefore, these results refer to the existence of a consensual significance relationship of the dimension competitive spectrum and its factors. As a result, the null hypothesis (H0) which states (**there is no availability of appropriate competitive strategies to build competitive spectrum at the telecommunication companies**) is refuted, and the alternative hypothesis (H1) which assumes that (**there is availability of appropriate competitive strategies to build competitive spectrum at the telecommunication companies**) is validated.

Table (5) The Compatibility relationship of Competitive spectrum dimensions and its factors

Dimension and factors Test	Responsiveness		Differentiation		Cost-leadership		Value network dev.	
	calculated	tabulated	calculated	tabulated	Calculated	tabulated	calculated	tabulated
Chi-Square	37.811	18.493	50.305	16.151	30.284	11.591	43.466	34.764
Sig.	0.004		0.000		0.000		0.000	

Significance level (0.05)

N= 95

Source: prepared by Authors depending on the results from SPSS software

On the other hand, based on the main hypothesis of the current study, two sub-hypotheses assumed. The first assumption states that

H0:“The relative significance does not vary for the priorities that are specific for the competitive spectrum strategies”.

H1:“The relative significance varies for the priorities that are specific for the competitive spectrum strategies”.

The results, as shown in Table 6, indicate that Cost leadership factor obtained the first stage and considered to be the most significant factors. The ratio of determination coefficient (R2) reached to (0.486), which means that the explained variances through cost leadership for the surveyed organizations was amounted by (48.6%),and this is resulted from the importance of cost leadership for the spectrum of telecommunication companies, and in evidence of the calculated (F) value, which was (41.419) and (β) value was (0.947), with evidence the value of calculated (T) that amounted to (28.373), which is bigger than the volume of Tabulated value (2.617).



However, Differentiation factor enters to the second stage, and this factor is interpreted with the first factor by (0.817). which means that the explicated variation in term of the CS for the surveyed organizations, which was evaluated by (81.7), goes back to the importance of cost leadership and differentiation factors simultaneously, through the evidence of calculated (F) value to (52.519), while the value of (β) was (0.917) which explains both factors jointly, with the evidence of calculated (T) value by reaching to (22.123) which is more than Tabulated value (2.617).

Data from the Table (6) also shows that the responsiveness factor gained the third stage and was realized as weakest factors in the surveyed organizations, and demonstrates that the value of (R2) interpreted whole phenomenon by (1.000), representing the sum of the three factors cost leadership, differentiation and response

The results above suggest that the surveyed organizations concerned primarily with the contents of cost leadership because of its great prominence in term of providing the value to customers in the frame of the possibility of achieving cost structure, which allows more price options through the sharing of resources and capabilities among the participants. Additionally, it can be said that the surveyed organizations focused less on differentiation factor, because it represents as a second result in the development of value provided to customers and integrates with first factor (low cost) which should be reflected on the distinct characteristics of the delivered value.

Whereas, the Response factor was lastly ranked and be slightly focused on, and a low-attention of this factor reflects rather the conviction by dividing the current market for customers among the surveyed organizations from a side, and the conviction relying on its own capabilities to acquire the flexibility to enhance the reliability of the value delivered from another side.

Generally, according to what emerged from the results, the relative significance of the components of the competitive spectrum, differ from one factor to another; consequently we reject the sub hypothesis which states: “**The relative significance does not vary for the priorities that are specific for the competitive spectrum strategies**”, and the alternative hypothesis is acknowledged.

Table (6) the relative significance of factors competitive spectrum components

Statistical tools Variables	R ²	B	F		D.F	Significance
			Calculated	Tabulated		
Cost – leadership	0.486	0.947 (28.373)	41.419	3.92	1 93	1
Cost leadership + Differentiation	0.817	0.917 (22.123)	52.519	3.07	2 92	2
Cost leadership + Differentiation + responsiveness	1.000	0.908 (20.882)	87.812	2.68	3 91	3

Significance level (0.05)

N= 95

Source: prepared by Authors depending on the results from SPSS software

At the same time, as the second sub-hypothesis, it has been assumed that

Null hypothesis H0: “the relative significance does not vary for the priorities that are particular for the main dimensions of the competitive spectrum components ” and

Alternate hypothesis H1: “the relative significance varies for the priorities that are particular for the main dimensions of the competitive spectrum components ”. Then, Radar scheme can be adopted in order to clarify the relative significance of the main dimensions of the competitive spectrum components, based on the results of the mean and standard deviation within the table of descriptions and diagnosis that private of competitive spectrum (Figure 9).

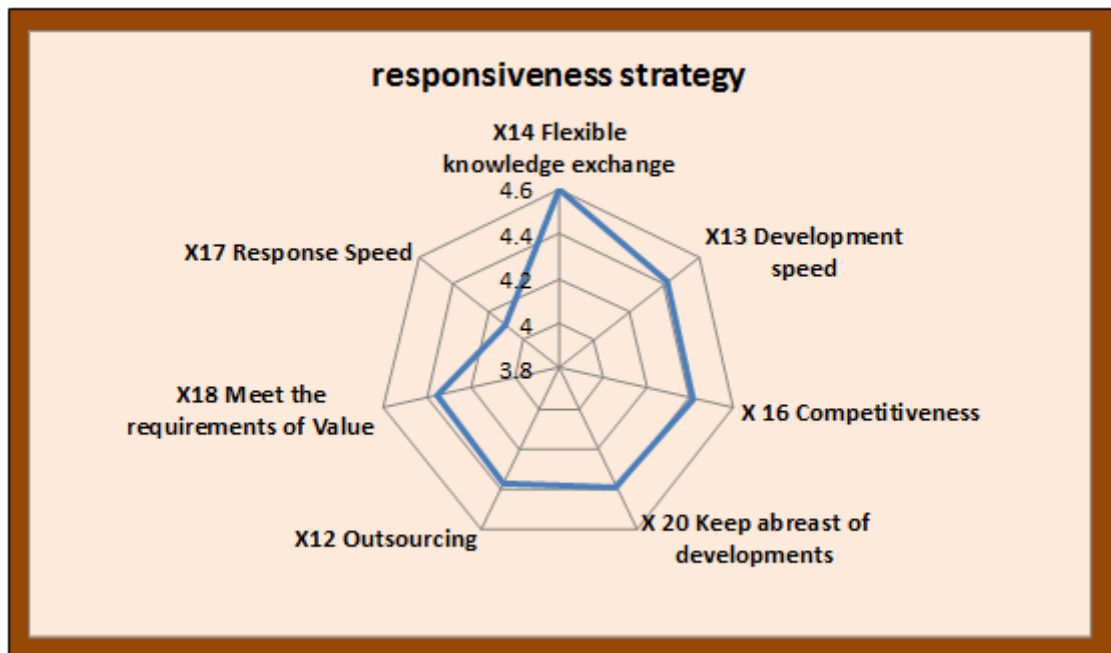


Figure (9) The Relative Significance of responsiveness strategy dimensions based on Competitive spectrum perspective
Source: prepared by Authors depending on the results from SPSS software

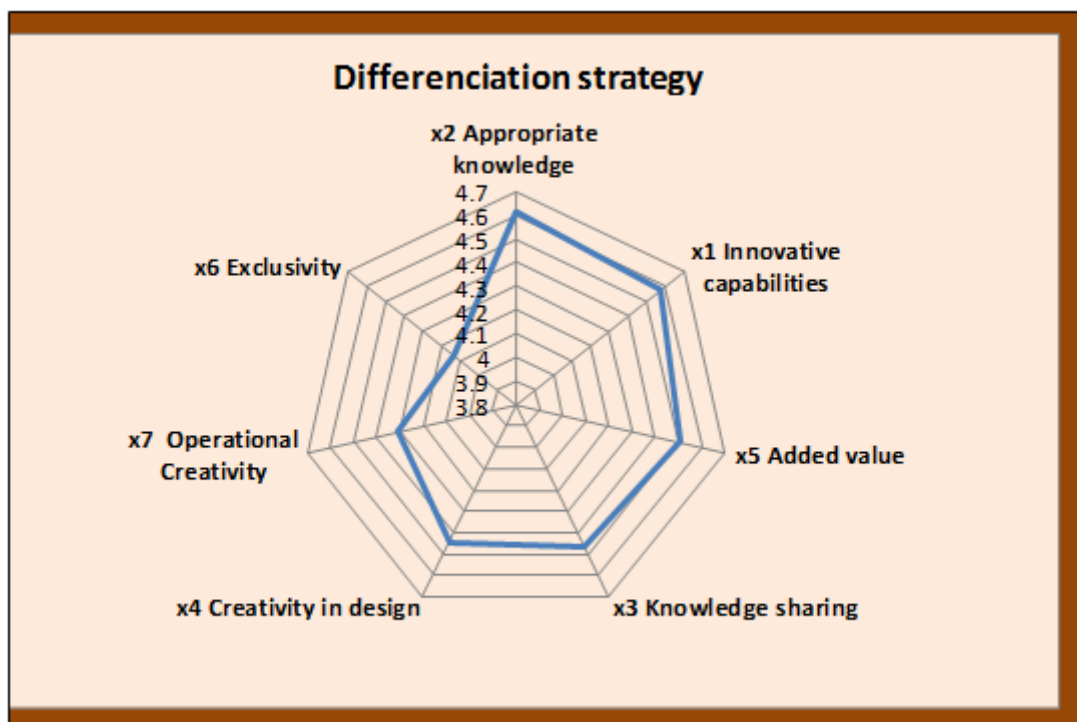


Figure (10) The Relative Significance of Differentiation strategy dimensions based on Competitive spectrum perspective
Source: prepared by Authors depending on the results from SPSS software



Figure (11) The Relative Significance of Cost-Leadership strategy dimensions based on Competitive spectrum perspective

Source: prepared by Authors depending on the results from SPSS software

The results, as shown in Figures (9, 10, 11) respectively indicate that the surveyed organizations are interested in ‘‘varying degrees’’ by main dimensional contents of competitive spectrum components, and this was assured by the description and diagnosis of the results of the means and standard deviations for the dimensions of each strategy of strategies (components) the competitive spectrum, hence the relative significance trend of CS dimensions is varied.

In general, according to what developed from the results, the relative significance of specific dimensions of the main components of the CS, differ from one factor to another, thus the sub hypothesis which assumed that ‘‘the relative significance does not vary for the priorities that are particular for the main dimensions of the competitive spectrum components’’ is rejected in the surveyed organizations, and the alternative hypothesis is accepted.

8-Conclusiuos and Recommendations

A- Conclusions associated with Theoretical side

In conclusion, this research extends our knowledge of the general frameworks associated with the concepts of combination among competitive strategies and its theories, classification and levels are still rare and does not received a sufficient attention in the management literature in general and the literature of strategic management in particular.

It has been demonstrated, for the first time, the CSP as a result of the depth discussions and analysis deductive, which is recognized as a concept that reflects the reality of the work of contemporary organizations, and as this concept reflects the results of content analysis of numerous studies and research efforts that are related. In the light of transmission the hybrid strategies role as views them as strategic alternatives to invest as one package and tool to achieve the best value within the competitive environment.

According to concord visions and interdependence within the efforts frame of combine among competitive strategies through the suggestions of concepts connected with hybrid strategies that are combined between cost leadership and differentiation strategy, the authors conclude the possibility of adopting the perspective of the strategic dimensions to describe ‘‘CSP’’ expressing the tri-strategic dimensions mix which include the cost leadership, differentiation and responsiveness, as an strategic option and essential choice to keep up with the changes nature and dynamic for competition environment statistics, and expressing of regularity of the three strategies dimensions and their functional compatibility, within the frame embodies the natural harmony of basic primary colors (red, green, and blue), reaching to a balanced and dynamic CS, compatible with the requirements of change in the racing competitive standards.

B- Conclusions associated with the practical part



The results of Factor Analysis table reflected a rationale classification for the possible fewest number of factors for each of the competitive spectrum components, and these findings indicate to the answers to the explanation of ‘‘what are the competitive strategies to the perspective of the CS that can reflect the new outlook of hybrids competitive strategies?’’ and identifying the ratio of interpretation of each factor for the rest of factors dimension in questionnaire form. The findings of this investigation can be concluded as: **Firstly**, competitive spectrum based on the availability of three main strategies which refers to the possibility of achieving the best value through the achievement of the extensive responsiveness to the competition environment requirements, and differentiation in the resulting value, as well as the possibility of achieving low cost allowing to build more flexible pricing structure of services provided by telecommunication companies. Hence, these outcomes reflect the goals of surveyed organizations to achieve more than one competitive strategy at the same time, which is consistent with the objectives of our current study in term of building a strategic perspective supports the private contents for the competitive spectrum perspective.

Secondly, by describing the competitive spectrum dimensions and its factors, it is noticed that the concentration of responses were investigated with the positive direction, with the emergence of variation in dimensions between themselves and between the factors within the same dimension. This reflects the understanding of the surveyed organizations of the concepts that was adopted by the current study, and the ability of organizations to diagnose the contents of the dimensions and factors in the practical field, as well as their embodiment of the integrative perspective among competitive spectrum components and serial transition among the dimensions of each strategy of competitive strategies reaching to achieve a competitive spectrum that are consistent with the missions and goals of the surveyed organizations.

In addition, the results of current study have suggested that the surveyed organizations have competitive strategies appropriate to adopt with the CS by conducting Chi-Square Test for, which have demonstrated the existence of consensual relationship in the respondent’s answers of sample. Moreover, the findings of this study suggest that the relative significance of each strategy of competitive strategies of CS component) vary from factor to another within the surveyed organizations, which reflects the logic of the surveyed organizations identifying of priorities and preferences in the context of relationship among the CS components and its dimensions as an interrelated and sequential series in the transition from one step to another according to the significance.

Finally, variations can be observed in the priorities that determine of the preferences of the CS dimensions specifying of the competitive strategies. This consequence embodies the perspective of the surveyed organizations toward the variance amongst the dimensions and factors according to what is reflected the nature of the relationship between them and between the results that contribute to achieving them.

RECOMMENDATIONS

Based on research findings, the authors recommend the necessity to increase managers’ awareness and interest of the CS contents to take a privileged position among the contemporary competition strategies, especially in the sector of telecommunication companies and through the availability of the appropriate competitive strategies dimensions, because it is recognized as a suitable opportunity to adopt with the innovative function methods that fit with the aspirations of the surveyed organizations in dealing with the necessities of the competition environment and its requirements.

It is recommended that managers of surveyed organizations should follow the new ideas and applicable techniques within the administration of their companies, especially regarding with the use of global experiences which have achieved a great success in this area, which is easily accessible through the instruments of knowledge and communication that helps them to see everything that is new.

Furthermore, the authors suggest that the management of organizations should look at the competitive strategies as dimensions to achieve a better understanding of the perspective of competitive strategies combination, accordingly achieving the "competitive spectrum" perspective, as enhancing the contents of the strategic position of the organization. The authors recommend the organizations from a different field, work to achieve the harmony and continuous improvement to achieve the efficiency on the level of costs as reflected in the increasing of differentiation level through the improvement of flexibility and quality in the delivered value. It is strongly recommended companies improving their level of responsiveness for the environment requirements



by adopting the outsourcing approach and collaboration with other organizations through strategic alliances and long-term partnerships.

SUGGESTIONS FOR FURTHER RESEARCH WORK

Despite the fact that the philosophical frameworks of CSP is considered as new subject in the field of strategic management, nevertheless further studies need to be carried out in order to validate its contents, feasibility of its application develop this perspective in the other Iraqi organizations. Whereas, the availability of sub-content and main dimensions that have shaped the CS as a basis for which to base future studies, further investigations and experiments into CSP is strongly recommended from companies in the other areas. For example, the application of the CS dimensions in a sample of the printing and publishing houses. Another possible area of future research would be to investigate the possibility of harmonization among the CS dimensions to achieve Entrepreneurship: The Case study of the Company that manufacturing clothes for example. Further research needs to examine more closely the integration between the content of the CS and customization strategy and their impact in enhancing the competitive advantage or improving the organization reputation: A Case Study in selected industrial organizations, for instance.

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