

Perception on Competitive Priorities and Competitive
Advantage

Among Managers of Real Estate Companies in Dubai

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Abstract

As organizations confront changes in their business environment, one of the big challenges confronting them is the ability to develop competitive advantage. The need to develop competitive advantage is not only limited to manufacturing firms but others as well as including firms which are involved in real estate activities .This study is an attempt to examine the perception of managers in real estate firms in Dubai with regards to competitive priorities and competitive advantage in their respective firms. More precisely, the study investigates the relationship between competitive priorities and competitive advantage in Dubai real estate firms. A total 30 managers from six real estate firms in Dubai were selected to participate in the study. The six firms were identified from a list of 66 companies registered with the Dubai Financial Market. In this study, data obtained through structured questionnaire which mailed to the respondents .Statistical analysis namely descriptive analysis and correlation analysis were performed on the data obtained from the respondents .The results of the analysis suggests that competitive priorities namely the focus on cost, delivery , and quality are related to to the formation of competitive advantage .The results also indicate that the firms tend to have greater focus on cost and delivery in developing their competitive advantage. At the general level the finding of the study indicate that the real estate firms in Dubai tend to focus on building their competitive advantage by focusing on cost and delivery.

Keywords: competitive priorities; competitive advantage, quality, flexibility, real estate.

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CHAPTER ONE

1.0 Introduction

As organizations are forced to respond effectively and efficiently to changing business environment, the big challenge that may face them is gaining and developing the competitive advantage. Competitive advantage is the extent to which an organization is able to create a defensible position over its competitors (Tracey et al., 1999). In the same vein, Ma (1999, p. 259) defines the competitive advantage as the asymmetry or differential in any firm attribute or factor that allows one firm to better serve the customers than others and hence create better customer value and achieve superior performance.

This study presents an investigation in the area of strategic management .This study attempts to investigate the competitive priorities that would enhance the competitive advantage among firms. This study examines the competitive priorities and competitive advantage among real estate firms that operate in Dubai.

1.1 Problem Statement

Competitive advantage is still a controversial concept as it is discussed in the literature using different variables, measures, and scales. However, this differences comes from different perspectives of what creates the competitive advantage and its components. In addition, researchers have had different ideas as to what competences are required for creating the competitive advantage. In this context, Conner (2003)

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