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**PROFESIONALISME AKUNTAN MENUJU
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ANALYZING COMPETITIVE STRATEGIES AS BUSINESS PRACTICE

Widyastuti Nurmalia Utami

Master of Science in Management, Universitas Padjadjaran
Jl. Cimandiri No.6 Bandung
Email : widyastuti.utami@gmail.com

ABSTRACT

The aim of this literature research is to analyze the concept (definition) of competitive strategy in chronological order from 1993 to 2014. The concept used in this literature research is strategic management literature. The method used in this literature research is content analysis which contains the concept of competitive strategy. Original contribution of this literature research is the first to analyze the chronology of competitive strategy concept (definition). This literature research resulted in several propositions related to the concept of competitive strategy. The conclusion of this research is the competitive strategy has various meaning and significance, but has similar aim on its application which is to achieve excellence or competitive position. The disadvantages of this research is the limited number of concept (definition) competitive strategies are analyzed, due to limited resources or reference materials used.

Keywords: *competitive strategy, competitive advantage, competitive position*

1. THE AIMS ANALYSIS

There are similarities and differences on the aim of research in every research article that analyzed. Research articles with almost the same purpose presentation is Burke & Jarratt (2004) which is aim to explain how information and influence of competitive strategy definition advice in Small and Medium Enterprises (SMEs). Then from Camison and Lopez (2010) which is to highlight the importance of certain internal characteristics of SMEs in relation to international experience and economic performance with a mediating role of the stock of financial assets and intangible assets, the intensity of international, and competitive strategy of differentiation. From the two objectives of the study appeared the same keywords "SME" and "competitive strategy", which refer to the notion that the purpose of their research is to explain and highlight how competitive strategy role, information, and influence on Small and Medium Enterprises.

The aim of research which refers to similar terms is also expressed by some experts those are Hsieh and Chen (2011) which aims to provide the appropriate framework (fit) among the business competitive strategy, human resource strategy, and reward systems. Then Soni & Kodali (2011) conducted a study which aims to explore the state of strategic fit between competitive strategy (CS) and supply chain strategy (SCS) in the manufacturing industry by investigating the mediating role of supply chain strategy between competitive strategy and performance of company / supply chain. There is an important term which appear from those research objectives, that is "fit". It explains that the purpose of the research conducted by Hsieh and Chen and Soni & Kodali is to show the framework and appropriate (fit) strategies condition between competitive strategy with other corporate strategies.

In the research objectives which are outlined by Soni & Kodali (2011), there is also "mediating role" term. The term is also mentioned in the research objectives of Camison and Lopez (2010). In addition, the term of mediation role is also mentioned by El-Garaihy, Mobarak, Albahussain (2014), which aims to investigate the role of mediation (the mediating role) on customer satisfaction and the company's reputation on achieving competitive advantage for corporates, and

then measuring the impact on the creation of competitive advantage for companies with implementing social responsibility in the Saudi Arabia Kingdom. The existence of the same term mentioned by Soni & Kodali, Camison & Lopez, and El-Garaihy, Mobarak, and Albahussain refers to the notion that the purpose of the research conducted have same direction which is investigating the role of mediation. But the difference is that the research objectives of Soni & Kodali leads to the mediating role of competitive strategy to corporate performance / supply chain, the objectives of Camison & Lopez discusses the mediating role of financial assets and intangible assets stock, international intensity, and competitive strategy differentiation, while El-Garaihy, Mobarak, and Albahussain investigate the role of mediation on consumer satisfaction and reputation to achieve competitive advantage.

Research objectives which are contained in other articles have completely different exposure, including research purposes of Corsten & Will (1993) that made the concept of modern production to support competitive strategy requirements. Research of Ormanidhi & Stringa (2008) aims to prove whether Porter's model is insightful approach and appropriate to company's strategy and competitive advantage and can predict superior performance. The aim of Jonsson & Devonish (2009) research is to examine the typology of competitive strategy, which has not been extensively studied in the accommodation sector context in Barbados, a small island developing states in the Caribbean. Furthermore the research purpose of Chen & Lin (2011) is to test that in different businesses circumstances, optimal green marketing strategies can be selected easily by the company through a revised matrix of green marketing strategy. While the research purpose of Parnell (2011) was to assess the effect of strategic capabilities on business strategy-performance relationship among retail business in Argentina, Peru, and the United States.

2. RESEARCH QUESTIONS / PROBLEMS ANALYSIS

Similar to the results of the aims analysis, in the formulation of the problem analysis, there are several experts or articles that describes almost same and different formulation of the problem. Problem formulations of Burke & Jarratt (2004) are regarding what competitive strategy for SME managers? Do they focus on the structures and processes that increase efficiency or hope and adapt to the future? What is SME managers' approach to competitive strategy development and planning? What is the role of the manager and other staff in the process? Why the information was searched other stakeholders in the decision-making strategy? How and why external information resources contribute to the development of competitive strategy?

Then the problem formulation discussed in the research of Camison and Lopez (2010), namely how the relationship between small and medium enterprises (SMEs) international experience and their economic performance using the stock of financial assets and intangible assets, competitive strategy, and international intensity as a mediating factor? The research problems of Chen & Lin (2011) is how to combine generic competitive strategy of Michael Porter (1985) and green marketing strategy of Ginsberg and Bloom (2004) in creating a new function that can be used by companies to develop an easier and more appropriate optimal green marketing strategy under business circumstances and conditions? While in their research, Corsten & Will (1993) formulate the problem of how modern production concept support competitive strategy requirements?

El-Garaihy, Mobarak, Albahussain (2014) in their research address the main questions as the problem formulation of research: (1) Does the implementation (CSR) contribute to the level of customer satisfaction and the company's reputation? (2) Do the customer satisfaction and the reputation of the company plays a mediating role between the practice of social responsibility on one side and the achievement of competitive advantage for the Saudi company studied on the other side? Problem formulation of Hsieh and Chen (2011) research article is how to develop original contingency framework for reward systems alternative various business in competitive strategy? And how to design and implement a reward system for various competitive strategy?

Problems formulation which are raised the study of Jonsson & Devonish (2009) are what are similarities and / or differences in achieving competitive strategy among the hotels that are operate

in Barbados, a small island developing states in the Caribbean? and how far the various competitive strategies implemented in various demographics organization? Ormanidhi & Stringa (2008) in their research entitled "Porter's Model of Generic Competitive Strategies" has the formulation of the problem, namely whether Porter's model is insightful approach and appropriate for corporate strategy and competitive advantage? How the behavior of competing companies if it is reviewed from the relationship as well as the similarities and differences between Porter's model with several alternatives such as Structure-Conduct-Performance, New Industrial Organization and Game Theory, Resource-Based Perspective, and the Market Process? Is Porter's model a useful approach for predicting superior performance?

Then Parnell (2011) describes the formulation of the problem in his research about how the impact/influence of strategic ability to influence generic strategy-performance relationship in retail business in Argentina, Peru, and the United States? Do strategic capabilities in the fields of marketing, technology, relationships and / or market management raise the prospect of superior performance among retailers that use cost leadership, differentiation, and focus strategy? Is the relationship between the ability and generic strategy same between developed countries and developing countries in the United States and Latin America? Research of Soni & Kodali (2011) describes about how the description of the appropriate strategy for manufacturing sector in India? What is the impact of supply chain strategy mediation between competitive strategy and company performance / supply chain? How to build the nature of strategy that suits the competitive strategy and supply chain strategies in manufacturing industry in India?

Based on the analysis result, expert or research article with almost same problem formulations are Burke & Jarratt (2004), Camison & Lopez (2010), Corsten & Will (1993), Hsieh and Chen (2011), Jonsson & Devonish (2009) and Soni & Kodali (2011), which essentially leads to how or steps to plan, design, develop, and implement until use the mediation role of competitive strategy with other companies strategies to achieve competitive advantage. Expert or other research articles which describe almost same problem formulations are Chen & Lin (2011), Ormanidhi & Stringa (2008), and Parnell (2011). Those experts or of articles describe the problem formulation that leads to how the Michael Porter model of generic competitive strategy can be used or combined with other strategies appropriately to be applied in business circumstances. The experts or a research article with entirely different problem formulation is El-Garaihy, Mobarak, Albahussain (2014) which discusses about how is the impact of corporate social responsibility implementation and how does its impact on the achievement of competitive advantage.

3. REVIEW OF THE LITERATURE

1993

Corsten and Will (1993: 316) explains that *"Competitive strategies are to obtain a long-term superior competitive position for a company by means of superior performance in comparison with its competitors in its relevant strategic business unit (SBU). Thereby the participation and growth of the company in its market will be ensured in the long term"*

2004

Burke & Jarratt (2004: 131) explains that *"Formulating competitive strategy for many small businesses is about creating better value offers for each quotation or product line, rather than any generic competitive strategy"*

2008

Ormanidhi & Strings (2008: 57) quotes from Porter (1980) that *"Porter goes on to suggest strategies that firms should pursue in order to position themselves against the pressure of the main competitive forces and achieve higher profitability than the industry's average. These strategies are presented in the so-called model of generic competitive strategies"*

2009

Jonsson & Devonish (2009: 492) explains that *“Competitive strategies can lead to high organisational performance, customer satisfaction, and increased competitiveness in the face of other rival businesses”*

Porter (1986) in Jonsson & Devonish (2009: 494) explains that *“A competitive strategy is one that specifically directs an organisation in gaining a competitive advantage above its rivals”*

2010

Porter (1980) in Camison & Lopez (2010: 127) defines that *“Competitive strategy is defined as the search for a favorable competitive position within an industrial sector, the essential arena in which competition takes place”*

2011

Chen & Lin (2011: 3) quotes from Porter (1980) that *“Porter proposes three strategies that have latent capacity to increase competitive advantage and can make firms get ahead of the others. Generally, these strategies are called “generic competitive strategy” and have been used by many firms to develop marketing plans”*

Porter (1985) in Chen & Lin (2011: 4) explains that *“generic competitive strategy is still the simplest, helpful, and widely applied classification of strategy position”*

Hsieh and Chen (2011: 12) quotes from Schuler & Jackson (1987) and Dowling & Schuler (1990) that *“A competitive strategy involves a series of systematic and related decisions that give a business a competitive advantage over other businesses”*

Barney (2001) and Priem & Butler (2001) in Hsieh & Chen (2011: 26) explains that *“a competitive strategy focuses on understanding the sources of sustained competitive advantage”*

Chopra et al. (2007) in Soni & Kodali (2011: 71) defines that *“A company’s competitive strategy defines, relative to its competitors, the set of customer needs that it seeks to satisfy through its products and services”*

Parnell (2011: 131) quotes from Parnell (2008) that *“A competitive or business strategy outlines how a business unit competes within its industry”*

2014

Kotler and Keller (2006) in El-Garaihy, Mobarak, and Albahussain (2014: 113) defines *“The competitive strategy is defined as taking the offensive or defensive actions to create a defensive position in the industry or to deal successfully with competitive forces, and thus generate a higher return on investment for the corporate”*

Based on the literature review, the term “competitive advantage” mentioned by four experts or articles is to define competitive strategies such as; according to Porter (1986) in Jonsson & Devonish (2009: 494), is gaining a competitive advantage; according to Porter (1980) in Chen & Lin (2011: 3), is increasing a competitive advantage; according to Schuler & Jackson (1987) and Dowling & Schuler (1990) in Hsieh and Chen (2011: 12), is giving a business a competitive advantage over other businesses; and according to Barney (2001) and Priem & Butler (2001) in Hsieh & Chen (2011: 26), is the sources of sustained competitive advantage.

Different views of the experts which have been mentioned previously, competitive strategies is to get a “position” presented by three experts or articles, such as; according Corsten and Will (1993: 316) is a long-term superior competitive position; according to Porter (1980) in Ormanidhi & Stringa (2008: 57) is position themselves against the pressure of the main competitive forces and

Porter (1986) in Jonsson & Devonish (2009: 494) is a favorable competitive position within an industrial sector; and according to Kotler and Keller (2006) in El-Garaihy, Mobarak, Albahussain (2014: 113) is a defensive position in the industry.

Then the term "competitive forces" and "higher" presented by two experts or articles which are Porter (1980) in Ormanidhi & Stringa (2008: 57) and Kotler and Keller (2006) in El-Garaihy, Mobarak, and Albahussain (2014: 113). The term "competitive forces", according to Porter, refers to the meaning of how a company establishes its competitive strategy in order to be able to face a major competitive forces in an industry. In contrast to Porter, the term "competitive forces" according to Kotler & Keller, leads to the meaning of how the company uses its competitive forces to create a defensive position in an industry. However for the "higher" term, Porter and Kotler & Keller have almost the same meaning which is competitive strategy is to achieve higher profitability or a higher return on investment.

Based on a literature review of competitive strategies, there are several different views but mutually support each other in defining competitive strategy, the first is experts who say that competitive strategy can create better bargain value (Burke & Jarratt, 2004: 131). The second is experts who say that the competitive strategy can lead to a high performance organization, customer satisfaction, and competitiveness improvement (Jonsson & Devonish, 2009: 492). The third is experts who define the company's competitive strategy is relative to its competitors and fulfills customer needs through its products and services (Chopra et al., 2007) in (Soni & Kodali, 2011: 71). The fourth is Parnell (2011: 131) quotes from Parnell (2008) who says that the competitive strategy outlines how the business unit compete in the industry.

4. RESEARCH METHODOLOGY ANALYSIS

In the analysis results found that research methodologies which are used by each expert or article analyzed are different. Like Burke & Jarratt (2004) in their article entitled "The Influence of Information and Advice on Competitive Strategy Definition in Small-and Medium-Sized Enterprises" divide research methods into two stages: an explorative qualitative research and focus group that aim to identify important issues as an information and advice and use it in strategy development process. Then the research methodology of Camison and Lopez (2010) is using database for population selection, then collecting the data through personal interviews using a structured questionnaire, then the data is analyzed by using structural equations model (SEM). The theoretical model used has one exogenous (international experience) and five endogenous variables (financial assets, intangible assets which are exploited internationally, international intensity, differentiation strategy, and economic performance).

Chen & Lin (2011) in their research use a Ginsberg and Bloom green marketing strategy matrix, the matrix was revised by integrating green marketing strategy matrix with the Porter generic competitive strategy to enable the companies in taking advantage of more dimensions to build and develop an optimal green marketing strategy in different business conditions and competitive environment. Furthermore Corsten & Will (1993) in their article entitled "Reflections on Competitive Strategy and its Impact on Modern Production Concepts" conduct a detailed analysis not only with critical investigation of Porter's "incompatibility-hypothesis", but also face the simultaneity hypothesis as an alternative. This hypothesis implies different consequences for the organization's strategic production.

El-Garaihy, Mobarak, Albahussain (2014) in their research entitled "Measuring the Impact of Corporate Social Responsibility Practices on Competitive Advantage: A Mediation Role of Reputation and Customer Satisfaction" use research method that began with sample selection and data collection, then measurement using a questionnaire, then the determination of the independent variables, intermediate variables and the dependent variable. This study relied on five competitive advantage aspects, those are the price / cost, quality, delivery reliability, product innovation and time to go to market, including other elements which are designed to measure competitive advantage. While the research methodology of Hsieh and Chen (2011) is mapping ideas and key

relationships to establish a reward system that is appropriate for human resources strategy and competitive strategy. It also uses the original contingency framework awards system in various competitive strategy. This contingency variables, includes the age and size of organization, the dynamics of environment, the complexity of the tasks performed, and the technical systems that are used in the core of the business. Different combinations and coherent of these variables showed certain forms of organization that are more effective than others.

Ormanidhi & Stringa (2008) use a literature review of Porter's model of generic competitive strategies. This study supports the use of Porter's model to evaluate the companies competitive behavior. Then Jonsson & Devonish (2009) conducted a study with data collection through self-administered questionnaires from 51 percent hotel in Barbados. The respondent is the Human Resources Manager, General Manager or Managing Director.

Parnell (2011) in his study entitled "Strategic Capabilities, Competitive Strategy, and Performance Among Retailers in Argentina, Peru and the United States use Zahra and Covin's scale that have been altered and used to categorize business with Porter typology. Strategic ability scale assess a competitive performance and relative objectives performance. A survey that contains this scale was given to 277 participants in the retail trade exhibition in the United States. Survey-Translated To Spanish was distributed by mail and completed by 136 retailers in Peru and 163 retailers in Argentina. While the research methodology of Soni & Kodali (2011) is using survey questionnaires which are answered by 185 respondents from various manufacturing industry sectors in India. These sectors include automobile, electrical and electronic, process, machinery, textile, food, aviation and footwear sectors. Strategic fit condition are explored by the research framework "matrix strategic fit".

5. RESULTS ANALYSIS

Results of Burke and Jarrett (2004) study for SMEs is to revitalize the original idea of Mintzberg's strategies as an explicit plan, and as an implicit patterns of behavior. The findings of this qualitative study are consistent with recent work of Hill et al. (1999) which supports the importance of personal and business relationship in providing information for decision making. This relationship is founded on trust and knowledge that business partners will act generously, so as to provide advice that will be used in the best interests of their business partners.

Then research of Camison and Lopez (2010) gives results which indicate that the superior economic performance only be achieved by SMEs that can transform the knowledge they gain from international experience become a major contribution of an intangible asset that can be exploited internationally (apart from the fact that this asset formed the basis for strengthening the international intensity) and become differentiation competitive strategy. This work highlights the close relationship between the SMEs' the international experience and their assets contribution. Furthermore, the research results show the fact that SMEs with intangible assets exploited internationally are the factors that determine economic performance. These results are very relevant because, first, provide empirical evidence for some of the major assumptions of RBV (research-based view), and second, not much explored empirically from the SMEs's perspective.

Chen & Lin (2011) in a study entitled "A New Framework: Make Green Marketing Strategies Go with Competitive Strategy" result a revised matrix of green marketing strategy that includes: (1) Be realistic. In creating a strategy process, most managers take the concepts associated with Michael Porter's generic competitive strategies. Revision of green marketing strategy adopts generic competitive strategy as a basic foundation on selecting optimal green competitive strategy. The types of classification involves almost all industrial competitive strategy types. As a result, a revision of green marketing strategy matrix is more realistic. (2) It is easier to choose. Revision of green marketing strategy matrix has more dimension for the company to choose a business strategy and conditions that fit easily. (3) More regions for the company to choose. Green marketing strategy matrix has only four regions option and two-dimensions region to underly

strategy. However, the new green marketing strategy has eight regions and three-dimensions for the company to be considered in evaluating strategic options carefully.

In their research, Corsten & Will (1993) concluded that the focus of strategic activities on a few success factors are necessary for competitive reasons of business unit. In addition, the focus needs are caused by competition refuted by a number of empirical studies. This seems to be limited by the more important of business units that require a combination of heterogeneous strategy success factor.

Then the results of El-Garaihy, Mobarak, Albahussain (2014) showed that the initiative (CSR) is influenced by economic activity, legal, ethical, and wisdom. Tests also confirmed a direct link between initiatives (CSR) and competitive advantage as a strong positive relationship. Results of this study emphasize that the ability of customer satisfaction and the reputation of the company play a mediating role between (CSR) and competitive advantage. Customer satisfaction also gives a strong influence on competitive advantage achievement. The results showed that (CSR) emerged as an effective strategic objectives. Therefore, companies should consider the initiative of the Saudi (CSR) as a way to build intangible assets such as customer satisfaction and the company's reputation. Saudi firm other than the need to exert all their efforts to engage in corporate social responsibility, which is a powerful strategy for their companies.

Hsieh and Chen (2011) in their study entitled "Strategic Fit Among Business Competitive Strategy, Human Resource Strategy, And Reward System" devise strategies in accordance with the human resources strategy is based on the individual characteristics of competitive strategy: innovation-oriented, oriented contributions, and oriented commitments , The study concluded and develop alternatives in accordance with the award system: human capital appreciation, awards output, and award positions. The study also introduces criteria, objects, and alternative modes for each award. Based on the literature review, this study developed the original contingency framework for alternative reward systems in a variety of competitive business strategies. Researchers emphasize the relationship and the collocation between competitive strategy, human resources strategy and reward systems. Therefore, the researchers did not specifically discuss when to adopt a competitive strategy. In addition, the appreciation of different alternatives suggested to underlie any competitive strategy which only reflect the relative importance and tertimbangannya, but that does not mean that others can not adopt it unanimously. When an organization chooses overall cost leadership strategy, this research shows that organizations adopt a human resources strategy oriented contributions. At the same time, organizations must increase the weight in the award output using alternatives.

In their research, Jonsson & Devonish (2009) showed that with a five-star category and higher with a strategic focus in the area defined service standards and performance, compared to the hotel in one star category. This study shows that hoteliers should focus on a combination of different strategies proposed by Vandermerwe et al., As a means of securing a competitive advantage. Changes in strategy must be accompanied by training of employees such as changes in service and quality of the hotel. Such as changes in customer demand, and such changes in competition, the competitive strategy of the hotel will also change.

Ormanidhi & Stringa research results (2008) presents a model of Porter along with some other alternatives, such as Structure-Conduct-Performance as a classic paradigm and the initial, New Industrial Organization and of Game Theory, Resource-Based Perspective, and process markets. Researchers Porter supports the use of models to evaluate the company's competitive behavior. The reason researchers support this model is due to the popularity, a well defined structure, feasibility, clarity, simplicity, general, and complementary to the other two main approaches. Researchers found Porter's model into a convenient approach to competitive advantage and corporate strategy.

Parnell (2011) in his research indicates assessed the relationship between strategic capabilities, the generic business strategies, and performance in the retail business in Argentina, Peru and the

United States. Support was found for the relationship between good focus strategy with marketing capabilities and the ability to connect, between differentiation strategy with technological capabilities, and the cost leadership strategy and management capabilities. The combination of low cost differentiation strategies associated with high performance in strategic groups that have business management and strong technology capabilities. These findings highlight the importance of developing capabilities specific strategies as the basis for superior performance.

Soni & Kodali (2011) in their research entitled "The Strategic Fit between" Competitive Strategy "and" Supply Chain Strategy "in Indian Manufacturing Industry: An Empirical Approach" produce major findings that reveal the existence of a causal link between competitive strategy and strategic supply chain the competitive strategy as the independent variable and supply chain strategy as the dependent variable. The study also found that the choice of competitive strategy and supply chain strategies affecting business performance and supply chain. Other findings was the establishment of an appropriate strategic presence in the Indian manufacturing industry, which is explained by analyzing the effect of the interaction between competitive strategy with supply chain strategy. The study also found that the main obstacle in implementing the supply chain practice in the Indian manufacturing industry is " to overcome traditional practices ".

6. CONCLUSION

Based on the analysis result, there are similarities and differences on the research purpose on every research article which is analyzed. Research articles which have almost the same purpose presentation are Burke & Jarratt (2004) and Camison & Lopez (2010). Similarities are seen from the term "SME" and "competitive strategy" which indicate that the purpose of their research is to explain and highlight competitive strategy role, information, and influence on Small and Medium Enterprises. Almost the same research objectives is also proposed by Hsieh and Chen (2011) and Soni & Kodali (2011) seen from the term "fit". It describes that the research purpose conducted by Hsieh and Chen and Soni & Kodali is to show the framework and appropriate strategies (fit) between the strategy of competing with other corporate strategies. The purpose of the research presented by Soni & Kodali (2011) also contained the term "mediating role" (the mediating role), a term that is also mentioned in the research objectives Camison and Lopez (2010) and by El-Garaihy, Mobarak, Albahussain (2014). The existence of these terms refer to the notion that the purpose of the research conducted has a direction that is the same, namely to investigate the role of mediation. The difference lies only in the other factors that are mediated by competitive strategy. The research objective contained in other articles have exposure to a completely different, including research goals of Corsten & Will (1993), Ormanidhi & Stringa (2008), Jonsson & Devonish (2009), Chen & Lin (2011), and from Parnell (2011).

Based on the analysis, experts or research articles with the problem formulation which is almost the same that of Burke & Jarratt (2004), Camison & Lopez (2010), Corsten & Will (1993), Hsieh and Chen (2011), Jonsson & Devonish (2009) and Soni & Kodali (2011), which essentially lead to how or steps to plan, design, develop, and implement a strategy to use the mediation role of a strategy to compete with other companies to achieve competitive advantage. Expert or article other studies that describe the formulation of the problem is almost the same among them is Chen & Lin (2011), Ormanidhi & Stringa (2008), and Parnell (2011) which lead to how the Michael Porter's model of generic competitive strategy can be used or combined with other strategies appropriately to be applied in the circumstances of the business. While experts or research articles with an entirely different problem formulation is El-Garaihy, Mobarak, Albahussain (2014) which discusses how does the impact of the adoption of corporate social responsibility and how its impact on the achievement of competitive advantage.

Based on the literature review, the term "competitive advantage" were mentioned by four experts or articles to define competitive strategies such as according to Porter (1986) in Jonsson & Devonish (2009: 494), Porter (1980) in Chen & Lin (2011: 3), Schuler & Jackson (1987) and Dowling & Schuler (1990) in Hsieh and Chen (2011: 12), and according to Barney (2001) and Priem & Butler (2001) in Hsieh & Chen (2011: 26). Different schools from the previous one,

competitive strategies is to get a "position" (position) presented by three experts or articles, such as by Corsten and Will (1993: 316), Porter (1980) in Ormanidhi & Stringa (2008: 57) and Porter (1986) in Jonsson & Devonish (2009: 494), and according to Kotler and Keller (2006) in El-Garaihy, Mobarak, Albahussain (2014: 113). Another term is "competitive forces" and "higher" presented by two experts or articles which are Porter (1980) in Ormanidhi & Stringa (2008: 57) and Kotler and Keller (2006) in El-Garaihy, Mobarak, and Albahussain (2014: 113). There are also several different views but mutually support each other in defining competitive strategy, namely of Burke & Jarratt (2004: 131), Jonsson & Devonish (2009: 492), Chopra et al. (2007) in Soni & Kodali (2011: 71), and Parnell (2011: 131), quoting from Parnell (2008).

In the result of research methodology analysis, the author did not find an expert or a research article describing the same research methods. In other words, the research methods which were used in research articles that were analyzed are different.

7. IMPLICATION OF STUDY

The findings of this literature research has implications which able to support and reinforce previous studies and propose a reference for further research on competitive strategy. In addition, this literature research is trying to fill the information gaps about competitive strategy by comparing the competitive strategy concepts from some expert or article. An understanding of these concepts will be useful for the variables selection in future studies.

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