International Journal of Academic Management Science Research (IJAMSR)
ISSN: 2643-900X
Vol. 9 Issue 2 February - 2025, Pages: 146-152

Outsourcing Strategy and Organizational Growth of Selected Fast Food Firms in FCT Abuja, Nigeria

Dr. Leonard Achile Oguche & Dr. Emmanuel Yusuf Attah

Department of Business Administration, Veritas University, Abuja, Nigeria

Abstract: *The research focused on outsourcing strategy and organizational growth in selected fast food firms in FCT Abuja, Nigeria. Some of the problems identified in this study are quality management in the fast food firms and dissatisfaction from customers due to poor service delivery and inability to properly coordinate and manage their business processes. The specific objective of this study is to determine the extent to which business processes affects outlet expansion. Research question and hypothesis was formulated in line with the specific objective. This study adopted correlation survey design. The population of the study was 10 fast food firms registered with the Association of Fast Food Confectioners of Nigeria (AFFCON) and National Agency for Food and Drug Administration and Control (NAFDAC). Complete enumeration was adopted in selecting 78 top and middle level managers out of the 324 employees. Primary source of data was used to collect data. The instrument of data collection was subjected to face validity while the reliability of instrument was measured using Cronbach Alpha. The hypothesis was analyzed using Pearson Moment Correlation. The findings of the study revealed that there is a positive relationship between business processes and outlet expansion. Hence the researcher concludes that outsourcing strategy is a crucial business strategy that must be employed by entrepreneurs in order to improve quality and achieve organizational growth. The outsourcing of business processes will enable firms to improve quality and enhance customers' satisfaction. The researcher recommends that fast food firms should continue to sustain their customers' satisfaction through quality improvement that is achieved by the usage of outsourcing strategy. Also, firms should identify and concentrate on their core competencies and outsource other parts of the business to service providers that are more competent in those areas.*

Keywords: Business Processes, Organizational Growth, Outsourcing Strategy, Outlet expansion.

1.0 Introduction

The global economic instability of recent years has had a profound impact on industries worldwide, intensifying competition and forcing organizations to reassess their strategies. In such a rapidly changing environment, businesses are increasingly turning to outsourcing as a means to remain competitive and foster organizational growth. Outsourcing has become a cornerstone of business strategy for both private and public organizations, as it allows firms to focus on their core competencies while delegating non-core activities to external partners. This practice spans various industries and can involve outsourcing in areas such as manufacturing services, information technology, management services, product engineering, research and development, marketing, and other operational tasks.

Organizational growth is a central objective for companies, regardless of their size. Small enterprises aim to expand and increase their market share, while large corporations strive to further their reach and consolidate their dominance in the market. Growth is essential not only for the survival of an organization but also for its long-term sustainability. As firms grow, they gain the ability to withstand economic fluctuations, generate higher profits, and enhance their prestige in the marketplace. Organizational growth has the potential to offer businesses numerous benefits, including improved financial performance, greater market power, and increased resilience to market disruptions (Boggs and Robert, 2004). For these reasons, growth is widely regarded as an indicator of a company's success and its capacity to navigate the complexities of the business world.

The fast food sector in Nigeria, also known as Quick Service Restaurants (QSRs), has undergone significant development over the past 35 years. The origins of the Nigerian fast food industry can be traced back to the United African Company (UAC), which introduced the concept through the coffee shops at its Kingsway Departmental Stores. These coffee shops eventually evolved into Kingsway Rendezvous, marking the beginning of the organized fast food industry in Nigeria. The sector's growth was accelerated in 1986 with the opening of the first fast food outlet in Yaba, Lagos, by Mr. Biggs, a subsidiary of UAC PLC. Over the years, Mr. Biggs has expanded its operations to over 250 outlets across the country. Initially, Nigerian fast food establishments offered mainly imported food items, such as meat pies, fish pies, cakes, and sausage rolls, drawn from foreign cuisine traditions. However, as the industry developed, Nigerian fast food companies began incorporating local dishes into their menus, reflecting the nation's rich culinary heritage.

The Nigerian fast food industry continued to grow throughout the late 1990s and into the 2000s, driven by several key factors, including urbanization, changing lifestyles, and increased disposable incomes. As Nigeria's population became more mobile, particularly in urban centers, the demand for convenient and affordable dining options surged. Fast food outlets, once a novelty, became an integral part of the urban landscape. The industry experienced significant growth as new entrants, both local and international, sought to capture a share of the expanding market. Today, there are more than 150 different fast food brands in Nigeria, catering to a broad spectrum of consumer preferences.

Expansion is a key growth strategy within the fast food sector. Fast food companies often expand by increasing the number of outlets or stores where customers can purchase their products and services. This expansion can take several forms, including opening new locations in different cities or regions, as well as increasing the size of existing outlets to accommodate growing customer demand. Furthermore, fast food firms may expand their product and service offerings to attract a wider customer base. This approach not only helps businesses reach new customers but also enhances their ability to compete against established brands in the market.

1.1 Statement of the Problem

Despite the rapid growth of the fast food sector in Nigeria, many firms face significant challenges that can undermine their success. One of the most pressing issues is the inability to effectively coordinate and manage business processes. This lack of coordination can have serious consequences for fast food companies, particularly when it comes to maintaining product quality and delivering consistent customer service. If left unaddressed, these operational inefficiencies can lead to poor performance, a damaged reputation, and even the closure of business outlets. The failure to properly manage processes has already led to the decline of several fast food chains, including Mr. Biggs, which is struggling to maintain its market position.

The problem of inadequate business process management extends beyond issues of product quality. Fast food companies in Nigeria often operate in highly competitive environments, where consumer expectations are high, and the demand for convenience is growing. Many firms have expanded their operations to multiple cities and towns, reflecting their success in tapping into a growing market. However, as these firms grow, they face the challenge of maintaining consistent service standards across multiple locations. The inability to properly manage business processes, particularly in the areas of inventory management, employee training, and customer service, can negatively impact the quality of products and services offered to consumers.

Furthermore, the emergence of regional franchises operating in specific towns or cities adds another layer of competition. These regional operators, although smaller in scale, often offer specialized menus or unique dining experiences that appeal to local tastes. As a result, national brands must find innovative ways to manage their business processes and maintain a competitive edge. Outsourcing certain non-core functions, such as supply chain management, human resources, or marketing, can help fast food companies address these challenges and focus on their core competencies.

It is in this context that the study seeks to explore the relationship between outsourcing strategies and organizational growth in the fast food sector, specifically focusing on firms operating in the Federal Capital Territory (FCT) of Abuja, Nigeria. The study aims to identify how outsourcing can help fast food companies overcome operational inefficiencies and contribute to their expansion efforts.

1.2 Objectives of the Study

The primary objective of this study is to examine the relationship between outsourcing strategies and organizational growth in the fast food industry in the Federal Capital Territory (FCT) of Abuja, Nigeria. Specifically, the study aims to determine the extent to which effective management of business processes, facilitated by outsourcing, influences the expansion of fast food outlets. By understanding the impact of outsourcing on business process coordination, the study seeks to provide insights into how fast food firms can improve their operations and foster growth in a competitive and dynamic market.

1.3 Research Question

This study aims to answer the following research question to address the identified problem: To what extent have business processes affected the outlet expansion of fast food firms?

1.4 Research Hypothesis

- **Null Hypothesis (H_0):** There is no positive relationship between business processes and outlet expansion.
- **Alternative Hypothesis (H_1):** There is a positive relationship between business processes and outlet expansion.

2.0 Review of Related Literature

2.1 Conceptual Framework

Outsourcing, derived from the term “outside resource using” (Arnold, 2000), refers to the practice of transferring services or functions, once handled internally, to an external provider. It involves contracting another company to perform tasks that might otherwise be carried out by in-house employees (Sako, 2006). According to George and Jones (2004), outsourcing is the process of engaging external organizations to perform specific tasks that would have been executed internally by the company. Smith, Vozikis, and Varaksina (2006) describe outsourcing as delegating activities outside an organization’s core competencies to external suppliers. Outsourcing, according to Gilley and Rasheed (2000), involves acquiring services or products from external suppliers, even when the company could have sourced them internally. Aubert, Rivard, and Patry (2004) define outsourcing as the delegation of activities to an external supplier rather than producing them internally. King and Malhotra (2000) further emphasize that outsourcing involves the use of external agents to perform organizational tasks, while Eyaa (2000) describes it as a strategic decision by firms to allow an external supplier to take over tasks that were previously performed by in-house staff.

2.1.1 Organizational Growth

Organizational growth is a crucial factor for ensuring long-term profitability and success in a competitive business environment. Growth signifies the expansion and development of a firm in various aspects such as revenue, market share, and operational capacity. Organizational growth is often a primary objective for companies, regardless of their size. Henry Mintzberg (1979) asserts that growth involves changes in organizational processes, leadership styles, and the role of entrepreneurs as the firm grows from small to large. This evolution requires adapting to new challenges and opportunities as businesses scale. Growth is often measured by financial indicators such as profit, revenue, or market share. However, other criteria such as physical expansion, the quality of services, customer satisfaction, or employee growth are also used to assess progress. Organizational growth can also be assessed through a firm's ability to introduce new products or expand its market presence. According to Robert (2004), growth is a multi-faceted concept, and each organization may define growth differently depending on its strategic goals. For this study, organizational growth will be specifically evaluated in terms of outlet expansion. Outlet expansion allows firms to increase their customer base, enter new markets, and diversify their offerings, which ultimately drives further growth.

2.1.2 Business Processes and Outlet Expansion

Business processes refer to a series of interrelated tasks designed to achieve specific organizational goals, such as delivering a product or service to a customer. These processes are essential in ensuring that the organization operates efficiently and effectively. Business processes are generally categorized into core operational processes, which directly contribute to value creation, and non-core support processes, which facilitate the smooth operation of core processes. Core processes include activities such as production, sales, and customer service, while support processes include human resources, finance, and IT management (Attah & Wada, 2023). The efficient management of business processes is essential for ensuring that products or services are delivered with consistency and high quality. Smith and Fingar (2006) argue that well-managed business processes create a framework for sustained growth and operational efficiency. Mark (2006) discusses business process outsourcing (BPO), which is a strategy used by firms to improve their operational efficiency. BPO involves contracting out specific tasks to third-party service providers, allowing firms to focus on their core competencies while ensuring that non-core activities are handled by experts.

In the fast food industry, the effective management of business processes is critical to outlet expansion. As fast food firms grow, they must ensure that each new outlet adheres to the same high standards of service, product quality, and operational efficiency as existing locations. Business process management helps streamline operations such as inventory control, employee training, and supply chain management. Outsourcing non-core tasks such as payroll management, marketing, or procurement allows fast food chains to allocate resources more efficiently, focusing on the core functions that drive growth and customer satisfaction. The relationship between business processes and outlet expansion is particularly evident in fast food firms. As companies scale, the complexity of managing multiple outlets increases. Effective coordination across outlets ensures that each location maintains consistent quality and service, which is essential for sustaining customer loyalty and attracting new customers. Business process management, when optimized through outsourcing or technological solutions, can significantly contribute to the expansion of fast food outlets by minimizing operational disruptions and enabling firms to focus on growth strategies. Furthermore, outsourcing enables firms to quickly adapt to market changes and customer demands. By relying on external service providers with specialized expertise, fast food chains can access innovative solutions, reduce costs, and enhance customer service. As the fast food industry continues to grow, the ability to adapt quickly to changing market conditions will be a key factor in the success of outlet expansion efforts.

2.2 Theoretical Framework

This study is anchored on the **Resource Dependence Theory** (RDT), which was introduced by Pfeffer and Salancik (1984). RDT posits that organizations do not possess all the resources they require to function effectively and, as a result, they are dependent on their external environment to acquire some of these essential resources. According to this theory, the environment surrounding an organization plays a critical role in providing necessary resources, which can include labor, capital, raw materials, and more. Since no organization can independently generate or control all these resources, it must rely on other organizations to supply them. The theory highlights the interdependence between organizations, where one entity depends on another for acquiring resources that it cannot procure internally. Therefore, organizations may seek to mitigate their dependency by outsourcing certain tasks or services to external providers. The core of outsourcing lies in acquiring resources from outside the organization to remain competitive and achieve growth. RDT suggests that when firms lack valuable, rare, inimitable, and organized resources within their own operations, they must look outside for these capabilities, thereby utilizing external service providers to address their resource gaps. In this context, outsourcing becomes a vital strategy for accessing specialized skills, technologies, or capabilities, allowing the organization to focus on its core activities. In the case of fast food firms, resource dependence theory can help explain the role of outsourcing in supporting the expansion of outlets. By relying on external service providers for non-core activities like payroll processing, supply chain management, or marketing, fast food firms can direct their internal resources toward improving product quality, customer service, and outlet expansion efforts. Therefore, outsourcing is not just a strategic cost-saving measure, but also a means of acquiring crucial resources needed for sustainable growth.

2.3 Empirical Review

A number of studies have investigated the relationship between business processes, outsourcing strategies, and organizational performance, shedding light on the impact of outsourcing on various sectors. Awino and Mutua (2014) studied business process outsourcing (BPO) and its effect on the performance of Kenyan state corporations. Their research, conducted on 144 corporations, used descriptive survey design and multiple regression analysis to measure the relationship between outsourcing practices and performance outcomes. The results indicated that outsourcing had a positive impact on the performance of state corporations. Specifically, the study found that outsourcing both core and non-core activities enhanced organizational efficiency and service delivery, contributing to improved overall performance.

Abdel (2013) examined the effect of recruitment process outsourcing on creating a competitive advantage for organizations operating in Egypt. Through a descriptive survey design, the study revealed that Egyptian managers did not believe that outsourcing the recruitment function would lead to significant cost reductions. Despite this, the research highlighted the importance of outsourcing for improving the quality and speed of recruitment, which ultimately contributed to enhanced organizational performance and competitive advantage.

In another study, Asiamah (2013) explored the relationship between outsourcing and organizational performance within Ghana's service sector. The study focused on 50 firms in the banking and insurance industries, utilizing purposive sampling and statistical analysis via the SPSS software. The findings of this study revealed no significant relationship between outsourcing and quality, suggesting that outsourcing, if not managed properly, might fail to lead to tangible improvements in service delivery. The study recommended that firms carefully vet potential outsourcing partners and establish backup systems to ensure continuity and protect vital data.

These empirical studies provide valuable insights into the impact of outsourcing on organizational performance, particularly in terms of enhancing efficiency and competitiveness. However, the relationship between outsourcing and outlet expansion in the fast food sector remains underexplored, particularly in emerging economies like Nigeria. Therefore, this study seeks to bridge this gap by focusing on how outsourcing strategies influence the growth and expansion of fast food outlets in Abuja.

3.0 Methodology

3.1 Research Design

This study adopts a correlational survey design to investigate the relationship between business processes and outlet expansion. The study focuses on fast food firms in the Federal Capital Territory (FCT) of Abuja, Nigeria. The sample comprises 10 fast food firms registered with the Association of Fast Food Confectioners of Nigeria (AFFCON) and the National Agency for Food and Drug Administration and Control (NAFDAC). These firms include well-established brands such as Favourites, Otres, Crunchies, Sizzlers, Flames, Macdons, Mr. Biggs, Chicken Express, Genesis, and Ultimate Taste. The survey will be directed at top and middle-level managers in each of these firms to gather comprehensive data on their outsourcing practices and outlet expansion strategies.

3.2 Population of the Study

The study's population is derived from fast food firms registered with AFFCON and NAFDAC in Abuja. Since there are numerous fast food firms in the region, the study is limited to the 10 registered firms, which represent a cross-section of the industry. The total number of employees across these firms is 324, and a sample of 78 top and middle-level managers will be selected through complete enumeration for the survey. These managers are the key decision-makers in their firms and are likely to provide valuable insights into the outsourcing strategies and outlet expansion processes.

3.3 Method of Data Collection

The study employs both primary and secondary data sources. Secondary data will be gathered from journal articles, textbooks, and existing reports related to outsourcing and organizational growth. Primary data will be collected through a structured questionnaire, which has been carefully designed to avoid ambiguity and ensure clarity. The questionnaire will capture information on outsourcing strategies, business processes, and outlet expansion efforts of the fast food firms.

3.4 Validity of the Instrument

To ensure the validity of the questionnaire, it was reviewed by experts in the fast food business sector and a research fellow with proficiency in data analysis. This process helped verify the face validity of the instrument, ensuring that it accurately measures the concepts it is intended to assess.

3.5 Reliability of the Instrument

The reliability of the questionnaire items was measured using the **Spearman Brown split-half reliability test**. According to Sekaran (2003), a Cronbach's alpha score of 0.70 or higher is considered acceptable for reliable measurements. The Cronbach's alpha score for this study was 0.970, indicating excellent internal consistency, and confirming the reliability of the research instrument.

$r_{SB} = 2r_{hh}$

International Journal of Academic Management Science Research (IJAMSR)
ISSN: 2643-900X
Vol. 9 Issue 2 February - 2025, Pages: 146-152

1 + rhh

Where rhh = Pearson correlation of scores in the two half tests.
1st half representing x (Que01, Que03, Que04, Que05) = 1019
2nd half representing y (Que02, Que06, Que07, Que08) = 1038
The Pearson correlation of scores in the two half tests is 0.944

Applying:
rSB = 2rhh 1 + rhh rSB = 2x0. 944 1+0.94.
rSB = 1.862
rSB = 0.972

Table 1 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.970	0.980	8

Source: SPSS Analysis, 2024

3.6 Method of Data Analysis

This section presented method of analyzed and interpreted data collected for the study under the following headings: analysis of research questions, and testing of hypothesis. the research question was analyzed using mean scores, any item that is 2.50 on a likert scale and above was accepted while any item below 2.50 was rejected. the hypotheses were analyzed using pearson moment correlation on SPSS version 20.

Table 2. Descriptive Statistics

	N	Sum	Mean	Std. Deviation
QUE01	78	242.00	3.1026	1.01405
QUE02	78	231.00	2.9615	1.02491
QUE03	78	250.00	3.2051	.74483
QUE04	78	260.00	3.3333	.75018
QUE05	78	267.00	3.4231	.57024
QUE06	78	268.00	3.4359	.67593
QUE07	78	270.00	3.4615	.57417
QUE08	78	269.00	3.4487	.59538
Valid N (listwise)	78			

Source: Field Survey 2024

The mean scores of all items in the Descriptive Statistics table above are valid and accepted as they are within 2.50 and above.

3.7 Test of Hypothesis

Hypothesis analyses using Pearson Moment Correlation.

Ho-There is no positive relationship between business process and outlet expansion.
HA-There is a positive relationship between business process and outlet expansion.

Table 3. Pearson Moment Correlation

Correlations			
BP	Pearson Correlation	1	.965**
	Sig. (2-tailed)		.000
	N	78	78

OUT	Pearson Correlation	.965**	1
	Sig. (2-tailed)	.000	
	N	78	78
**Correlation is Significant at the 0.01 level (2-tailed).			

Source: SPSS Analysis, 2024

Decision Rule: statistical correlation is significant if coefficient is more than 0.5, Moreover, if p-value is low (under 0.01), it means that the correlation actually exists. In case p-value is high, it cannot be determined that the correlation actually exist. **Decision:** Correlation analysis shows the interdependence of the variables. Table above shows that business processes and outlet expansion are highly positively correlated with each other with the correlation coefficient of 0.965. This means that business process outsourcing strategy in the fast food firms will boost quality management, customer satisfaction, reduces operation costs which on the long run promote outlet expansion. Findings of the Table above shows that the research hypothesis is accepted, which states that there is a positive relationship between business processes and outlet expansion.

3.8 Discussion of Findings

The findings from this study reveal a positive relationship between business processes and outlet expansion in the fast food industry. This suggests that efficient management and coordination of business processes directly contribute to the improvement of product quality and service delivery. In turn, these improvements play a pivotal role in facilitating outlet expansion and fostering organizational growth. Properly managed business processes lead to better operational efficiency, which translates into enhanced customer satisfaction, increased loyalty, and higher demand for services. Consequently, these factors stimulate the growth of new outlets as firms capitalize on their improved capacity to meet customer needs.

The study emphasizes the significance of outsourcing in the fast food sector in Nigeria, particularly for organizational growth. By outsourcing non-core business functions to external service providers who are specialists in their respective fields, fast food firms can streamline their operations. This allows them to focus on their core competencies, such as food quality, customer service, and branding. Outsourcing enables organizations to optimize their business processes, leading to cost savings, better resource utilization, and the ability to scale operations effectively. For instance, delegating tasks such as payroll processing, inventory management, or IT support to third-party providers can significantly reduce the operational burden on internal teams.

Furthermore, outsourcing non-core activities helps businesses improve the overall customer experience. For example, by contracting out delivery services or customer support functions, fast food firms can focus more on product innovation and quality control. This focus ultimately enhances their market competitiveness, resulting in increased customer satisfaction, which is a crucial driver of outlet expansion. The positive relationship between business processes and outlet expansion aligns with the views of previous researchers, including Supo and Wale (2013), Rajee and Akinlabi (2013), Irefin et al. (2012), Awino and Mutua (2014), and Wekesa and Were (2014), who all emphasize the importance of optimizing business processes for organizational growth and expansion.

Moreover, outsourcing contributes to cost-effectiveness by allowing organizations to tap into external expertise without the need for heavy investment in infrastructure and training. This cost-saving effect makes it easier for firms to reinvest in their core operations and further fuel expansion. However, the study also underscores the importance of carefully selecting outsourcing partners. Not all service providers are equal, and the success of outsourcing largely depends on choosing reliable partners with the necessary skills and experience. The findings support the argument that effective business process management, facilitated through outsourcing, can significantly drive the expansion of fast food outlets in Nigeria. The ability to streamline operations, improve quality, satisfy customers, and reduce costs is crucial for firms looking to scale their operations and achieve long-term success.

References

Abdel, M. E. (2013). The effect of recruitment process outsourcing on creating competitive advantage for organizations operating in Egypt. *International Journal of Business Management and Administration*, 2(1), 1-7.

Agarwal, R., & Nisa, S. (2009). Knowledge process outsourcing: India's emergence as a global leader. *Asian Social Science*, 5(1), 191-2025.

Agyemang, P. D., Aikins, I., Asiebey, O., & Osei, A. O. (2014). Evaluating the impact of outsourcing of non-core functions in the hotel industry: A study of Anita, Noda, and Golden Gate Hotels, Kumasi. *European Journal of Business and Innovation Research*, 2(3), 25-45.

Attah, E. Y., & Onalo, S. M. (2024). Branding strategies of indigenous businesses in Kogi State, Nigeria: A review of marketing practices. *International Journal of Academic and Applied Research*, 8(11), 65-70.

Attah, E. Y., & Wada, J. (2023). Assessing the contribution of small and medium-scale enterprises to the economic growth of Kogi State, Nigeria. *African Journal of Economics and Sustainable Development*, 6(1), 129-136.

Barney, J. B. (1991). Firms' resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Beverakis, G., Dick, G. N., & Cecez-Kecmanovic, D. (2009). Taking information systems business process outsourcing offshore: The conflict of competition and risk. *Journal of Global Information Management*, 17(1), 32-48.

Bharadwaj, S. S., & Saxena, B. C. (2009). Building winning relationships in business process outsourcing services. *Industrial Management and Data Systems*, 109(7), 993-1011.

Boggs, R. L. (2004). *HonOured feathers of wisdom: Attributes for personal and organizational growth*. iUniverse.

Görg, H., & Hanley, A. (2004). Does outsourcing increase profitability? *The Economic and Social Review*, 35(3), 267–288.

Hammer, M. (2001). The superefficient company. *Harvard Business Review*, 79, 82-91.

Handley, S. M., & Benton Jr., W. C. (2009). Unlocking the business outsourcing process model. *Journal of Operations Management*, 27, 344–361.

Irefin, I. A., Olateju, O. I., & Hammed, G. O. (2012). Effect of outsourcing strategy on project success. *Transnational Journal of Science and Technology*, 2(6).

Jiang, B., Frazier, G. V., & Prater, E. L. (2006). Outsourcing effects on firms' operational performance: An empirical study. *International Journal of Operations and Production Management*, 26(12), 1280-1300.

King, W. R., & Malhotra, Y. (2000). Developing a framework for analyzing IS sourcing. *Information and Management*, 37, 323-334.

Leavy, B. (2004). Outsourcing strategy and a learning dilemma. *Production and Inventory Management Journal*, 37(4), 50-54.

Sako, M. (2006). Outsourcing and offshoring: Implications for productivity of business services. *Oxford Review of Economic Policy*, 22(4), 499-512.

Saxena, K. B., & Bharadwaj, S. S. (2009). Managing business processes through outsourcing: A strategic partnering perspective. *Business Process Management Journal*, 15(5), 687-715.

Zack, M. (2005). The strategic advantage of knowledge and learning. *International Journal of Intellectual Capital and Learning*, 2(1), 1-20.