




# Expanding Competitive Advantage Through Knowledge Sharing, Collaboration, and Organizational Innovation (Case Study: Mojan Food Industries Company)

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E d i t o r	R e v i e w e r s
Florence DiGennaro Reed  Professor in the Department of Applied Behavioral Science, University of Kansas, US fdreed@ku.edu	<b>Reviewer 1:</b> Alinaghi Amiri  Professor, Management Department, Tehran University, Tehran, Iran. Email: anamiri@ut.ac.ir <b>Reviewer 2:</b> Marco Yamba-Yugsi  Unidad Académica de Posgrado, Universidad Católica de Cuenca, Azuay 010101, Ecuador Email: marco.yamba@ucacue.edu.ec

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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

In “Outstanding products, advanced technology, and similar factors will have no impact on a company's success unless they effectively contribute to the creation of a competitive advantage”, consider supporting this claim with an up-to-date international reference beyond Iranian sources for stronger generalizability.

The section referencing Zernler et al. (2024), Lee and Hsieh (2022), and Batani & Al-Zoubi (2021) is strong. However, most citations are from the early 2000s or very recent. Please add mid-decade studies (2010–2020) to avoid a chronological research gap.

When you state, “Accordingly, this article focuses on expanding competitive advantage through knowledge sharing, collaboration, and organizational innovation...”, please include a conceptual diagram summarizing hypothesized relationships. This would make the research model clearer to readers.

In “The statistical population of this research consists of Mojan Company during the summer of 2023”, more information is needed: How many total employees? How was the random sample of 295 determined (sample size formula, response rate)?

The sentence “The Cronbach’s alpha coefficient for all constructs exceeded 0.7, indicating acceptable reliability of the model” is too brief. Please report the exact alpha values for each construct here instead of only in tables.

You mention, “The Smart PLS software was used to implement the structural equation model”. Please justify why PLS-SEM was chosen over covariance-based SEM, especially given the relatively large sample size (n=295).

In the final paragraph, “By integrating knowledge sharing, collaboration, and innovation into their strategic framework, organizations can achieve sustainable competitive advantage” is useful but generic. Please tailor these recommendations to Mojan Food Industries specifically, offering actionable strategies for managers in the food sector.

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

The statement, “Organizations have no choice but to acquire and utilize competitive advantages to shield themselves from environmental forces and adapt to competitive requirements” is assertive. Please provide evidence or literature support for this strong claim.

When you write, “Examining the situation of Iranian companies reveals that their low level of competitive advantage has caused them to lag in competitive environments”, please provide empirical evidence or citation to support this statement; otherwise, it reads as anecdotal.

The paragraph starting with “Until the early 1950s, the primary factor contributing to the underdevelopment...” gives useful history. However, it would be strengthened by linking more explicitly how this historical background connects to the current Iranian business context.

In “This means that a 1% increase in knowledge sharing leads to an 8.2% improvement in competitive advantage”, be careful—SEM results do not usually justify percentage-based causal interpretations. Rephrase in terms of standardized effects.

The discussion cites classical works (Nonaka & Takeuchi, 1995; Davenport & Prusak, 1998). Consider integrating more recent works (2020–2024) to demonstrate how your findings align with or extend current debates.

The limitation “the study relied on cross-sectional data” is correct but underdeveloped. Please discuss how this specifically impacts interpretation (e.g., inability to infer causality).

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor’s decision after revisions: Accepted.

Editor in Chief’s decision: Accepted.