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Research Article

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Can Financial Indicators be used to Measure the Competitive Advantages and Sustainability in Business Companies Listed in Palestine Financial Market?

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Abstract:

The aim of this study is to figure out the status of Palestinian industrial and Service Company's possession of competitive advantages and sustainability. Research sample consist of fourteen companies of which seven industrial companies and seven service companies listed in Palestine Financial Market. Industrial and service companies showed a real challenges in achieving competitive advantages and maintaining their level of sustainability, as VOIC was the leading company in the selected industrial companies followed by JPH, whereas BOP, PIB, and PALTEL showed a healthy presentation towards competitive advantages and sustainability. On the other hand PPI in the industrial companies proved to face serious obstacles that might exit this company from the era of business, while AHC, WASEL, and WATANIYA showed critical issues towards competitive advantages and sustainability in the service sector. The research found many conclusions both theoretically and practically, the most important as far as the calculated mean average is concern: all companies are trying hard in seeking and maintaining possession of competitive advantages and work on sustainability. While the weak point was in the service companies to achieve competitive advantages and sustaining mechanisms in the market. The research has provide several recommendations of which was the successful and healthy image some companies showed, therefore all companies listed in Palestine Financial Market need to continue on the issues of innovation and entrepreneurship, which leads to the innovation of new services and products which limit the ability of competitors to do with tradition, and to achieve the companies' ability to satisfy the demand in a timely manner, shaping it to customer need and expectation, especially after customers became the focal point of any industry and his voice should be heard and attained as customers has a reflection on the achievement of revenue and profits that could contribute to companies competitive advantages and sustainability.

Keywords: Competitive Advantages, Sustainability, Financial Indicators, Industrial and Service Companies

I. INTRODUCTION

In the framework of environmental pressures and increasing competitiveness, business organization faces fundamental problems represented by the ongoing quest to search for the sources that can achieve success in the field of competitiveness. (Maa H, 2000) Therefore business organization is seeking to achieve a wide production levels or the pooling of resources (tangible and intangible) in a large size to build strategic capabilities, in order to achieve the competitive advantages of the organization and to adapt to the dynamic escalating competitive environments in which they operate and to achieve excellence on the capabilities of competitors and ensures to achieve and sustain competitive advantages to impede the entry of new competitors into their sector in which they operates, and check the continuity of the excellent performance of the organization. AS many researchers have wrote on competitive advantages in the strategic management literature (Burden and Proctor, 2000; Fahy, 2000; Ma, 2000, 2004; Barney, 2001a, 2001b, 2007; Lin, 2003; Fahy, Farrelly and Quester, 2004; Cousins, 2005; Porter and Kramer, 2006; Liao and Hu, 2007).

Thus Business organizations usually turn to overcome each other in the framework of competitive advantage of each organization, through the evaluation of business strategies and market analysis as a tool for competitive advantages and its interrelationship with others, by comparing the work of internal environment with the external environment on a broader prospect Pablos, (2006); Liao and Hu (2007). Although still we find variation in the interpretation of the competitive advantage among business organizations, depending on how the organization can differentiate itself from its peers and competitors and try to excel on others. Achieving competitive advantages can be reached through the interaction of many different factors that vary in its type and effects. Adding to that business today have become aware of being competitive and sustainable at the same time, as a term describing how diverse and productive systems remain vital in the long run (Porter, 1985, 1991; Barney, 1991; Peteraf, 1993; Ma, 1999a, 1999b, 2004; Flint and Van Fleet, 2005; King, 2007). And sustainability for the business organizations is the ability to continue working within the provision of products characterized by high quality and cost competitiveness in the long term and this in turn depends on the correct use of human and material resources in business organizations (Barney, 1986, 1991, 2001a; Conner, 1991; Cousins 2005; Mills, Platts and Bourne, 2003; Peteraf and Bergen, 2003). Therefore organization refers to the profitability rates as a tool to figure out the efficiency of an organization as a ratio between the resulted benefits and the efforts to achieve them.

Taking into consideration the corporate finance theory established relative measures of profitability, the return on assets (ROA) and the return on equity (ROE), in addition to some ratios such as net profit to sales ratio, cost to sales ratio, etc., whose actual size and influence are used in diagnosing the profitability of a company (Stancu, 2007: 705). However profitability rates of any organization will not be the absolute standard criteria used for evaluation, as they provide valuable information in combination with other indicators that highlight the changes in operation and financing over several periods and compared with other organization on the respective market (Helfert, 2001: 96).
Usually business organizations that have achieved success in the competitive field, it began thinking in finding mechanisms which can maintain it, and found that, the adoption of appropriate strategies can bring them access to competitive advantages in different time frames, represented by the search for outstanding organizational performance indicators, especially the financial aspect and work on the continuity and sustainability of this performance in the context of long-term, schedule Vintila G. (2005).

Statement of the Problem
The main problem of this research could be drawn by both theoretical and applied questions as follows:

- What are the financial indicators adopted by subject firms in judging the organization possession sustainable competitive advantage?
- How can net profit judge the possession of subject firm's competitive advantages and sustainability?

Research Objectives
In line with the above-mentioned research problem, the basic objectives are to discuss how to identify the organizations through which they can achieve competitive advantages and sustainability based on the financial indicators that can be used to detect up to what extent organizations have competitive advantages and sustainability.

Research Hypotheses
This research starts with the following hypotheses:

- There is a positive influence between financial indicators related to the company's possession of competitive advantages and sustainability indicators.

II. METHOD OF RESEARCH

In an effort to reach the targets set, the research review its finding based on the founded theoretical and analytical based on two approaches; descriptive and analytical method of the basic dimensions of the relationship between the possession of companies competitive advantages and sustainability.

Competitive advantages
Competitive advantages Concept:
Researchers have varied views in determining the concept of competitive advantages, this diversity came because of the diversity and the different angles from which each of them determine that concept Porter and Kramer (2006). In the context of what is known as the first mover benefits of first mover advantages. Some argued that its an "innovation process" when defined as "the discovery of new methods with more effective of what is being used by competitors and the ability of the organization to reflect that discovery in the market, which make creativity at large-scale Porter, & Kamer (2006). While others define it as the ability to create or achieve the value to the customer, as it refers to the skill, or technology, or unique resource that allows the organization to produce values and benefits for customers which is superior to the values and benefits of the competitors, thus confirming the superiority of the organization over its competitors from the perspective of their customers, because of what they get as benefits and values compared to alternative products ROSE, ABDULLAH, & ISMAD, (2010), Wang, Y., & Lo., H.P, (2003). However from the point of view of competitive strategy, some look at the competitive advantages as an element of excel to other competitors as achieved due to follow a specific strategy to compete that include defining the way, the field and the basis of competition Hitt et al, (2007). Whereas from the point of view of competitive position, competitive advantages is defined as; organization ability to sell for a longer period with a profit. Others has define competitive advantage from the point of view of low-cost as; organization ability to exercise activities with the lowest level of costs compared to competitors, or the ability of excellence and control of exceptional prices that outweigh the additional costs to do so https://www.strategicmanagementinsight.com/topics/competitive-advantage.html However Barney (1991) argues that to potentially generate competitive advantage, the firm's resource must have four attributes:

- It must be valuable, in the sense that it exploits opportunities and can be capable of neutralizing threats in a firm's external environment
- It must be rare among a firm's current and potential competition
- It must be imperfectly imitable
- There cannot be strategically equivalent substitutes for this resource.

On the other hand competitive advantages defined from the point of view of core competencies of the organization as; a sequence of core competencies or capabilities which are represented by the nature of organization and how owned it, and can be defined as knowledge grouped in the Organization, Charles, (2005). Whereas from the point of view of individual properties as; a process of isolating characteristics produced from individual opportunities in the framework of the field

related to the scope of the product - the market and routers growth RICHARD, O.C. (2000), because we find that there is a clear reference to the case of search for individual properties in independent product markets that could give the organization a strong competitive position. While from the point of view of competition scope, (South) define it as "the philosophy of choosing those competitive areas that achieve organization superiority and described as a possible achievement" Peteraf, (1993).
Consequently, from the point of view of sources, some define it as "the sources from which the organization can achieve competitive advantages, and these resources identified by (Porter, 1991: 106) as follows:

- Cost advantages, as it refers the importance of the organization owning low-cost advantages.
- A distinguished advantages, as it refers to the importance of organization owning of an excellent advantages over its competitors. It is also based on the resource view, as we find that one of the points of view it refers to the possibility of achieving competitive advantage based on the resources owned by the organization and used, and thus contributing to the achievement of those advantages. However in the same direction Barney & Muhanna (2004) confirms that the resources owned by the organization such as physical capital, human capital, technological opportunities, organizational capital, and knowledge are one of the causes of achieving the organization's competitive advantages. Whereas from the point of view of superiority over competitors, others suggest that the competitive advantage is; a property or properties owned by the organization and maintained by a long period of time, and can achieved through it a variety of benefits, including the achievement of supremacy over competitors King et al, 2001.

Sustainability Concept
Researchers and practitioners has argued also on the determination of the meaning of sustainability, as we find that the concept was put by Fahy. J (2000) was the less concepts ambiguous, and that the use of long-term profitability is based in reference to the concept of sustainability, and also referred to the performance above average in an attempt to express the fact that the organization's performance is ahead of the industry performance it belong to (Porter, 1985: 11), and therefore we find that the concept of sustainability, according to this point of view is linked to long term run. On the other hand Barney used a time term as a source of sustainable competitive advantages that the organization continued to keep condition after doubling its efforts to repeat those benefits after interruption (Barney, 1991: 102), and this concept is considered more accurate in theoretical aspect, but it is not possible and is not a meaning in practice.
Wiggins and Ruefli (2002: 84) argues of the views of each of Porter, and Barney for the purposes of determining whether it was possible to count the outstanding continuous performance of the organization, and pointed out that the economic outstanding performance of the organization continuation can be measured with the process of comparison among the organization's performance and the performance of sector to which it belongs to, and which can be sustained in the context of the time range which can vary from one industry to another, depending on a variety of factors, some of which is external such as; product life cycle, Patent protection laws, and other factors concerning the nature of the industry such as; the manufacturing of computers which is described as having a short life cycle of no more than limited years, and also; the manufacturing of some automatic parts and accessories, which are characterized by the relatively long life cycle.
While others suggest that, the concept of sustainability extends to all actions carried out by the organization and that would narrow or block the road in front of competitors from repeating the strength, and strategic capabilities that are unique to the organization or to replace them by the use of any other resources. Ray,G., Barney,J.B and Muhanna, W.A. (2004)
It could be clear from the foregoing that there is a correlation between the sustainability and the extent of time to which the organization can achieved the status of sustainability on the one hand, as well as the link between sustainability and the sector the organization belongs to, on the other hand, in addition to the extent of length or place of products life cycle offered by various industries, as well as the link status between sustainable competitive advantages and group action behaviors that organization practice and would curtail the ability of competitors to act freely to the sustainability of the competitive advantages. Ismail, Rose, Abdullah et al., (2010)

Sustainable competitive advantages
Sustainable competitive advantages could be considered as the state of the output of competitiveness, that business organizations engaged in business after it managed to achieve competitive advantage, therefore business organizations will continue hardly to sustain these competitive advantages, in a way that drive organization towards sustainability through competition. Taking into consideration that competition requires the use of strengths and unique capabilities to the organization, that contribute to the defense for their actions against counterfeiting cases by other organizations, as those strengths and capabilities can be as a competitive advantages. Simultaneously business organization tries to do whatever it would do in order to whatever actions that contribute to narrow or block the way in front of competing organizations to succeed in adopting organization strengths and unique capabilities, with a view to reduce the competitive advantages of other organizations on the one hand, and the supply of competitive advantages possessed by the organization on the other hand. Phongpetra & Johri, (2011)

Theoretical prospective of sustainability of the competitive advantages
Majority of researches on the field of strategic management focuses on the survey that illustrates the fundamental differences in performance among business organizations, which refers to the heterogeneity and divergence in the

performance and accomplishment of organizations, and this variation is based on many aspects on the advantage achieved by the business organization to excels over its competitors, which it is difficult for other organizations to emulate what they do in often time, especially if business organization had been built based on the unique resources value or strategic capabilities or strategic commitments, or its attempts to constant renewal processes, in away business organization can create an opportunity that have been achieved to work on durability and achieve continuous outstanding performance levels Porter and Kramer (2006). Furthermore, Flint and Van Fleet (2005) argue that there is no clear definition of competitive advantage that is applicable in general term for instance applicable in any dimension or criteria. Following Ma (2000), as far as the research on sustainable competitive advantage is concerned. Consecutively there was a similarity between the administrators and economists of what it means by the term sustainable competitive advantages, as economists point to the context of achieving levels of economic continuous outstanding performance, and both points of view emphasize on the possibility of achieving and owning competitive advantages which is in return could be difficult for competitors to imitate. However a review of the chronology of the efforts of writers and researchers in this field, we find that competitive advantage had emerged through the efforts of many researchers of which the efforts that indicated (Porter) in the late seventies and the beginnings of the eighties Porter, (1979, 1980), followed by published versions of Strategic Management Journal with a variety of articles and scientific researches that carry models and strategic examples noted that "the competitive advantages has become a central theme needs to be proofed and understood and clarify within the framework of causal relationships leading up and associated with this terminology, in addition to that; such researches pointed out that proving this is not a simple task and smoothly can be just adopted Schendel, (1991, 1994); Schendel, Schendel and Channon, (1986)

As part of these efforts, Ray, and Muhanna (2004), BARNEY, J.B. (1991), Dierickx and COOL (1989), (Barney, 1991), (Conner, 1991), Raduan and I, A.I., (2009), and O'shaughnessy, (1996).focuses on the breadth of the concept of competitive advantages in framework that says many of the competitive advantages will be difficult to imitate, and thus resulting to the mutual understanding of what the economists means as continued economic outstanding performance. In this direction some economists differentiate the characteristics of temporary economic outstanding performance which complied with the concept of substantially competitive advantages in the short-term BARNEY, J.B. (2007). DE Pablos P.O., (2006), Conner, K.R. (1991).

The pricing theories suggest that the outstanding economic performance in the medium and long term, in fact resulted of different levels of industry profitability associated with barriers entry such as possible mechanisms to achieve continuous economic outstanding performance Wiggins and Ruefli (2002), and this is what can be achieved in the framework of the long term. However the market structures (monopoly and oligopoly) from the point of market share are key determinants of the levels of profitability, however in the view of the "Austrian School of Economics" the economic outstanding performance is the logical consequence of the innovation cycles, and the organized activities can create and achieved the advantages to the organization. Peter J. Alexander, (1997)

(Charles & Jones) Indicates that the most important causes of lack of competitive advantages continuity are related to cases of counterfeiting taking place in some industries, and the capabilities of competitors and obligations, and finally the dynamic and the degree of change in the sector to which the organization belongs Charles W. & Gareth R., (2008)

In strategic management framework, Some pointed out to the possibility of adopting one of two approaches to competitive advantages sustainability, namely:

- Economics of industrial organizations based view Porter, (1985, 1991).
- Resource based view, which is associated with non-tradition or non-copy resources as the main means to achieve competitive advantages and sustainability in the framework of reference to that maximizing profit is the main objective that drives business organizations to exercise their work, which is at the same time pushing it toward to find and ensure the means by which it will help them to achieve more than the targeted returns, including the lead to the achievement of sustainable competitive advantages and achieve outstanding continuous economic performance Charles W. & Gareth R., (2008).

For the purposes of theoretical verification of the relations between research variables, it must be noted to achieve competitive advantages in any organizations requires possession of sources and its capabilities needed Ma (2000), this expression of those advantages may seem as a matter of adopting management function approach as many researchers shares their expression and interpretation, Helfert E (2001), However in the framework of this research as it focuses on the procedures of counting the financial function as one of the tools of financial indicators of appropriate means to express the extent to which organizations can obtain the competitive advantages and sustainability. At this point some researchers efforts in this area confirms that the competitive advantages of any of the organizations reflect the strategic position which can be detected using certain financial instruments (such as financial indicators) and analyzes, as this analysis can help to identify the organization's position compared to its competitors. Pitts & Lee, (1996: 79- 80)

Others pointed out to the possibility of organization in achieving the competitive position by owning the competitive advantages, through the financial management tools to which is known as the chain value entrance. However some says its planning on the bases of value, as well as entrance to the erosion of value expressing the size of growth, profit margin, public investment, working capital, fixed cost of capital, and the value of growth period and other. Porter (1985: 54) Vasile and Ghinea (2008)

Referring to the sustainability of competitive advantages (Porter) confirms that competitive forces entrance is set for the organization's ability to achieve the return on investment that exceeds the cost of capital, also confirms that the competitive advantage can help to continue to achieve profitability rates that exceed the rates specified in the long-term. Bondoc and Taicu (2013)

To confirm the extent to which the research sample of this study respond to the competitive advantages of their organizations and clarify its efforts to sustainability, some financial indicators will be used which may contribute to the expression of the relationship and influence between the possession of competitive advantages and sustainability, taking into consideration the financial indicators which connects directly between these two dimensions (competitive advantages and sustainability). These indicators have been identified with referral to both Petrescu S (2006), which are divided into two sets of indicators: of which the indicators that measure the ability to achieve competitive advantages, while the other showing the possibility of sustainability, as the first set, the indicators group represented the income capability and the profit margin, which measure the possibility of the organization to make a profit, and this is consistent with the views of many researchers who argue that making profits is a confirmation of the possession of competitive advantages of the organization - as mentioned earlier. While the second group consist of indicators of the average return asset (RON), and the average return to equity (ROE). These two indicators can clarify the extent of the organization's ability to continue to achieve revenue and profit in its efforts to sustain advantages achieved within the time period specified from the data of companies' financial reports 2010 to 2015.

Section Three: the Field Study

For the purposes of confirming what was discussed previously, fourteen Palestinian industrial and service companies listed in Palestine Financial Market were randomly selected to form the sample of this study, table 1 illustrate these companies which form the sample of this study.

Table 1: Industrial Companies surveyed in this study

Company's Name	Abbreviation Name	Currency used
The National Carton Industry	NCI	US$
Jerusalem Pharmaceuticals	JPH	JD
Palestine Plastic Industries (LADAEN)	PPI	JD
Vegetable Oil Industries	VOIC	JD
National Aluminum Of Palestine	NAPCO	JD
Golden Wheat mills	GMC	JD
Jerusalem Cigarette Company	JCC	JD

Table 2: Service Companies surveyed in this study

Company's Name	Abbreviation Name	Currency used
Wataniya Mobile Company	WATANIYA	US$
Arab Hotel Company	AHC	JD
Bank of Palestine	BOP	US$
Padico Holding	PADICO	US$
Palestine Telecommunication Company	PALTEL	JD
Palestine Islamic Bank	PIB	US$
Wassel Group	WASSEL	JD

To figure out the relationship between competitive advantages and sustainability on the basis of the relationship between the indicators that reflect the competitive advantages and the indicators reflecting sustainability. Some descriptive statistical tools have been utilized, mean, and standard deviation for the financial indicators of the competitive advantages namely: (Profit to Sales Ratio, Cost to Sales Ratio, Earning per share ratio, and net profit to property and equipment), as well as to determine the ratio of three financial indicators of the sustainability advantages, namely: (the return on assets ratio, the gross return on assets ratio, and the return on equity ratio).

The competitive advantages financial indicators used in this paper are:

- Profit to Sales ratio
- Cost to Sales ratio
- Earnings per share ratio
- Net profit to property and equipment ratio

The researchers calculated the above financial indicators from the annual reports of the selected companies listed in Palestine Financial Market (statement of financial position, and the income statement) as follows: http://www.pex.ps/PSEWebSite/English/Default.aspx

- Profit to sales ratio was calculated by dividing the profit into sales or revenue from the income statement.
- Cost to sales ratio was calculate by dividing cost of sales or cost of services into sales or revenue from the income statement.
- Earnings per share ratio was calculated by dividing net profit into the nominal value of capital from the income statement and the statement of financial position.

- Net profit to property and equipment ratio was calculated by dividing the net profit to the value of property and equipment from both the income statement and the statement of financial position.

Noting that some companies as presented in table_1 uses the US Dollar, while others uses the Jordanian Dinar, and since the calculation is taken by ratio it does not matter the type of currency used.
However the following formula was used to figure out the three financial indicators that represents the sustainability of selected companies as follows:

- The Return On Assets Ratio (ROA)
- The Gross Return On Assets Ratio (GROA)
- The Return On Equity Ratio (ROE)

First: to determine the return on assets (ROA) as to evaluate the performance of each company covered in this study, by calculating the net profit to the value of assets used to generate its profit. In this paper the researchers used the following formula to calculate the (ROA), as the ratio between the net profit (NP) of a certain company and the average total assets of the last two accounting years (Helfert, 2001: 112-113) as follows:
ROA = NP/ATA
Whereas:
NP = Net Profit
ATA = Average Total Assets
However in order to calculate the average total assets (ATA), the following formula was used:
ATA = (TA1 + TA0)/ 2
Whereas TA_1 represents the total assets at the end of the current financial year, and TA_0 represents the total assets at the end of the previous financial year.
Second: to determine the ratio of gross return on assets (GROA), this was by calculating the earnings before income tax to the average total assets (ATA) Ross Westerfield-Jaffe, (2002: 37): as follows:
GROA = EBIT/ATA
Third: to determine the rate of return on equity (ROE) as a quantification in relative terms of the return on equity of the company, which means the shareholders' placement who entrusted the respective capitals. However many researchers argued that this indicator can be divided in defining this indicator. Brigham and Ehrhardt (2002: 381), Friedlob and Schleifer (2003), Stancu (2007: 760) and Vintila (2005: 199) as they propose to determine the return on equity as the ratio between the net result for the financial year and equities of the company at the end of the previous year as follows:
$ROE = NP_1/E_0$
However, Helfert (2001), Brealey and Myers (2003), and Ross- Westerfield (2002) recommend to calculate the return on assets by dividing the net result by the average equity of the company as follows:
ROE = NP/AE
Whereas (AE) is the simple arithmetic average of the equity of the company for the last two financial years, respectively which calculated as follows:
AE = (E1 + E0)/2

Calculating financial indicators to own competitive advantages and its sustainability
First: Industrial & Service Companies Financial Indicators of the competitive advantages from 2011 to 2014

Table_3: represent Net Profit to Sales Ratio

Industrial Companies								
Co Name	2011	2012	2013	2014	Max	Min	Mean	STDEV
JPH	0.129	0.011	0.102	0.054	0.129	0.011	0.074	0.052
VOIC	0.312	0.416	0.554	0.463	0.554	0.312	0.436	0.101
NAPCO	0.007	0.011	0.050	0.051	0.051	0.007	0.030	0.024
PPI	-0.318	-0.507	-0.523	-0.549	-0.318	-0.549	-0.474	0.106
NCI	0.006	0.022	0.076	0.047	0.076	0.006	0.038	0.031
GMC	0.117	0.056	0.024	0.016	0.117	0.016	0.053	0.046
JCC	0.006	0.023	0.005	-0.045	0.023	-0.045	-0.003	0.029
Service Companies								
WATANIYA	-0.348	-0.282	-0.237	-0.192	-0.192	-0.348	-0.265	0.067
AHC	-0.476	-0.211	-0.223	-0.132	-0.132	-0.476	-0.261	0.149
BOP	0.383	0.377	0.359	0.334	0.383	0.334	0.363	0.022
PADICO	0.251	0.180	0.229	0.173	0.251	0.173	0.208	0.038
PALTEL	0.245	0.224	0.245	0.239	0.245	0.224	0.238	0.010
PIB	0.215	0.298	0.227	0.369	0.369	0.215	0.277	0.071
WASEL	-0.255	-0.048	0.001	-0.342	0.001	-0.342	-0.161	0.164

As it could be seen from table_3 usually net profit (NP) ratio to sales is a useful tool to measure the overall profitability of the business. A high ratio indicates the efficient management of the affairs of business. However concerning the industrial companies, the highest ratio was registered in favor of VOIC M=0.436 indicating a healthy increase through the years 2011 to 2014. Whereas PPI registered a negative ratio M=-0.474 indicating the deterioration of the company. On the other hand in the service companies the banking investment proved to be the best among other companies as the ration registered 0.363 and 0.277 for BOP and PIB respectively. However the communication companies PALTEL and WATANIYA registered a different ration as PALTEL leading Palestine market with 71% of market share, while if we have a deep look at WATANIYA mobile with its limited market share of less than 30%, although the ratio of net profit to sales was critical still trying to improve their position in the market as the loss of the company decreasing as shown in the years 2011 to 2014. An example of that as taken from the WATANIYA financial report 2013 with a progress with achievements, as the company increased the number of subscribers to 638000 at the end of 2013 and thus its market share up to 29%. This increase was mainly driven by the marketing and sales strategies aiming to attract and maintain subscribers, subsequently impacting the earnings results, where revenues increased by 6%, reaching US$89.2 million at the end of 2013, compared to US$84.1 million at the end of 2012.

Table_4: represent Cost to Sales Ratio

Industrial Companies								
Co Name	2011	2012	2013	2014	Max	Min	Mean	STDEV
JPH	0.547	0.889	0.522	0.468	0.889	0.468	0.607	0.191
VOIC	0.493	0.493	0.363	0.406	0.493	0.363	0.439	0.065
NAPCO	0.871	0.851	0.797	0.792	0.871	0.792	0.828	0.039
PPI	0.906	1.000	0.979	1.031	1.031	0.906	0.979	0.053
NCI	0.822	0.820	0.769	0.774	0.822	0.769	0.796	0.029
GMC	0.718	0.799	0.797	0.801	0.801	0.718	0.779	0.041
JCC	0.955	0.937	0.946	0.977	0.977	0.937	0.954	0.017
Service Companies								
WATANIYA	0.600	0.581	0.548	0.552	0.600	0.548	0.570	0.025
AHC	1.275	1.029	0.847	0.786	1.275	0.786	0.984	0.220
BOP	0.529	0.519	0.529	0.571	0.571	0.519	0.537	0.023
PADICO	1.000	1.000	0.241	0.196	1.000	0.196	0.609	0.452
PALTEL	0.435	0.469	0.487	0.534	0.534	0.435	0.481	0.041
PIB	0.733	0.632	0.515	0.947	0.947	0.515	0.707	0.183
WASEL	0.880	0.721	0.742	0.567	0.880	0.567	0.728	0.128

Taking into consideration the sales cost to the income from sales ratio, it could be seen from table_4, that PPI, and JCC are spending almost the same of what they earn from sales as the amount cost of sales closed the amount of net sales. Therefore these companies should find out a way in improving their business before they disappear from the business market. However NAPCO, NCI, and GMC should improve and develop strategies to improve their business. On the other hand, the service companies AHC have a critical issue with the ratio of sales cost to sales was 0.984, while still the banking investment companies proved to be the best among the other serve companies.

Table_5: Representing the Earnings per share

Industrial Companies								
Co Name	2011	2012	2013	2014	Max	Min	Mean	STDEV
JPH	0.366	0.028	0.45	0.282	0.450	0.028	0.282	0.182
VOIC	0.472	0.669	1.209	1.221	1.221	0.472	0.893	0.381
NAPCO	0.015	0.023	0.108	0.113	0.113	0.015	0.065	0.053
PPI	-0.065	-0.083	-0.081	-0.071	-0.065	-0.083	-0.075	0.008
NCI	0.005	0.021	0.092	0.063	0.092	0.005	0.045	0.040
GMC	0.075	0.03	0.014	0.011	0.075	0.011	0.033	0.030
JCC	0.041	0.178	0.051	-0.249	0.178	-0.249	0.005	0.181
Service Companies								
WATANIYA	-0.10	-0.09	-0.08	-0.06	-0.060	-0.100	-0.083	0.017
AHC	-0.08	-0.04	-0.04	-0.02	-0.020	-0.080	-0.045	0.025
BOP	0.28	0.26	0.27	0.27	0.280	0.260	0.270	0.008
PADICO	0.10	0.07	0.10	0.08	0.100	0.070	0.088	0.015

PALTEL	0.69	0.62	0.70	0.65	0.700	0.620	0.665	0.037
PIB	0.09	0.12	0.13	0.15	0.150	0.090	0.123	0.025
WASEL	-0.31	-0.06	0.00	-0.38	0.000	-0.380	-0.188	0.186

Concerning the Earnings per share, it could be noted from table_5, that VOIC and JPH registered the highest mean average for the years 2011 to 2014 as M=893 and M= 0.282 respectively. However for the service companies, it could be noted that PALTEL, BOP and PIB have the highest value for earnings per share (M=0.665, M=0.27, M=0.123) respectively. On the other hand it could be noted that WASEL, WATANIYA and AHC registered the lowest values of the basic diluted earnings per share, as (M=-0.188, M=-0.083, M=-0.045) respectively.

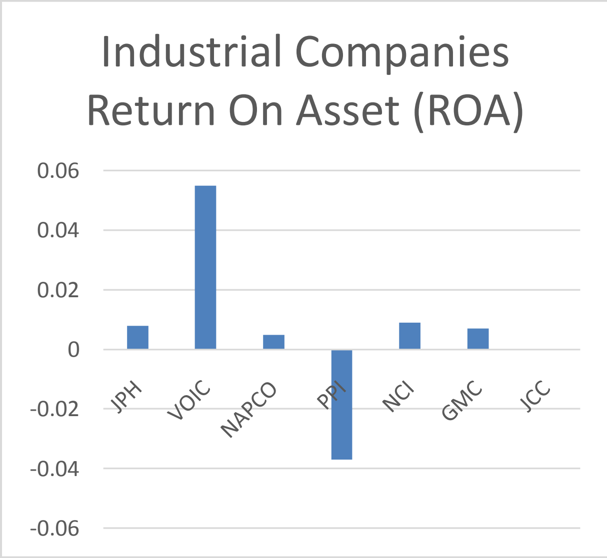
Table_6: represent the strength of income with the value of property and equipment

Industrial Companies								
Co Name	2011	2012	2013	2014	Max	Min	Mean	STDEV
JPH	0.135	0.029	0.100	0.088	0.135	0.029	0.088	0.044
VOIC	1.301	1.899	3.527	3.364	3.527	1.301	2.523	1.095
NAPCO	0.011	0.016	0.080	0.082	0.082	0.011	0.047	0.039
PPI	-0.162	-0.247	-0.290	-0.294	-0.162	-0.294	-0.248	0.061
NCI	0.012	0.058	0.273	0.229	0.273	0.012	0.143	0.127
GMC	0.132	0.054	0.028	0.025	0.132	0.025	0.060	0.050
JCC	0.056	0.405	0.080	-0.288	0.405	-0.288	0.063	0.283
Service Companies								
WATANIYA	-0.43	-0.44	-0.48	-0.45	-0.430	-0.480	-0.450	0.022
AHC	-0.02	-0.03	-0.03	-0.02	-0.020	-0.030	-0.025	0.006
BOP	1.08	1.29	1.34	1.08	1.340	1.080	1.198	0.137
PADICO	0.31	0.15	0.19	0.15	0.310	0.150	0.200	0.076
PALTEL	0.49	0.53	0.66	0.61	0.660	0.490	0.573	0.077
PIB	1.27	0.85	0.84	0.65	1.270	0.650	0.903	0.262
WASEL	-0.66	-0.10	-0.02	-2.18	-0.020	-2.180	-0.740	1.001

Simultaneously, still VOIC leading the industrial companies as the ratio of net profit to value of property and equipment showed the highest ratio with a 250% strength over the property and equipment with M=2.523, followed by NCI with a ratio of m=0.143, however PPI registered a negative ration of M=-0.248. on the other hand still the banking companies leading among others with M=1.198 and M=0.903 for BOP and PIB respectively. Where WASEL, WATANIYA, and AHC registered a critical ration M=-0.74, M=-0.45, M=-0.025 respectively.
Second: Summarizing the status of the selected companies in three financial indicators (ROA, GRON, and ROE), the following data was taken from the financial reports of selected companies from the year 2011 to 2014 as follows:

Table_7 represent the return on assets (ROA)

Industrial Companies								
Co Name	2011	2012	2013	2014	Max	Min	Mean	STDEV
JPH	0.014	0.001	0.011	0.007	0.014	0.001	0.008	0.006
VOIC	0.038	0.049	0.073	0.061	0.073	0.038	0.055	0.015
NAPCO	0.001	0.002	0.009	0.009	0.009	0.001	0.005	0.004
PPI	-0.025	-0.037	-0.042	-0.042	-0.025	-0.042	-0.037	0.008
NCI	0.001	0.004	0.018	0.012	0.018	0.001	0.009	0.008
GMC	0.015	0.006	0.003	0.002	0.015	0.002	0.007	0.006
JCC	0.005	0.022	0.007	-0.036	0.022	-0.036	0.000	0.025
Service Companies								
WATANIYA	-0.020	-0.020	-0.019	-0.015	-0.015	-0.020	-0.019	0.002
AHC	-0.014	-0.008	-0.008	-0.005	-0.005	-0.014	-0.009	0.004
BOP	0.005	0.005	0.005	0.004	0.005	0.004	0.005	0.001
PADICO	0.010	0.006	0.008	0.006	0.010	0.006	0.008	0.002
PALTEL	0.040	0.034	0.036	0.030	0.040	0.030	0.035	0.004
PIB	0.003	0.004	0.004	0.003	0.004	0.003	0.004	0.001
WASEL	-0.042	-0.008	0.000	-0.049	0.000	-0.049	-0.025	0.024



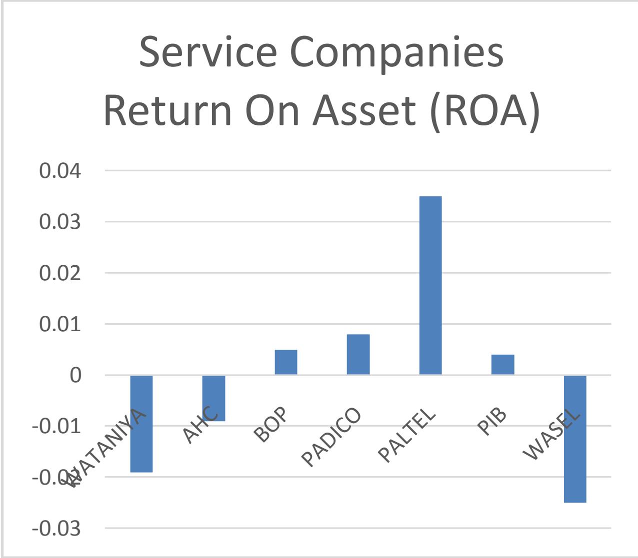


Figure_1 The return on assets (ROA)

The ROA measures the overall effectiveness of the company to achieve profit through investments and assets at its disposal. The higher the rate, the higher profitability will be (Vintila, 2005: 193-194). This financial indicator is a criteria for companies' total profitability with capital provided by equity and debt capital (Brealey and Myers, 2003: 828). Investors are keen to look at this indicator because it gives a clear picture of the profitability of the company. As it give an idea as to how efficient management is at using its assets generate earnings (Stancu, 2007: 757). Therefor it could be clearly depicted from table_7 and figure_1 that VOIC registered the highest ratio M=0.055 or 5.5% meaning VOIC management is employing the company's total assets to make a profit. In other words, this means every US$ that VOIC invested during the years 2011-2012 produced 5.5 US$ in average on the net income. However in Palestine with the current economy situation under occupation, still this could be a healthy return rate no matter what the investment is, when comparing this percentage with other percentages of companies in the industrial sector. Thus it could be said VOIC management is efficient in utilizing its asset base. Taking a back look at the table it could be noted that PPI ranked last with the ratio of M=-.037 presenting a serious problems facing PPI management, as each US$ that PPI invested turn to losses in the company assets of 3.7 US$. Surprisingly, BOP showed an irrelevant ratio when compared to other financial indicators ratios previously discussed with RON, although it does not make sense to compare a service company RON to an industrial company, as different industries use assets differently. For example VOIC uses large expensive equipment while Banks for instance uses computers and services. Therefore comparing BOP to PIB make since as both companies are in the same line.

Table_8 represent the gross return on asset (GROA)

Industrial Companies								
Co Name	2011	2012	2013	2014	Max	Min	Mean	STDEV
JPH	0.015	0.003	0.011	0.009	0.015	0.003	0.010	0.005
VOIC	0.038	0.050	0.075	0.063	0.075	0.038	0.057	0.016
NAPCO	0.001	0.002	0.010	0.009	0.010	0.001	0.006	0.005
PPI	-0.025	-0.037	-0.042	-0.042	-0.025	-0.042	-0.037	0.008
NCI	0.001	0.005	0.022	0.019	0.022	0.001	0.012	0.010
GMC	0.016	0.007	0.003	0.003	0.016	0.003	0.007	0.006
JCC	0.004	0.028	0.010	-0.036	0.028	-0.036	0.002	0.027
Service Companies								
WATANIYA	-0.041	-0.041	-0.037	-0.030	-0.030	-0.041	-0.037	0.005
AHC	-0.028	-0.015	-0.016	-0.010	-0.010	-0.028	-0.017	0.008
BOP	0.013	0.014	0.012	0.011	0.014	0.011	0.013	0.001
PADICO	0.020	0.013	0.017	0.012	0.020	0.012	0.016	0.004
PALTEL	0.090	0.089	0.095	0.070	0.095	0.070	0.086	0.011
PIB	0.007	0.009	0.010	0.009	0.010	0.007	0.009	0.001
WASEL	-0.085	-0.016	0.000	-0.094	0.000	-0.094	-0.049	0.048

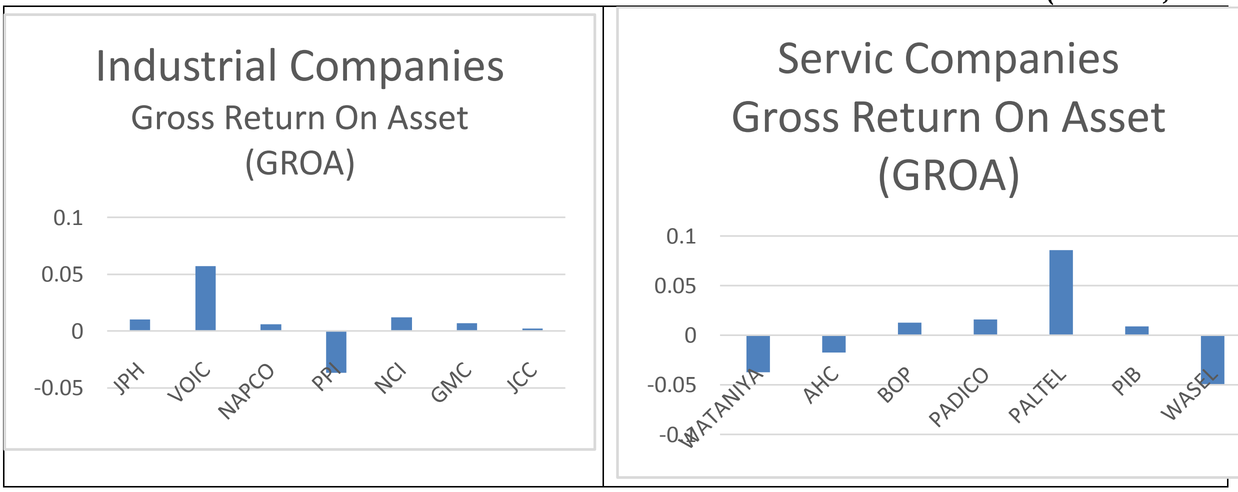


Figure_2 The gross return on asset (GROA)

Similarly table_8 and figure_2 showed almost equal results with little variation to the previous table when calculating the gross return on asset, as EBIT was concern Helfert (2001), this could be explained due to many reasons, of which and the most is several companies still in the tax holiday (exempted from government) or they postponed and reschedule the tax payment for other time as some ratio was the same with ROA previously discussed in table_8. Meaning that EBIT was the same with Net Profit in some cases.

Table_9 represent the return on net equity (ROE)

Industrial Companies								
Co Name	2011	2012	2013	2014	Max	Min	Mean	STDEV
JPH	0.037	0.003	0.031	0.020	0.037	0.003	0.023	0.015
VOIC	0.085	0.105	0.156	0.130	0.156	0.085	0.119	0.031
NAPCO	0.006	0.009	0.039	0.039	0.039	0.006	0.023	0.018
PPI	-0.063	-0.094	-0.113	-0.124	-0.063	-0.124	-0.099	0.027
NCI	0.002	0.010	0.041	0.028	0.041	0.002	0.020	0.018
GMC	0.033	0.014	0.007	0.005	0.033	0.005	0.015	0.013
JCC	0.013	0.047	0.012	-0.067	0.047	-0.067	0.001	0.048
Service Companies								
WATANIYA	-0.043	-0.048	-0.052	-0.050	-0.043	-0.052	-0.048	0.004
AHC	-0.022	-0.012	-0.013	-0.008	-0.008	-0.022	-0.014	0.006
BOP	0.047	0.046	0.043	0.038	0.047	0.038	0.044	0.004
PADICO	0.025	0.009	0.012	0.009	0.025	0.009	0.014	0.008
PALTEL	0.055	0.046	0.048	0.041	0.055	0.041	0.048	0.006
PIB	0.020	0.026	0.027	0.029	0.029	0.020	0.026	0.004
WASEL	-0.090	-0.020	0.001	-0.153	0.001	-0.153	-0.066	0.070

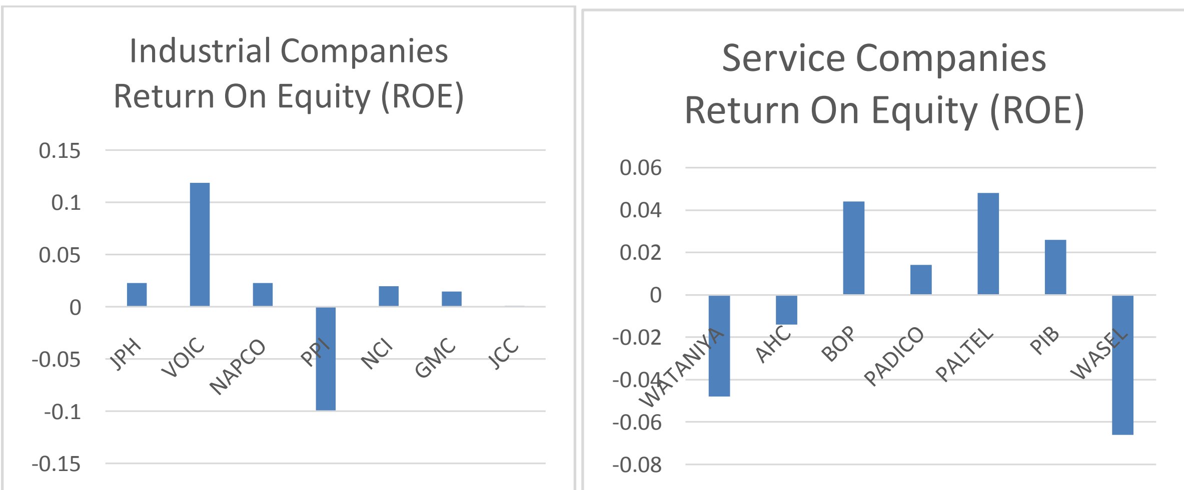


Figure_4 The return on equity (ROE)

This ratio indicates how profitable a company is by comparing its net income to its average shareholders' equity. The return on equity ratio (ROE) measures how much the shareholders earned for their investment in the company. The higher the ratio percentage, the more efficient management is in utilizing its equity base and the better return is to investors. (Ross-Westerfield, 2002: 37) The ROE ratio is an important measure of a company's earnings performance, as it tells common shareholders how effectively their money is being employed. Peer Company, industry and overall market comparisons are appropriate; however, it should be recognized that there are variations in ROEs among some types of businesses (Stancu, 2007: 757). In general, financial analysts consider return on equity ratios in the 15 to 20% range as representing attractive levels of investment quality. While it is highly regarded as a profitability indicator, the ROE metric does have a recognized weakness. Investors need to be aware that a disproportionate amount of debt in a company's capital structure would translate into a smaller equity base. Thus, a small amount of net income could still produce a high ROE off a modest equity base.

For instance if we take a look at VOIC company being the best as previously discussed, it could be noted from the above table_9 and figure_3, that as of December 31, 2014, with the amount of 4885075 US$ net profit (Income Statement) and average equity of 18819765 US$ (Financial Position) and by dividing the equation gives us an (ROE) of 13% for the year 2014. Although the average for ROE for VOIC 2011-2014 registered 12%, taking into consideration what financial analysts as said earlier, they consider the return on equity in the range of 15 to 20% as representing attractive levels of investment quality, although 13% is less than the ideal and acknowledged percentage interracially still voice being in its healthy position as far as Palestine economy concern. On the other hand PALEL, BOP, and PIB where the best among the service companies with the percentage of (4.5%, 4.4%, and 2.6%) respectively.

III. CONCLUSION AND RECOMMENDATIONS

Conclusion

- Today's business organizations are seeking to face significant challenges that lives in the organization environment, the most of these is the way organization works with its available content on the extent to achieve competitive advantages within its capability and ability to overcome and lead other competitors. Taking away the traditional obstacle that exist while trying to achieve competitive advantages. This has been the focus and attention of economists and management staff on competitive advantages and sustainability as part of their efforts to study organization economic performance. (Brigham and Ehrhardt, 2002: 393 –394).
- Four financial indicators was used to figure out the competitive advantages of the companies covered in this study, as they showed VOIC, and JPH the leading companies among the industrial companies, while BOP, PIB, PALTEL, and PADICO where leading among the service companies. While PPI was with a negative image in the industrial companies, whereas AHC, WASEL and WATANIYA showed a negative variation in their ability to compete.
- An important issue of the analysis based on financial ratios is the overvaluation the rate of return on asset, and equity as an indicators of company performance for obtaining sustainable competitive advantages. Since the fundamental obligation of financial management is to maximize the value of the company. Although the return on asset and equity (RON, ROE) and the value of shareholders' property are often highly correlated, there are some problems that occur when RON and ROE are used as the sole measure of performance of a company (Brigham and Ehrhardt, 2002: 393–394). As RON is not a perfect measure, but it is the most effective, broadly available financial measure to assess company performance. It captures the fundamentals of business performance in a holistic way, looking at both income statement performance and the assets required to run a business, and also does not account for the size of the invested capital. Brigham and Houston (2008), p. 116. While ROE does not consider the risk of a company, and the shareholders are interested in the risk associated with investment, more than in its potential benefits.
- The results of correlating means among the covered companies in this study regarding the analysis between the companies possession of competitive advantages and sustainability of both sectors, as it showed a variation on the mean average of each company, as companies trying hard to seek and maintain its competitive advantages and work on sustainability. While the weak point was in the service companies to achieve competitive advantages and sustaining mechanisms in the market.

Recommendations

- In order to optimize the financial analysis, it is recommended to perform ROE analysis in parallel with a study of risks regarding the return of assets, an indicator showing the company's relative profitability to its size. Also, a viable alternative is the use of other performance indicators such as the added economic value.
- In light of what companies face which represented by the time changing of competitive advantages due to the raid change in the sounding environment, there should be a need focus on the appropriate mechanisms to overcome the temporary status of the competitive advantages through continuous improvement for the quest of survival in the field of competitive sector, which belong to each of the surveyed company.
- As financial indicators was recommended by several related researches to be adopted in order to express the competitive edge of the companies and its sustainability, research confirms the need for attention to financial instruments and indicators as one of the important means empower the companies to determine its competitive position and then maintain it paying attention to the surveyed financial indicators related to net profit , cost to sales, earning per share and net profit to property and equipment, being useful indicators to express the

competitive position of the covered companies in this study with regard to the sector it belongs to, despite the circumstances and difficulties experienced by the Palestinian people.

- Companies need to continue on the issues of innovation and entrepreneurship, which leads to the innovation of new services and products which limit the ability of competitors to do with tradition, and to achieve the companies' ability to satisfy the demand in a timely manner, shaping it to customer need and expectation, especially after customers became the focal point of any industry and his voice should be heard and attained because of what customers has a reflection on the achievement of revenue and profits that could contribute to companies competitive advantages and sustainability.

RECOMMENDATION FOR FURTHER STUDY

It is highly recommended for other interested researchers to conduct a study that measures asset sustainability ratio that depend on companies capital expenditures on replacement of assets (renewals) with the depreciation expenditures, in parallel with taking the additional variables namely: (social responsibility, employees knowledge and training, and research and development) ratios to net profit.

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APPENDIX I

The Raw Data

Industrial Companies Financial Indicators from 2011 to 2014, as per companies' income statement and the statement of financial position

: http://www.pex.ps/PSEWebSite/English/Default.aspx

Company	Rep_yrs	Sales	Cost	Net Profit	Earnings per share	Net Equity	Capital	N.Profit/equity
JPH	2011	14161276	7740500	1828074	0.366	25890729	5000000	0.071
	2012	12933997	11503538	138478	0.028	23900897		0.006
	2013	22047210	11503538	2248123	0.450	37683265		0.060
	2014	26126970	12229,251	1409833	0.282	34577217		0.041
VOIC	2011	6044617	2979036	1887069	0.472	11745262	4000000	0.161
	2012	6430395	3169336	2674307	0.669	13641259		0.196
	2013	8730063	3166580	4835621	1.209	17393423		0.278
	2014	10562237	4286456	4885075	1.221	20246107		0.241
NAPCO	2011	14760379	12861639	105167	0.015	8967091	6900000	0.012
	2012	14238103	12112667	159860	0.023	9126951		0.018
	2013	15083592	12027974	747644	0.108	9874595		0.076
	2014	15288594	12114234	782783	0.113	10312378		0.076
PPI	2011	1430824	1295925	-455672	-0.065	3393091	7000000	-0.134
	2012	1146028	1146004	-580823	-0.083	2812268		-0.207
	2013	1088909	1066511	-569124	-0.081	2243144		-0.254
	2014	900804	928493	-494870	-0.071	1748274		-0.283
NCI	2011	4042529	3320997	23242	0.005	5365300	5000000	0.004
	2012	4759422	3902036	104717	0.021	5464679		0.019
	2013	6010349	4621260	458561	0.092	5755559		0.080
	2014	6711224	5191522	314664	0.063	5630068		0.056
GMC	2011	9613679	6903073	1122269	0.075	16951276	15000000	0.066
	2012	8137095	6499815	455567	0.030	16494445		0.028
	2013	8844457	7050014	214946	0.014	16016954		0.013
	2014	10202080	8172892	163681	0.011	16171780		0.010
JCC	2011	67508057	64495584	406927	0.041	17108820	10000000	0.024
	2012	76656449	71809362	1783555	0.178	21212191		0.084
	2013	98099647	92816500	510596	0.051	19996041		0.026
	2014	55233582	53970675	-2491021	-0.249	16984498		-0.147

Company	Rep_yrs	Properties & Equipment	Profit before tax	Income strengths
JPH	2011	14486250	1953101	0.135
	2012	15781826	461584	0.029
	2013	22523940	2248123	0.100
	2014	20664029	1817132	0.088
VOIC	2011	1450810	1887069	1.301
	2012	1422655	2701959	1.899
	2013	1406091	4958800	3.527
	2014	1503871	5059597	3.364
NAPCO	2011	9189514	104514	0.011
	2012	10270925	159860	0.016
	2013	9894542	795688	0.080
	2014	9594899	782783	0.082
PPI	2011	2816632	-455672	-0.162
	2012	2351542	-580823	-0.247

	2013	1961398	-569124	-0.290
	2014	1682343	-494870	-0.294
NCI	2011	1993603	23242	0.012
	2012	2087440	121967	0.058
	2013	2063431	562712	0.273
	2014	2138179	489941	0.229
GMC	2011	9236543	1219679	0.132
	2012	9077086	491969	0.054
	2013	8917592	248820	0.028
	2014	8686413	213822	0.025
JCC	2011	6102139	341311	0.056
	2012	5530427	2240112	0.405
	2013	8963001	721164	0.080
	2014	8660314	-2491021	-0.288

Service Companies Financial Indicators from 2011 to 2014, as per companies' income statement and the statement of financial position

Company	Rep_ yrs	Income	Cost	Net Profit	Earnings per share	Net Equity	Capital	Profit/ equity
WATANI YA	2011	75332935	45211069	-26179253	-0.10	138517071	258000000	-0.189
	2012	84414670	49069822	-23826190	-0.09	112690881		-0.211
	2013	89840324	49231752	-21324882	-0.08	91365999		-0.233
	2014	85918685	47423328	-16525607	-0.06	74840392		-0.221
AHC	2011	4006423	5107735	-1905387	-0.08	21120586	25000000	-0.090
	2012	4714088	4852089	-994006	-0.04	19526864		-0.051
	2013	4557229	3858587	-1017310	-0.04	18379010		-0.055
	2014	4705009	3698706	-621079	-0.02	18111190		-0.034
BOP	2011	88790445	46979416	33980673	0.28	194399762	120000000	0.175
	2012	101769248	52829688	38347397	0.26	220973909	150000000	0.174
	2013	112693775	59655779	40438831	0.27	252018974		0.160
	2014	120288657	68629392	40222506	0.27	280106578		0.144
PADICO	2011	103888000	103888000	26082000	0.10	483122000	250000000	0.054
	2012	101814000	101814000	18315000	0.07	495820000		0.037
	2013	110542000	26681000	25335000	0.10	520567000		0.049
	2014	110949000	21742000	19195000	0.08	535173000		0.036
PALTEL	2011	370200000	161036000	90744000	0.69	428730000	131625000	0.212
	2012	365852000	171698000	82132000	0.62	458573000		0.179
	2013	375257000	182773000	91827000	0.70	502687000		0.183
	2014	355870000	190077000	85068000	0.65	522339000		0.163
PIB	2011	18787641	13763824	4034147	0.09	52080504	46021665	0.077
	2012	19540182	12357722	5825988	0.12	57906492	47172207	0.101
	2013	28772172	14806264	6526862	0.13	63463651	50000000	0.103
	2014	20428242	19345508	7537607	0.15	67539672	50000000	0.112
WASEL	2011	7790327	6854540	-1986425	-0.31	4552941	6500000	-0.436
	2012	8317751	5998310	-396793	-0.06	5615013		-0.071
	2013	8907298	6609448	9923	0.00	4752154		0.002
	2014	10221530	5795188	-3500177	-0.38	5123980	9100984	-0.683

Company	Rep_yrs	Properties & Equipment	Profit before tax	Income strengths
WATANIYA	2011	61185943	-26179253	-0.43
	2012	54429592	-23826190	-0.44
	2013	44819600	-21324882	-0.48
	2014	36678282	-16525607	-0.45
AHC	2011	30792967	-1905387	-0.02
	2012	30228291	-994006	-0.03
	2013	29746494	-1017310	-0.03
	2014	29203786	-621079	-0.02
BOP	2011	38926059	41868275	1.08
	2012	38827061	49966888	1.29
	2013	39587275	53037996	1.34
	2014	47981522	51659265	1.08
PADICO	2011	85480000	26847000	0.31
	2012	137179000	20038000	0.15
	2013	136240000	26681000	0.19
	2014	131787000	20013000	0.15
PALTEL	2011	207508000	101010000	0.49
	2012	198651000	105639000	0.53
	2013	185087000	122453000	0.66
	2014	161334000	98902000	0.61
PIB	2011	3947498	5023817	1.27
	2012	8496768	7182460	0.85
	2013	10718997	8961641	0.84
	2014	14400143	9426664	0.65
WASEL	2011	2805401	-1986425	-0.66
	2012	3046365	-396793	-0.10
	2013	4147030	9923	-0.02
	2014	2451872	-3353306	-2.18

The Industrial Companies (Raw Data) for calculating the ROA, GROA, and ROE, as per companies' income statement and the statement of financial position

Company	Report Year	AT_1	AT_0	E_1	E_0	Net Profit	EPIT
JPH	2011 (2010+2011)	29739911	35360263	23475504	25890729	1828074	1953101
	2012 (2011+2012)	34185371	34653743	24274623	23900897	138478	461584
	2013 (2012+2013)	48875519	53934080	33710715	37683265	2248123	2248123
	2014 (2013+2014)	53869143	53002542	37050362	34577217	1409833	1817132
VOIC	2011 (2010+2011)	12059884	12594307	10544937	11745262	1887069	1887069
	2012 (2011+2012)	12594307	14489255	11745262	13641259	2674307	2701959
	2013 (2012+2013)	14489255	18521017	13641259	17393423	4835621	4958800
	2014 (2013+2014)	18521017	21692241	17393423	20246107	4885075	5059597
NAPCO	2011 (2010+2011)	17645645	19779829	8861924	8967091	105167	104514
	2012 (2011+2012)	19779829	19825263	8967091	9126951	159860	159860
	2013 (2012+2013)	19825263	21672338	9126951	9874595	747644	795688
	2014 (2013+2014)	21672338	22822628	9874595	10312378	782783	782783

PPI	2011 (2010+2011)	4967295	4150526	3848763	3393091	-455672	-455672
	2012 (2011+2012)	4150526	3668969	3393091	2812268	-580823	-580823
	2013 (2012+2013)	3668969	3136236	2812268	2243144	-569124	-569124
	2014 (2013+2014)	3148422	2699993	2243144	1748274	-494870	-494870
NCI	2011 (2010+2011)	5943908	5739015	5325334	5365300	23242	23242
	2012 (2011+2012)	5739015	6032093	5365300	5464679	104717	121967
	2013 (2012+2013)	6032093	6678673	5464679	5755559	458561	562712
	2014 (2013+2014)	6517525	6639000	5755559	5630068	314664	489941
GMC	2011 (2010+2011)	19528258	17906141	16578122	16951276	1122269	1219679
	2012 (2011+2012)	17906141	19657244	16951276	16494445	455567	491969
	2013 (2012+2013)	19657244	18652417	16494445	16016954	214946	248820
	2014 (2013+2014)	18652417	18229604	16016954	16171780	163681	213822
JCC	2011 (2010+2011)	20315922	20847153	14373493	17108820	406927	341311
	2012 (2011+2012)	20847153	19483678	17108820	21212191	1783555	2240112
	2013 (2012+2013)	19273653	17673242	21212191	19996041	510596	721164
	2014 (2013+2014)	17673242	16517941	19996041	16984498	-2491021	-2491021

The Calculated Data

Company	Report Year	ATA	AE	ROA	GROA	ROE
JPH	2011 (2010+2011)	32550087	24683117	0.056	0.060	0.074
	2012 (2011+2012)	34419557	24087760	0.004	0.013	0.006
	2013 (2012+2013)	51404800	35696990	0.044	0.044	0.063
	2014 (2013+2014)	53435843	35813790	0.026	0.034	0.039
VOIC	2011 (2010+2011)	12327096	11145100	0.153	0.153	0.169
	2012 (2011+2012)	13541781	12693261	0.197	0.200	0.211
	2013 (2012+2013)	16505136	15517341	0.293	0.300	0.312
	2014 (2013+2014)	20106629	18819765	0.243	0.252	0.260
NAPCO	2011 (2010+2011)	18712737	8914508	0.006	0.006	0.012
	2012 (2011+2012)	19802546	9047021	0.008	0.008	0.018
	2013 (2012+2013)	20748801	9500773	0.036	0.038	0.079
	2014 (2013+2014)	22247483	10093487	0.035	0.035	0.078
PPI	2011 (2010+2011)	4558911	3620927	-0.100	-0.100	-0.126
	2012 (2011+2012)	3909748	3102680	-0.149	-0.149	-0.187
	2013 (2012+2013)	3402603	2527706	-0.167	-0.167	-0.225
	2014 (2013+2014)	2924208	1995709	-0.169	-0.169	-0.248
NCI	2011 (2010+2011)	5841462	5345317	0.004	0.004	0.004
	2012 (2011+2012)	5885554	5414990	0.018	0.021	0.019
	2013 (2012+2013)	6355383	5610119	0.072	0.089	0.082
	2014 (2013+2014)	6578263	5692814	0.048	0.074	0.055
GMC	2011 (2010+2011)	18717200	16764699	0.060	0.065	0.067
	2012 (2011+2012)	18781693	16722861	0.024	0.026	0.027
	2013 (2012+2013)	19154831	16255700	0.011	0.013	0.013
	2014 (2013+2014)	18441011	16094367	0.009	0.012	0.010
JCC	2011 (2010+2011)	20581538	15741157	0.020	0.017	0.026
	2012 (2011+2012)	20165416	19160506	0.088	0.111	0.093
	2013 (2012+2013)	18473448	20604116	0.028	0.039	0.025
	2014 (2013+2014)	17095592	18490270	-0.146	-0.146	-0.135

The service Companies (Raw Data) for calculating the ROA, GROA, and ROE

Company	Report Year	AT_1	AT_0	E_1	E_0	NP	EPIT
WATANIYA	2011 (2010+2011)	351808108	288454186	162698324	138517071	-26179253	-26179253
	2012 (2011+2012)	288454186	293648218	136517071	112690881	-23826190	-23826190
	2013 (2012+2013)	293648218	279762032	112690881	91365999	-21324882	-21324882
	2014 (2013+2014)	279762032	268180272	91365999	74840392	-16525607	-16525607
AHC	2011 (2010+2011)	34836498	33230165	23055518	21120586	-1905387	-1905387
	2012 (2011+2012)	32499955	32194064	20458365	19526864	-994006	-994006
	2013 (2012+2013)	32194064	31792919	19396370	18379010	-1017310	-1017310
	2014 (2013+2014)	31902474	30987245	18732269	18111190	-621079	-621079
BOP	2011 (2010+2011)	1545038022	1653960732	163884250	194399762	33980673	41868275
	2012 (2011+2012)	1653960732	2004494095	194399762	220973909	38347397	49966888
	2013 (2012+2013)	2004494095	2348045943	220973909	252018974	40438831	53037996
	2014 (2013+2014)	2348045943	2424773961	252018974	280106578	40222506	51659265
PADICO	2011 (2010+2011)	637979000	728074000	46352000	483122000	26082000	26847000
	2012 (2011+2012)	728074000	773746000	483122000	495820000	18315000	20038000
	2013 (2012+2013)	773746000	808673000	495820000	520567000	25335000	26681000
	2014 (2013+2014)	805248000	831837000	520567000	535173000	19195000	20013000
PALTEL	2011 (2010+2011)	551261000	574842000	391374000	428730000	90744000	101010000
	2012 (2011+2012)	574842000	616521000	428730000	458573000	82132000	105639000
	2013 (2012+2013)	616521000	666212000	458573000	502687000	91827000	122453000
	2014 (2013+2014)	666212000	750705000	502687000	522339000	85068000	98902000
PIB	2011 (2010+2011)	357351081	392675894	48046357	52080504	4034147	5023817
	2012 (2011+2012)	392675894	423109279	52080504	57906492	5825988	7182460
	2013 (2012+2013)	423109279	502251830	57906492	63463651	6526862	8961641
	2014 (2013+2014)	502251830	595259913	63463651	67539672	7537607	9426664
WASEL	2011 (2010+2011)	11886946	11507129	6539366	4552941	-1986425	-1986425
	2012 (2011+2012)	11507129	13247858	4552941	5615013	-396793	-396793
	2013 (2012+2013)	12917386	12613897	4742251	4752154	9923	9923
	2014 (2013+2014)	17742771	18009788	6298856	5123980	-3500177	-3353306

The Calculated Data

Company	Report Year	ATA	AE	ROA	GROA	ROE
WATANIYA	2011 (2010+2011)	320131147	150607698	-0.082	-0.082	-0.174
	2012 (2011+2012)	291051202	124603976	-0.082	-0.082	-0.191
	2013 (2012+2013)	286705125	102028440	-0.074	-0.074	-0.209
	2014 (2013+2014)	273971152	83103196	-0.060	-0.060	-0.199
AHC	2011 (2010+2011)	34033332	22088052	-0.056	-0.056	-0.086
	2012 (2011+2012)	32347010	19992615	-0.031	-0.031	-0.050
	2013 (2012+2013)	31993492	18887690	-0.032	-0.032	-0.054
	2014 (2013+2014)	31444860	18421730	-0.020	-0.020	-0.034
BOP	2011 (2010+2011)	1599499377	179142006	0.021	0.026	0.190
	2012 (2011+2012)	1829227414	207686836	0.021	0.027	0.185
	2013 (2012+2013)	2176270019	236496442	0.019	0.024	0.171
	2014 (2013+2014)	2386409952	266062776	0.017	0.022	0.151
PADICO	2011 (2010+2011)	683026500	264737000	0.038	0.039	0.099

	2012 (2011+2012)	750910000	489471000	0.024	0.027	0.037
	2013 (2012+2013)	791209500	508193500	0.032	0.034	0.050
	2014 (2013+2014)	818542500	527870000	0.023	0.024	0.036
PALTEL	2011 (2010+2011)	563051500	410052000	0.161	0.179	0.221
	2012 (2011+2012)	595681500	443651500	0.138	0.177	0.185
	2013 (2012+2013)	641366500	480630000	0.143	0.191	0.191
	2014 (2013+2014)	708458500	512513000	0.120	0.140	0.166
PIB	2011 (2010+2011)	375013488	50063431	0.011	0.013	0.081
	2012 (2011+2012)	407892587	54993498	0.014	0.018	0.106
	2013 (2012+2013)	462680555	60685072	0.014	0.019	0.108
	2014 (2013+2014)	548755872	65501662	0.014	0.017	0.115
WASEL	2011 (2010+2011)	11697038	5546154	-0.170	-0.170	-0.358
	2012 (2011+2012)	12377494	5083977	-0.032	-0.032	-0.078
	2013 (2012+2013)	12765642	4747203	0.001	0.001	0.002
	2014 (2013+2014)	17876280	5711418	-0.196	-0.188	-0.613