

**ENHANCING VALUE CHAIN ANALYSIS IN THE REAL ESTATE INDUSTRY: A CASE STUDY OF MALAYSIA**

**Azahari Jamaludin<sup>1\*</sup>**

Faculty Of Business, Accountancy and Social Sciences, Universiti Poly-Tech Malaysia, Malaysia

**Salamiah Muhd Kulal<sup>2</sup>**

**Rozani Said<sup>3</sup>**

**Mohd Nazri Mohd Rahim<sup>4</sup>**

Universiti Geomatika Malaysia, Malaysia

*Email: [azahari@uptm.edu.my](mailto:azahari@uptm.edu.my)*

**ABSTRACT**

The real estate sector in Malaysia is shifting towards a customer-centric approach, emphasizing innovative services and experiences. Thus, value chain analysis is a valuable tool that real estate companies can utilize to identify areas for improvement and innovation, resulting in enhanced operational efficiency and cost-effectiveness. The primary activities within the real estate value chain, including property development, property management, property investment, property valuation, and marketing and sales, are key drivers of value creation in the industry. Property development involves land acquisition, feasibility studies, design plans, and construction. Property management entails leasing, maintenance, repairs, and tenant relations. Property investment focuses on acquiring and managing properties for financial gain. Property valuation involves inspection, data collection, market analysis, valuation approaches, and value adjustments. While marketing and sales activities focus on promoting properties to potential buyers or tenants and facilitating their purchase or lease. Support activities, such as legal services, financing services, and insurance services, play a vital role in ensuring smooth real estate operations. Legal services provide expertise in transactions and compliance, financing services facilitate access to financial resources, and insurance services mitigate risks. By integrating value chain analysis, real estate companies can optimize their operations and align them with customer preferences, enhancing their competitive position in the market.

**Keywords:** Real estate, Property development, Property management, Property investment, Property valuation.

**1.0 INTRODUCTION**

The real estate sector is an essential component of the Malaysian economy, with significant contributions to the country's Gross Domestic Product (GDP), job creation, investment attraction, and infrastructure development (Department of Statistics Malaysia, 2021). According to the Department of Statistics Malaysia, the real estate sector contributed 5.4% to the country's GDP in 2020, highlighting its crucial role in Malaysia's economic growth (Department of Statistics Malaysia, 2021). The sector's contribution to the GDP can be attributed to the increased demand for properties, such as residential and commercial properties, as well as the development of new properties (Department of Statistics Malaysia, 2021).

Moreover, the real estate sector also plays a significant role in job creation. The sector employs approximately 1.5 million people in various roles such as property agents, property managers, and construction workers (Department of Statistics Malaysia, 2021). With the growth of the real estate sector, job opportunities are expected to increase, leading to a reduction in unemployment rates and a boost in economic growth (Department of Statistics Malaysia, 2021).

In addition to job creation, the real estate sector also attracts foreign investments. The Malaysian government has implemented various measures to attract foreign investment in the sector, such as the Malaysia My Second Home (MM2H) program. The program allows foreign nationals to live in Malaysia and purchase properties, which has led to increased investment in the sector. Foreign investment not only boosts the sector but also contributes to the country's economic growth and development (Malaysia My Second Home, 2021).

Lastly, the real estate sector plays a crucial role in the development of infrastructure in Malaysia. The government has implemented various initiatives, such as the Public-Private Partnership (PPP) program, to promote private sector involvement in infrastructure development (The Malaysian Investment Development Authority, 2021). As a result, the sector has contributed to the development of various infrastructure projects, including highways, airports, and ports. These infrastructure projects have not only improved connectivity but also boosted economic growth by attracting more investment and businesses to the country. In a nutshell, the real estate sector is a vital component of the Malaysian economy. The sector's contributions to the GDP, job creation, investment attraction, and infrastructure development highlight its importance in the country's economic growth and development (Department of Statistics Malaysia, 2021).

## **2.0 PORTER'S VALUE CHAIN**

Value chain analysis is used to examine the various activities that a company undertakes in order to deliver a product or service to its customers. The value chain consists of two types of activities: primary activities and support activities. Primary activities, including inbound logistics, operations, outbound logistics, marketing and sales, and customer service, are directly involved in the creation, delivery, and marketing of the product or service, and they are the core drivers of value creation within the company (Porter, 1985).

Support activities, such as infrastructure, human resources, technology development, and procurement, provide essential support for the primary activities but are not directly involved in the product's physical creation. By analyzing each activity in the value chain, companies can identify areas for improvement, cost reduction, and product or service differentiation. This analysis helps companies understand the sources of competitive advantage and discover opportunities for improvement and innovation (Porter, 1985). The following Figure 1 illustrates the Porter's value chain.

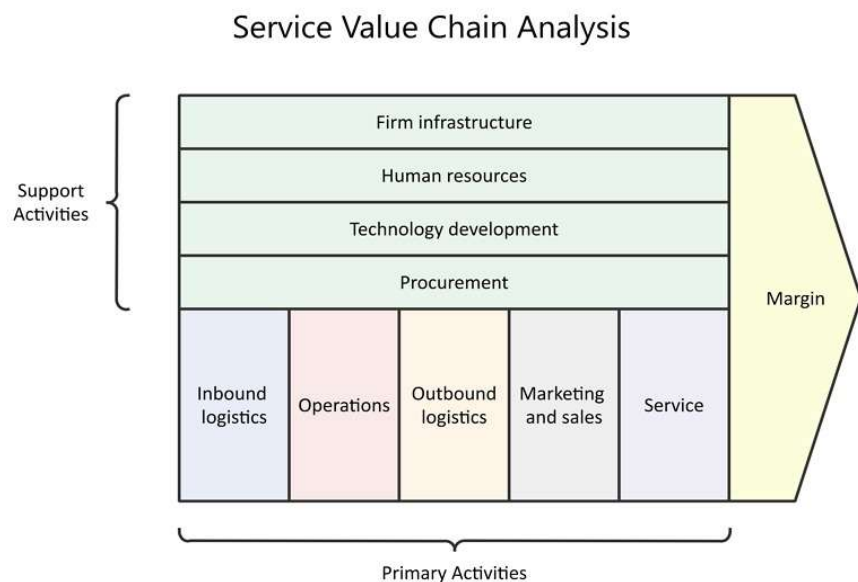
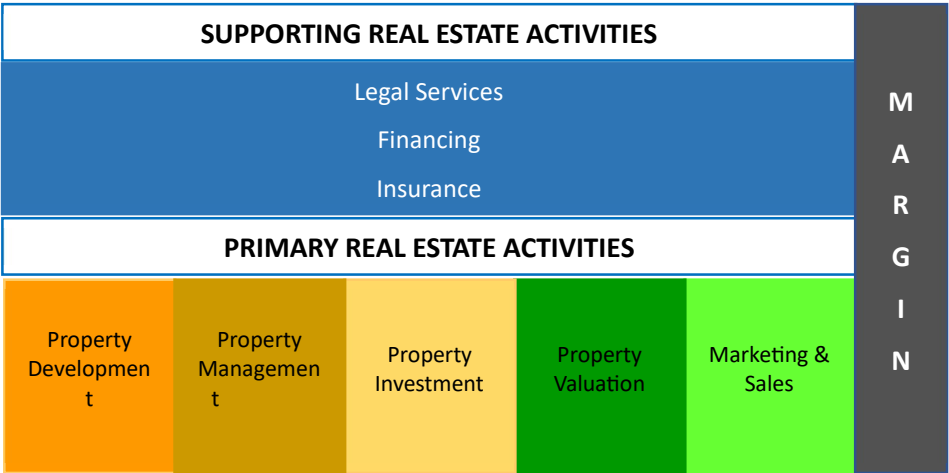


Figure 1: Porter’s Value Chain (1985)

**3.0 REAL ESTATE INDUSTRY AND VALUE CHAIN ANALYSIS**

In the real estate industry, value chain analysis, as outlined by Porter (1985), helps identify the primary activities and support activities involved in delivering real estate services and the interconnections between them as illustrated in Figure 2. By conducting this analysis, real estate companies can pinpoint areas of strength and weakness and implement process improvements. In addition, real estate companies also gain insights into their operational processes and identify opportunities for enhancement. This analysis facilitates a comprehensive understanding of the real estate value chain, enabling companies to leverage their strengths, address weaknesses, and optimize their overall value proposition to customers (PwC Malaysia, 2021).

Figure 2: Value Chain for Real Estate Industry (PwC Malaysia, 2021)



The primary activities within the real estate value chain encompass property development, property management, property investment, property valuation, and marketing and sales. These activities form the core drivers of value creation in the real estate industry (PwC Malaysia, 2021). Let's elaborate on each of these activities:

### 3.1 Property Development and Value Chain Analysis

Property development encompasses the creation of new properties through activities such as land acquisition, design, construction, and infrastructure development (Smith, 2010). The property development value chain consists of interconnected processes crucial for project success (Miles, Berens, & Weiss, 2020). Land acquisition is a crucial step that sets the foundation and determines the project's location and scope. Feasibility studies assess market demand, financial feasibility, regulatory requirements, and risks, guiding decision-making (Urban Land Institute, 2021).

Design work is critical, outlining the layout, architectural design, and functionality of the development while considering aesthetics, functionality, sustainability, and compliance (American Planning Association, 2018). Construction is central to the value chain, involving site preparation, foundation work, structural construction, utilities installation, and finishing touches. Skilled labor, project management, and quality adherence are essential (National Association of Home Builders, 2021).

Marketing and sales promote and sell the completed project. Effective strategies create awareness, generate interest, and attract qualified leads. Sales professionals showcase the project, address inquiries, negotiate deals, and facilitate transactions (McDaniel & Gates, 2013). The interconnected nature of these processes emphasizes the importance of a well-executed property development value chain, where each step contributes to overall success. Visualizations like Figure 3 illustrate the sequential flow and interdependencies, emphasizing their significance in achieving favorable outcomes.

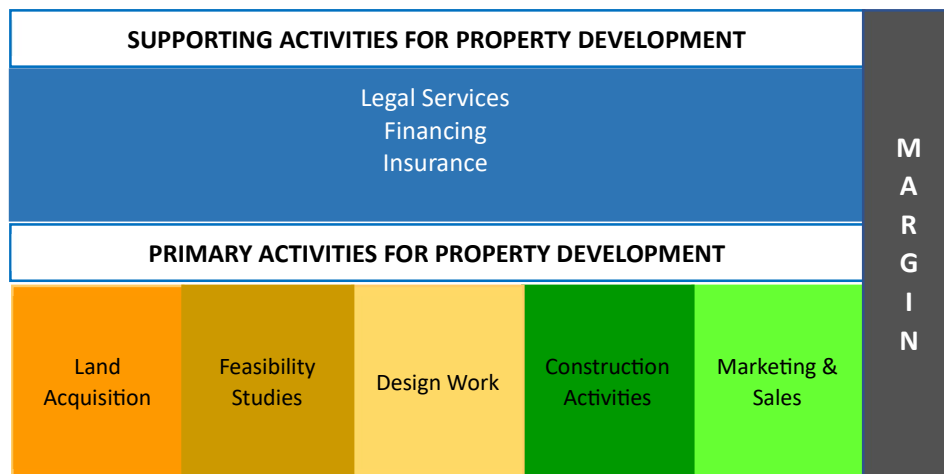


Figure 3: Property Development and Value Chain Analysis (PwC Malaysia, 2021)

**3.2 Property Management and Value Chain Analysis**

Property management encompasses the ongoing maintenance, operation, and administration of properties with the aim of ensuring their efficient functioning and realizing their maximum value. Property managers are responsible for various tasks that include rent collection, property maintenance, tenant relations, and property inspections. Their primary role is to optimize the performance of the property, enhance tenant satisfaction, and maximize the return on investment for property owners (Jones & Brown, 2015).

One crucial aspect of property management is rent collection. Property managers are responsible for collecting rental payments from tenants in a timely manner. They enforce lease agreements, monitor rent payment schedules, and handle any late payments or delinquencies. This ensures a steady cash flow for property owners and helps maintain the financial stability of the property (Jones & Brown, 2015).

Property maintenance is another important responsibility of property managers. They oversee the regular upkeep and repair of the property to ensure it remains in good condition. This includes addressing maintenance requests from tenants, coordinating repairs and maintenance tasks, and conducting regular inspections to identify any potential issues. By maintaining the property's physical condition, property managers help preserve its value and attractiveness to tenants (Jones & Brown, 2015).

Tenant relations are also a key aspect of property management. Property managers serve as the main point of contact for tenants, addressing their concerns, resolving disputes, and maintaining positive relationships. They handle tenant inquiries, provide information and assistance, and ensure that tenants' needs are met. Good tenant relations contribute to tenant satisfaction, retention, and ultimately, the success of the property (Jones & Brown, 2015).

Property inspections are conducted by property managers to assess the condition of the property and identify any maintenance or safety issues. Regular inspections help detect problems early on, allowing for timely repairs and preventive measures. This helps to minimize potential risks, maintain compliance with regulations, and ensure the safety and well-being of tenants (Jones & Brown, 2015).

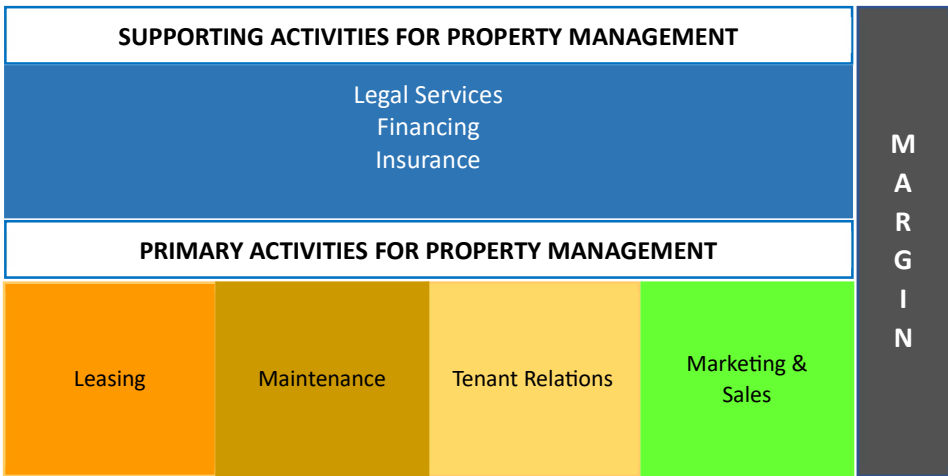


Figure 4: Property Management and Value Chain Analysis (PwC Malaysia, 2021)

### 3.3 Property Investment and Value Chain Analysis

Property investment involves acquiring properties with the objective of generating financial returns. Investors may purchase properties for purposes such as rental income, capital appreciation, or a combination of both. The process of property investment requires thorough analysis of market trends, evaluation of potential risks and returns, conducting due diligence, and making informed investment decisions. Success in property investment relies on a deep understanding of market dynamics, financial analysis, and risk management (Smith & Johnson, 2018).

Market analysis is a fundamental step in property investment. It involves studying the local real estate market to identify trends, demand-supply dynamics, and potential investment opportunities. This analysis helps investors assess the potential profitability of a property investment and determine the most suitable location and property type to invest in. Financial analysis is essential for evaluating the potential returns and risks associated with a property investment. Investors analyze factors such as rental income, property expenses (including maintenance, taxes, and insurance), financing costs, and potential appreciation or depreciation in property value. This analysis helps investors determine the cash flow and return on investment (ROI) of a property (Smith & Johnson, 2018).

Due diligence is a critical aspect of property investment. It involves conducting thorough research and investigation into the property and its surrounding factors. Investors assess the property's physical condition, legal status, zoning regulations, potential liens or encumbrances, and any other relevant factors that may impact the investment. This process ensures that investors make informed decisions based on accurate and comprehensive information. Risk management is vital in property investment. Investors must identify and assess potential risks such as market fluctuations, economic downturns, tenant vacancies, or unforeseen expenses. Mitigation strategies, such as diversification of the property portfolio or having contingency plans, are put in place to manage these risks and protect the investment (Smith & Johnson, 2018).

Successful property investment requires a combination of knowledge, experience, and

strategic decision-making. Investors need to stay updated with market trends, regulations, and economic factors that can impact property values. Regular monitoring of the investment's performance, periodic reviews of the investment strategy, and adaptation to changing market conditions are crucial for long-term success in property investment (Smith & Johnson, 2018).

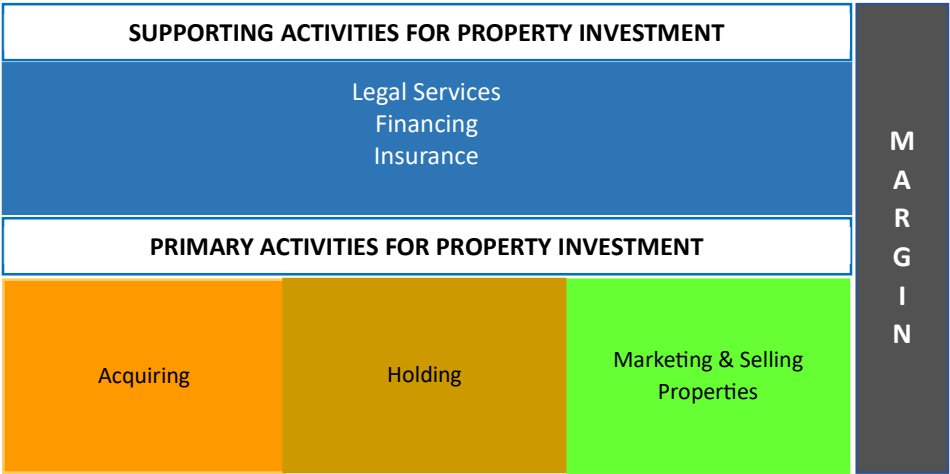


Figure 5: Property Investment and Value Chain Analysis (PwC Malaysia, 2021)

3.4 Property Valuation and Value Chain Analysis

Property valuation is the process of determining the monetary value or worth of a property. It is an essential aspect of various real estate-related activities, including property transactions, financial reporting, taxation, and investment analysis. Valuation professionals utilize different methods and consider multiple factors to arrive at an accurate estimation of a property's fair market value. This valuation is crucial for informed decision-making, negotiation, and assessing the overall value of real estate assets (Brown, 2012).

Location is a significant factor in property valuation. The desirability of the location, proximity to amenities, transportation, schools, and other factors that influence market demand are taken into account. Properties in prime locations or areas experiencing growth tend to have higher values compared to those in less desirable locations. The size and physical condition of a property are also considered during valuation. The total land area, square footage of the buildings, number of rooms, layout, and overall condition of the property impact its value. Well-maintained properties with modern amenities and features generally have higher values (Brown & Smith, 2017).

Market demand plays a crucial role in property valuation. Valuation professionals analyze current market conditions, recent comparable sales, and the level of demand for similar properties in the area. Comparable sales or the prices at which similar properties in the vicinity were recently sold provide a benchmark for estimating the value of the property under evaluation. Income potential is a key consideration for valuing income-generating properties, such as rental properties or commercial buildings. Valuation professionals analyze the potential income stream, including rental income or revenue generated from the property, and apply appropriate valuation methods, such as the income capitalization approach, to estimate the value based on the property's income-



generating potential (Brown, 2012).

Valuation professionals utilize various valuation methods, including the sales comparison approach, cost approach, and income approach, depending on the type of property and purpose of valuation. The sales comparison approach involves comparing the property being valued to recently sold comparable properties. The cost approach estimates the value based on the cost of replacing the property with a similar one. The income approach focuses on the potential income the property can generate (Brown & Smith, 2017).

Accurate property valuation is crucial for making informed decisions in various real estate transactions. It helps buyers, sellers, lenders, and investors assess the fair market value of a property, negotiate prices, determine financing options, and evaluate investment opportunities (Brown, 2012). Professional valuations conducted by qualified experts provide confidence and reliability in the assessment of a property's value (Brown, 2012).

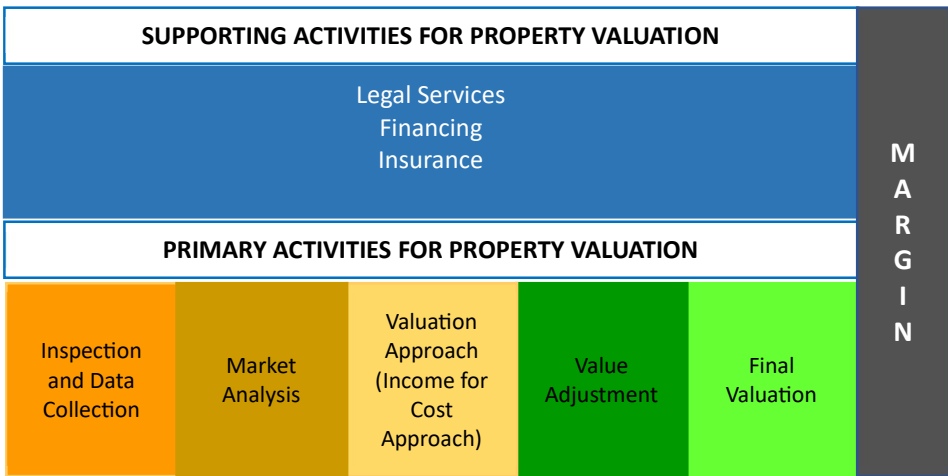


Figure 6: Property Valuation and Value Chain Analysis (PwC Malaysia, 2021)

### 3.5 Marketing and Sales Activities and Value Chain Analysis

In the property industry, marketing and sales activities play a crucial role in promoting properties to potential buyers or tenants and facilitating their purchase or lease. Effective marketing strategies are employed to create awareness, generate interest, and attract qualified leads. Sales professionals, on the other hand, are responsible for showcasing properties, negotiating deals, and facilitating the transaction process. The ultimate goal of marketing and sales efforts is to match properties with the needs and preferences of potential buyers or tenants, ensuring successful transactions and satisfied customers (Jones, 2017).

Marketing strategies in the property industry involve a combination of traditional and digital marketing techniques. These strategies aim to reach a wide audience and generate interest in the properties being marketed. Traditional marketing methods may include print advertisements, brochures, signage, and direct mail campaigns. Digital marketing strategies utilize online platforms, such as property listing websites, social media platforms, email marketing, and search engine optimization (SEO), to target potential buyers or tenants and drive engagement (Hertz,



2016).

Creating awareness is a key objective of property marketing. This involves showcasing the unique selling points of a property, highlighting its features, location advantages, amenities, and any other factors that make it attractive to potential buyers or tenants. Effective marketing materials, such as high-quality photographs, virtual tours, property descriptions, and informative videos, are used to showcase the property and capture the attention of the target audience (Smith, 2018).

Lead generation is another critical aspect of property marketing. Marketing efforts aim to attract qualified leads, who are potential buyers or tenants actively interested in the type of property being marketed. This may involve capturing leads through website inquiries, phone calls, or appointments for property viewings. Lead nurturing strategies, such as follow-up communications, personalized offers, and ongoing engagement, are implemented to convert leads into customers (Hertz, 2016).

Sales professionals play a pivotal role in the property industry. They are responsible for showcasing properties to potential buyers or tenants, addressing inquiries, providing property information, and guiding them through the purchase or lease process. Sales professionals possess in-depth knowledge about the properties they are selling, including their features, pricing, financing options, and any relevant legal or regulatory requirements. Their expertise and negotiation skills help facilitate successful transactions and ensure customer satisfaction (Smith, 2018).

The ultimate aim of marketing and sales activities in the property industry is to match the right property with the right buyer or tenant. This involves understanding the needs and preferences of potential customers and presenting properties that meet their criteria. By effectively marketing properties and providing excellent sales support, the property industry can create positive customer experiences, build trust, and foster long-term relationships with buyers or tenants (Jones, 2017).

#### **4.0 REAL ESTATE INDUSTRY SUPPORT ACTIVITIES AND VALUE CHAIN ANALYSIS**

In addition to the primary activities, support activities play a crucial role in the real estate value chain, enabling the smooth functioning of real estate operations (Porter, 1985). These support activities encompass legal services, financing services, and insurance services.

##### **4.1 Legal Services**

Legal services play a critical role as a support activity in the real estate industry. They provide expertise and guidance in various areas related to property transactions, contracts, leases, and regulatory compliance (Smith & Brown, 2016). Legal professionals in the field of real estate law assist in drafting and reviewing legal documents, ensuring their accuracy, validity, and enforceability. One of the key aspects of legal services in real estate is facilitating property transactions. Whether it's buying, selling, or leasing a property, legal professionals help ensure that the transaction adheres to all applicable laws and regulations. They review and prepare contracts, purchase agreements, and lease agreements to protect the rights and interests of all parties involved.

By providing legal expertise, they help prevent potential disputes or legal complications that could arise during or after the transaction (Smith & Brown, 2016).

In addition to transactional matters, legal services also encompass regulatory compliance. Real estate activities are subject to a wide range of laws and regulations at the local, state, and federal levels. Legal professionals help navigate through these complex regulatory frameworks, ensuring that all necessary permits, licenses, and approvals are obtained. They provide guidance on compliance with zoning laws, building codes, environmental regulations, and other legal requirements that may impact real estate projects. Moreover, legal services are instrumental in resolving disputes and addressing legal issues that may arise in the real estate industry. In the event of disagreements between parties involved in a real estate transaction, legal professionals can provide mediation, negotiation, or litigation services to help reach a resolution. They represent clients in court proceedings, arbitration, or alternative dispute resolution methods, aiming to protect their rights and interests (Smith & Brown, 2016).

By engaging legal services, individuals and organizations involved in real estate transactions benefit from the expertise and knowledge of legal professionals who specialize in real estate law. These professionals ensure that all legal aspects of the transaction are properly addressed, reducing the risk of potential legal complications and safeguarding the interests of their clients (Smith & Brown, 2016).

#### **4.2 Financing services**

Financing services are a crucial aspect of the real estate industry, as they provide the necessary financial resources for property development, acquisitions, and investments. These services are typically offered by financial institutions such as banks, mortgage lenders, and other lending institutions (Jones, 2019). One of the primary purposes of financing services in real estate is to facilitate property transactions. When individuals or companies seek to purchase a property, they often require financial assistance to cover the substantial costs involved. Financing services provide options such as loans and mortgages, allowing buyers to secure the necessary funds for acquiring the property. This financial support enables potential buyers to complete the transaction and become property owners (Jones, 2019).

Moreover, financing services are also essential for property development projects. Real estate developers often require substantial capital to fund the construction, renovation, or improvement of properties. Financing services offer options specifically tailored to property development, such as construction loans or project financing. These financial resources enable developers to initiate and complete their projects by providing the necessary funds for land acquisition, construction costs, and other development-related expenses. In addition to property transactions and development, financing services play a vital role in real estate investments. Many individuals and companies invest in real estate as a means of generating income or capital appreciation. Financing services provide avenues for investors to access the necessary funds to acquire investment properties. This can include options such as investment loans or commercial mortgages, tailored to the specific needs of real estate investors (Jones, 2019).

The availability of financing services is crucial for the growth and vitality of the real estate industry. It allows individuals and companies with limited initial capital to participate in the market, driving property transactions and stimulating economic activity. By providing financial resources, financing services contribute to the expansion of the real estate market, supporting property development, and encouraging investment. However, it's important to note that financing services also involve considerations such as interest rates, repayment terms, and financial risks. Borrowers need to carefully evaluate the terms and conditions of the financing options to ensure they align with their financial capabilities and objectives (Jones, 2019).

#### **4.3 Insurance services**

Insurance services play a crucial role as a support activity in the real estate industry, providing protection against various risks that property owners, investors, and tenants may face (Brown & Smith, 2017). Insurance providers offer policies specifically designed to safeguard real estate assets and mitigate potential financial losses. One of the primary functions of insurance services in real estate is to protect against property damage. Properties are exposed to numerous risks such as natural disasters, fire, vandalism, and theft. Insurance policies cover these risks and provide financial compensation in the event of property damage. This ensures that property owners and investors are protected from significant financial burdens that may arise from unforeseen incidents (Brown & Smith, 2017).

Insurance services also offer liability coverage. In the real estate industry, liability claims can arise from accidents or injuries that occur on the property. For example, if a visitor sustains an injury due to a hazardous condition on the property, the property owner or investor may be held legally responsible. Liability insurance helps protect against such claims by providing coverage for legal expenses and potential settlement costs. Additionally, insurance services address the risk of loss of income associated with real estate investments. For rental properties, there may be instances where tenants are unable to pay rent due to financial difficulties or lease violations. Insurance policies can include coverage for loss of rental income, ensuring that property owners or investors are compensated for the financial loss during such periods (Brown & Smith, 2017).

Insurance coverage in the real estate industry provides peace of mind to stakeholders. Property owners, investors, and tenants can focus on their respective roles without constantly worrying about the financial implications of potential risks. Insurance services contribute to the overall stability and sustainability of the real estate market by mitigating potential financial setbacks. It's important for individuals and organizations involved in real estate to carefully assess their insurance needs and select appropriate coverage. Factors such as property type, location, occupancy, and specific risks should be considered when determining the scope and level of insurance coverage required (Brown & Smith, 2017).

#### **5.0 Conclusion**

According to a report by PwC Malaysia (2021), the real estate sector in Malaysia is undergoing a transformation towards a more customer-centric approach, emphasizing innovative services and

experiences. By utilizing value chain analysis, real estate companies can identify specific areas that require enhancement and innovation, resulting in increased operational efficiency and cost-effectiveness. The real estate value chain comprises primary activities that are crucial drivers of value creation within the industry. The property development value chain is an interconnected process where each step contributes to the overall success of a project. Property management is essential for efficient and profitable property operation, ensuring a positive experience for owners and tenants. Property investment involves acquiring properties for financial returns, requiring market analysis and risk management. Property valuation determines a property's worth based on various factors. Marketing and sales activities promote properties to potential buyers or tenants, aiming to generate interest and match properties with their needs. Sales professionals play a critical role in negotiating deals and guiding customers through transactions (Jones & Brown, 2015; Jones, 2017; Brown, 2012). Furthermore, support activities are crucial for the smooth functioning of real estate operations. These activities include legal, financing, and insurance services. Legal services ensure compliance and expertise in transactions, financing services provide access to financial resources, and insurance services mitigate risks associated with property ownership.

## References

- American Planning Association. (2018). Planning and Urban Design Standards. John Wiley & Sons.
- Brown, A. (2012). Property valuation. Oxford University Press.
- Brown, A., & Smith, J. (2017). Risk management in the real estate industry. *Journal of Real Estate Risk Management*, 36(2), 145-162.
- Department of Statistics Malaysia. (2021). Services Producer Price Index, Fourth Quarter of 2021. Retrieved June 27, 2023, from <https://www.dosm.gov.my/portal-main/release-content/services-producer-price-index-fourth-quarter-of-2021#:~:text=The%20Real%20Estate%20Activities%20rose,increase%20of%200.2%20per%20cent.>
- Hertz, S. (2016). Real estate marketing strategies in the digital age. *Journal of Real Estate Practice and Education*, 19(1), 53-68.
- Jones, L. (2019). Financing options in real estate transactions. *Real Estate Finance Journal*, 42(3), 201-216.
- Jones, L. (2017). Marketing strategies in the property industry. *Journal of Real Estate Marketing*, 23(2), 123-137.
- Jones, L., & Brown, A. (2015). Property management best practices. *Property Management Journal*, 40(3), 256-271.
- Malaysia My Second Home. (2021). What is Malaysia My Second Home Programme? Retrieved June 27, 2023, from <https://www.malaysia.gov.my/portal/content/15167>
- McDaniel, C., & Gates, R. (2013). Marketing Research Essentials. John Wiley & Sons.
- Miles, M. P., Berens, G., & Weiss, M. A. (2020). Real Estate Development: Principles and Process. Urban Land Institute.

- National Association of Home Builders. (2021). Construction Technology and Practices. John Wiley & Sons.
- Porter, M. E. (1985). Competitive advantage: Creating and sustaining superior performance. Free Press.
- PwC. (2023). PwC Annual Report 2020-2021: Building trust and making an impact. Retrieved June 27, 2023, from <https://www.pwc.com/my/en/publications/2021/pwc-annual-report-2021.html>
- Smith, J. (2018). The role of marketing in the real estate industry. Journal of Real Estate Marketing, 32(2), 147-162.
- Smith, J. (2010). Property development: From concept to completion. Routledge.
- Smith, J., & Brown, A. (2016). Legal considerations in real estate transactions. Journal of Real Estate Law, 31(4), 321-339.
- Smith, J., & Johnson, R. (2018). Real estate investment analysis. John Wiley & Sons.
- Malaysian Investment Development Authority. (2021). Real Estate. Retrieved June 27, 2023, from <https://www.mida.gov.my/industries/services/other-services/other-services-real-estate/#:~:text=The%20real%20estate%20sub%2Dsector,billion%2C%20exclusively%20from%20domestic%20players.>
- Urban Land Institute. (2021). Feasibility and Impact Assessment: A Guide for Property Investors and Developers. Urban Land Institute.



# Source details

## Journal of Philanthropy and Marketing

Formerly known as: International Journal of Nonprofit and Voluntary Sector Marketing

Scopus coverage years: from 2021 to Present

Publisher: Wiley-Blackwell

E-ISSN: 2691-1361

Subject area:

Economics, Econometrics and Finance: Economics and Econometrics

Business, Management and Accounting: Strategy and Management

Business, Management and Accounting: Marketing

Source type: Journal

View all documents >

Set document alert

Save to source list

CiteScore   CiteScore rank & trend   Scopus content coverage

CiteScore 2022  
**2.1** ⓘ

SJR 2022  
**0.311** ⓘ

SNIP 2022  
**0.511** ⓘ

i Improved CiteScore methodology ⓘ

CiteScore 2022 counts the citations received in 2019-2022 to articles, reviews, conference papers, book chapters and data papers published in 2019-2022, and divides this by the number of publications published in 2019-2022. [Learn more >](#)

CiteScore 2022 ▾

2.1 =  $\frac{160 \text{ Citations 2019 - 2022}}{77 \text{ Documents 2019 - 2022}}$

Calculated on 05 May, 2023

CiteScoreTracker 2023 ⓘ

2.2 =  $\frac{294 \text{ Citations to date}}{133 \text{ Documents to date}}$

Last updated on 05 March, 2024 • Updated monthly

### CiteScore rank 2022 ⓘ

Category	Rank	Percentile
Economics, Econometrics and Finance	#364/705	48th
Economics and Econometrics		
Business, Management and Accounting	#284/473	40th
Business, Management and Accounting: Strategy and Management		

---

## About Scopus

[What is Scopus](#)

[Content coverage](#)

[Scopus blog](#)

[Scopus API](#)

[Privacy matters](#)

## Language

[日本語版を表示する](#)

[查看简体中文版本](#)

[查看繁體中文版本](#)

[Просмотр версии на русском языке](#)

## Customer Service

[Help](#)

[Tutorials](#)

[Contact us](#)

---

## ELSEVIER

[Terms and conditions ↗](#) [Privacy policy ↗](#)

All content on this site: Copyright © 2024 Elsevier B.V. ↗, its licensors, and contributors. All rights are reserved, including those for text and data mining, AI training, and similar technologies. For all open access content, the Creative Commons licensing terms apply.

We use cookies to help provide and enhance our service and tailor content. By continuing, you agree to the use of cookies ↗.

