

# **Investigating the Effects of Entrepreneurship and Sustainable Competitive Advantage by Considering the Merits of Marketing and Innovation Capability (Case Study: Isfahan Province Appliances Companies)**

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## **Abstract**

The purpose of this study is "investigating the effects of entrepreneurship and sustainable competitive advantage by considering the merits of marketing and innovation capability in Isfahan Province appliances companies". This research is descriptive - survey in the field branch. Data were collected by using a questionnaire with the help of statistical software such as SPSS statistical test of normality test of data distribution (Kolmogorov - Smirnov test), regression, and ANOVA was analyzed. The study sample included all managers of Isfahan Province appliances companies which the number of them is estimated 91. Due to access to the total population of all census methods have been used. The findings indicate that the entrepreneurship of competitive advantage has a significant relationship in Isfahan Province appliances companies.

**Key words:** Entrepreneurship; Sustainable Competitive Advantage; Marketing; Innovation

## **Introduction**

Today experts believe organizations to remain safe from the furious waves consistent with the requirements of environmental changes and competition has no choice but to obtain a sustainable competitive advantage. Organizations benefit from the long-term competitive advantage and better profitability that having the best equipment to meet market requirements and forecast changing conditions (Weerawrdena, 2004). Generally competitive advantage indicates that an organization can function commercially better than its competitors in the same industry using its assets and competences acquired (Lee and Hsich, 2010). Nowadays, with the emergence of modern technologies and markets close to each other durability and sustainability of any organization depends on the industry and gain a sustainable

competitive advantage hence major challenge faced by all organizations is to benefit from a competitive tool because the possessing tools necessary and unavoidable competitiveness are for organizations.

On the other hand, with the emergence of new techniques in the field of marketing and delivering products with new capabilities achieving success in this space are faced with a complex challenged. Meanwhile tastes and demands of different geographical point of view, it has added to the complexity, organizations have understood as well the importance of possessing resources that will lead to sustainable competitive advantage. And they are searching for the best competitiveness option. One option for achieving this task ahead is to foster innovative ideas and entrepreneurial. Ideas and strategies joined their new world consistent with them. Because the entrepreneurship as a strategic approach is an important factor in the growth and advancement of nations and societies. Nowadays, with the dramatic changes and continuous basic and particularly in important areas of life the economy and business is considered an obligation and necessity (Hosseini, 1388). On the other hand it seems to have strong marketing capabilities in stressful environments rich and diligent competitors to respond faster to demand and consumer demand is unavoidable because in today's highly competitive markets, consumers are faced with many options to choose (Nazemi and Vesal, 1386) and surely win the innovation and marketing competitiveness is the one who is above. Companies must be able to attract customers and competitors better understand the needs and processes of purchase. It has the advantage that companies are able to provide superior value to consolidate its position in the market, competitive pressures and the need for profit organization that is required to be an increasing demand and market needs, be held accountable. The main focus of marketing strategy, allocate and coordinate marketing activities and resources in order to meet the operational goals of the company as a market - is a particular product (Walker et al, 1383).

In addition to the proper marketing strategies necessary to lead the market in innovation and entrepreneurial efforts to maintain the market position of the organization is crucial. Appliance industry due to the nature of its assets and the purchasing activity that is associated with their particular sensitivities and customers numerous options to consider when choosing to buy a product because it should cost more to pay customers buy the obsessions and more sensitive to face. On the other hand, because of the high cost of these products, as well as neglect and activities promoting innovation and keeping abreast of changes in taste and competitor actions the company puts in peril. It will be the most competitive. This study would aim to provide a model for the impact of entrepreneurship, marketing and innovation capabilities to gain a competitive advantage. And answer this important question of whether entrepreneurship, marketing and innovation capabilities to gain a competitive advantage have an effect or not?

## **The research framework**

### **- Entrepreneurship**

The word entrepreneur is not entered into management and economics literature more than two centuries and such other terms have been many changes to their evolutionary development. Entrepreneurship in economic theory Taylor initially crystallized and was

identified as a major factor in the creation of wealth and economic value since the fifteenth century, the focus has been on various economic schools (Imani, 1388: 25).

Today entrepreneurship is resource to accelerate business growth and success. Entrepreneurs are playing an important role in creating value and employment opportunities in developed and developing countries (Peng, 2011: 114). In the past two decades, the business environment is being increasingly dynamic, complex and unpredictable. Globalization, increased competition, the development of information and communication technology, the quality of goods and services, customer satisfaction, etc. has faced the administration of ineffective government and the public sector around the world serious challenges in the field. Among effective strategies for dealing with these challenges are governments resort to entrepreneurship and innovation. Actually intense competition in the global market has forced the organizations to leverage the capabilities and merits change and improve competitive advantage and differentiation in the market. Some organizations through a continuous stream of innovation to gain competitive advantage and enable companies to leverage other capabilities are classified (Ndubisi and Iftikhar, 2012: 74).

#### **- Affecting Factors in Entrepreneurship**

Moghimi (1383 and 1384) has studied and shown two of the following factors affecting entrepreneurship in organizations, social and cultural, public and NGO in the country, that these organizations influenced by structure, behavior and fields. His research in order to identify the dimensions of the three-ramifications for entrepreneurship development has been used. The model is an analytical tool that can be based on all the studies in the three areas of organization and management theories can be investigated.

1. Structural factors: includes all elements of the organization that is inhumane physical conditions and regularity, order, special order and continuous framework, templates, layouts, physical body and the physical body or organization making. Therefore, all material resources, financial, and technical information, in particular when combined with the general body of the stream (abiotic factors) are structural components of the branch.
2. Factors underlying circumstances and external environmental factors that surround the environment, interacting with the impression and the effect are beyond the control.
3. Behavioral factors including human factors and human relations in the organization of behavioral norms, informal communication, and specific patterns of interdependent organizations that form the core content. These content factors actually dynamics are considered part of organizational life and any other factors and variables that are directly related to human resources in will be these categories.

The reason for naming the model (three ramifications) which the relationship between structural factors is behavioral and contextual way that no phenomenon can be done outside of the interaction of these three categories. Actually, the relationship between the three branches of an unbroken practice of closely inseparable. This means that the relations between the three branches of the necessary requirements and three grown as a single trunk of life phenomena

are studied. In other words, the ruling trinity was nothing between them but three salinities is governed. Differentiation and identification of These three aspects were purely theoretical and only for the purpose of analyzing and understanding the concept and phenomenon. (Moghimi, 1384: 82).

#### **- The Relationship between Entrepreneurship and Competitive Advantage**

Today entrepreneurship is a resource to accelerate business growth and success. Entrepreneurs are playing an important role in creating value and jobs in developed and developing countries (Peng, 2011: 120). In the other hand in past two decades, the business environment is increasingly dynamic, complex and unpredictable. Globalization, increased competition, the development of information and communication technology, the quality of goods and services, customer satisfaction, ineffective government, etc. the administration of the public sector around the world has faced serious challenges in this area. Such as effective strategies for dealing with these challenges, governments resort to entrepreneurship and innovation (Moghimi, 2003: 75). Actually intense competition in the global market organizations to leverage the capabilities and merits change, and improve competitive advantage and differentiation in the market has forced performance. Some organizations have gained competitive advantage through a continuous flow of innovation and enterprise is able to lever other features (Andubysy and Iftkhar, 2012: 212).

Companies should seize any opportunity that may exist on the market should be aware of embarking on market intelligence, the company should be better able to understand the needs and demands of the market, which leads to better value to customers and improving business performance. In the market-oriented firms, entrepreneurial orientation is also equally important to promote and improve corporate performance (Hsim et al, 2011: 25).

#### **- The Competitive Advantage**

Penetrating look around the world reveals the fact that the world today is very different from the past. In this regard, certain features can be noted globalized world economy, mass production and excess capacity in most markets, time based competition, mass communications, information and knowledge and to increase the efficiency of breeding (Drucker, 1378: 78). According to Porter, this represents the integration of world markets and the increasing complexity of markets and the dynamics of companies and organizations. An atmosphere is such a fundamental question that what is the secret to survival and success in today's competitive world? Looking at the literature and evaluate the theories of strategic management expert answers to create and maintain a sustainable competitive advantage in the sense that we scholars (Barney, 1999, Porter 1985) believe Environmental organizations have no choice but to business continuity to be immune from the fierce waves and is also compatible with the requirements of sustainable competitive advantage. Understanding of the concept and content features can be competitive in the design and implementation of efficient models and methods aimed at achieving sustainable advantage is a very effective way for organizations decoder (Mohri, 1382: 154). The only way to survive in today's competitive environment, it does not remain a competitive advantage. Two main approaches to strategic management science theorists argued for competitive advantage. The approach is based on environmental

opportunities and an approach based on the internal capabilities of the organization (Hajipour and Momeni, 1389: 96).

According to the theoretical foundations of strategic management and strategic management, marketing, three sets of attitudes in relation to competitive advantage can be explained. First view of resources and organizational capabilities, the second attitude of environmental resources and capabilities and third attitudes organizational synergy of resources and relationships between them are stated as a source of competitive advantage. Each of these theories, from the angular look to have a competitive advantage and the main difference is due to the competition looked territory, so that competitive advantage is based on the theory of industrial organization characteristics (peripheral view) considers stressing the importance of location factors industry structure and market boundaries based on industry analysis and competitive realm. In contrast, resource-based theory of competitive advantage and organizational capabilities is based on the analysis of organizational boundaries and scope of the competition. In addition to these two perspectives, attitudes, communication and inter-organizational competitive advantage based on resources, Boundaries between organizations as the unit of analysis and consider competing jurisdiction (Mehri, H., 1386: 45). Today, senior executives of companies producing a variety of methods and tools to achieve objectives and business plans to gain a bigger share of the market is based on the use. In this regard, it will consider strategies to provide better quality products and leads lower prices and greater access. Therefore always try to reduce costs, increase flexibility to achieve a competitive advantage over other competitors. On the other hand are given the current market situation, including increased customer expectations in terms of price, quality and variety of products and timely delivery. And the free flow of information that increases knowledge and insight are into customers than competing products and according to considerable advances in technologies and transportation systems, and the resulting order as well as direct labor costs push firms into two little figures that has led firms to meet new needs and provide customer satisfaction, and survival in the competition on the one hand and to provide occasional step back in the supply chain, the other hand it to move forward and get connected with customers in order to reach its strategic goals (Nick Mehr and Doroodchi, 1386: 2).

Having a competitive advantage makes the organization is able to have competitive features and functionality compared with its rivals. In this may to have lower prices, higher quality, higher reliability in delivery of goods and ultimately deliver the desired product in less time. Capabilities and improve the overall performance of an organization is mentioned factors can give us a competitive advantage to the high levels of economic performance, customer satisfaction and customer loyalty can lead to the product and its effectiveness (Lee et al, 2007: 8).

Businesses with a higher level of customer satisfaction and loyalty, the less competitive areas are changing and more stable in this area are facing as a result of using these platforms to achieve more sales and profit. The organization offers high quality products can be added to the product price to attract funds and thus the gross profit from the sale of the investment return. Marketing organization that has quickly and fast product innovation could be on the market in the first place and thus higher sales volume, market share and enjoy. Therefore, creating a positive and beneficial relationship between competitive advantage and organizational performance can be achieved and constructive (Lee et al, 2007: 12).

### **- Factors affecting the competitive advantage**

Research shows that a number of factors such as organizational innovation, market learning capability, entrepreneurship, marketing capabilities, resources, marketing trends, innovation, marketing, relationship-centered learning, absorptive capacity, orientation, core competencies, barriers to mobility, organizational competencies, developing and implementing a knowledge expert system features, intelligence capabilities, creating customer relationships, product development and building relationships with suppliers and ... impact on sustainable competitive advantage (Dehghan et al, 1391: 132).

In this research, entrepreneurship, innovation and marketing capabilities are studied as factors affecting competitiveness. Entrepreneurship: Widespread changes in today's dynamic and competitive environment have caused smart that organizations are looking to create a situation that could further attract creative people and entrepreneurs, to manage and maintain to benefit from the merits of entrepreneurship organizations more. Today, organizations can overcome with a few creative people and entrepreneurs and entrepreneurial projects to competitors, flexible, innovative and opportunity-oriented (Aghaee, 1378: 1).

Corporate entrepreneurship activities that enables exploit the competitive advantages of innovation in an organization and approaches is the institutionalization of innovation in organizations. In fact, entrepreneurship as a window into the operation of sustainable competitive advantage for organizations is considered a pioneer and innovation (Imani poor, 1387: 12).

Innovation: the most basic mechanisms for creating a sustainable competitive advantage in today's dynamic environment of innovative products and provide services. (Shahrakipoor, 1389: 3).

In fact organizations have shown order to meet the rapidly changing market pay great attention to creativity and innovation. Innovative meant to provide new products and services resulting from the use of creativity is expressed in different contexts company. And innovation is as the successful application of innovative ideas in an organization. (Rahi et al, 2010: 65). Innovation is a key source of competitive advantage for organizations, which causes them to develop their ability to function in a manner that supports long-term business (Chen et, 2009: 15).

Innovation has a role in creating new markets for existing products and new products for existing markets, and the use of technology increases (Bose, 2008: 105).

Successful innovation gives unique features to the companies that competitors are lacking of them; these innovations include: Product innovation, technical design, research and development, production, management and marketing activities for new product or service (improved) or select and develop the new product. Innovation in the production process refers to the changes in processes or technologies that the organization uses to produce goods and services (Jimenez et all, 2008:102).

Innovation in the production process causes the acquired company's advantages over competitors that are accelerating the production process and to increase the flexibility of production from one product to another product. Fundamental innovation offers to company a technological superiority over competitors to obtain such innovations on the market the company must continually invest heavily on employee skills and equipment to do (Barkma et al,

2001: 29). Innovation is in idea generation into new products or services to people and that could with a new idea or a new combination, the events that already exists, create new products and services or the people that benefit from it (Talebi, 1388: 6).

Marketing capabilities: in the mid-1950s in an increasingly intense competition for sales support and marketing concept will lead to the formation of massive consumption. In this concept short-term horizon became a long-term horizon and business establishments also tend to scrutiny by consumer needs and customer focused. In recent studies, marketing capabilities are defined as the process of applying knowledge, skills and resources to create value-added goods and services to meet market demand, competitive and meet the relevant requirements. Marketing capabilities include processes such as index, customer service, marketing research in order to identify implicit and explicit needs of customers and also create a distinctive product in terms of quality, price, reputation, and service ... that each of these variables have a positive relationship with firm performance, particularly in the areas of innovation, quality, entrepreneurship, create competitive advantage and increase sales and market share.

### **- Capability Marketing**

Hekanson et al (1979) in an article that was published about 30 years ago found that the most important competitive tool in industrial markets is designing marketing functions. These organizations are seeing the possibilities for exchanges needed for interactive processes are considered. Anderson (2000), "The ability to adapt the structure and marketing activities in industrial companies explained that: The way that company can reorganize and relationships with customers and other actors that are important for long term survival are moderated. Morgan (2003) argues that: "The theory assumes that organize marketing activities in ways that increases performance fit the requirements of the business strategy". Against this background, not only the detailed analysis and design issues related to the marketing organization to pay, but structural aspects of operational marketing organization should be considered. These issues are not second class so that: the status and location of a company's marketing structure more important than simply "organizational aspects" of the signal sent by the formal institutional arrangements to have a marketing department. Summary of discussion on marketing is that several authors have noted the significance of marketing. The main points on which they have little differences determine the precise role of organizational issues. On the one hand, they regard it as a former corporate performance because they play a key role in implementing the strategy (Morgan, 2003).

The other side of it is interpreted as the perfect marketing strategy (along with more traditional dimensions such as product, distribution, promotion, etc.). Given that many of these writers are unanimous in this regard, however, pay attention when evaluating marketing research marketing organizations on the issues of conceptual and empirical research. They insist that the issue under consideration is in the marketing literature (Herris, 2003: 87). Marketing capability is an integrated process in which company's tangible and intangible resources for understanding the complex and specific feedback of customers, apply to achieve a relative differentiation for competitive advantage and ultimately achieve a quality suitable for use (Ghazi et al, 1390: 98). Marketing capabilities have been defined as the application of knowledge, skills and resources to create value-added products and services, competition, demand estimation and market-related needs (Chirani et al, 1390: 2).

Marketing capabilities include processes such as index, customer service, marketing research in order to identify implicit and explicit needs of customers and also create a distinctive product in terms of quality, price, reputation, service and ... that each of these variables have a positive relationship with firm performance, especially in terms of innovation, quality, entrepreneurship, create competitive advantage and increase sales and market share (Weerawardena, 2003: 34).

Marketing capabilities include the ability to utilize resources in a cost effective and competitive ways (Jaakkola et al, 2010: 89). In the mid-1950s increasingly intense competition for sales support and marketing concept will lead to the formation of massive consumption. In this concept of short-term horizon became a long-term horizon and tend to business establishments also scrutiny by consumer needs and customer focused. In recent studies, marketing capabilities are defined as the process of applying knowledge, skills and resources to create value added to goods and services, to meet the demands and needs of the competitive market (January, 2004: 42).

#### **- Marketing capabilities and its relationship with sustainable competitive advantage**

Many authors have suggested that marketing capabilities in a product or service enterprises can significantly affect their competitive. Competitive advantage plays a very important role in the marketing process. Create value for the customer is based on the benefits of a market, target market selection, product development and market communication and distribution mechanism. These abilities marketing can improve products and services and to create a superior to its competitors, the company will make certain features (Lee and Si, 2010:89).

There is evidence to suggest that they have strong marketing capabilities is a prerequisite for success in terms of market, poor marketing support is a key factor that leads to product failure and the proper functioning of all the marketing activities is a decisive factor in the success of the product market. Therefore we can say that marketing capabilities will lead to a sustainable competitive advantage (Weerawardena, 2004: 12).

Businesses can use different strategies for creating superior value for customers to use and having strong market-oriented organizational culture is an effective tool for achieving this goal. Previous research suggests that the positive effect of market oriented behavior will have financial performance and organizational results. In reported research in relation to Capability premium customer oriented company providing innovative products depends on the quality of the product will lead to customer loyalty and understanding. In other words, the higher the likelihood of a company with distinctive marketing capabilities to create superior value for customers and achieve in a competitive advantage. To achieve competitive advantage and improve marketing performance companies must understand the client's vision and better value than a rival competitor answered it (Noorelahi, 1392: 25).

#### **-Innovation**

Innovation is a management system that focuses on the organization's mission, seeking exceptional opportunities and determines whether the proper strategic direction of the organization or not, will determine the success criteria and seek new opportunities. Drucker believes that successful innovation requires hard work has focused and targeted. Innovation is a key factor in creating competitive globally, leading to organizational growth and include



future success and as the global economy efficiency engine that allows companies are continuing. Porter and Stern (2001) stated that companies should be able to create a stream of new products and processes, and technologies to further exploit and yet, in order to sustain life and put a step forward. Drucker stated with emphasis that every organization needs a basic abilities and skills and innovation. Innovation is a multidimensional affair (Arabi and Mousavi, 1388: 146).

Maravelakis (2007) on organizational innovation review product and process innovation is the implementation. Researchers found that the majority of research on innovation in manufacturing firms focuses on product innovation. From an organizational perspective, the real success of innovation happening is in the market. Creating innovative marketing metrics to help in the transfer of ideas and good products to sell and earn a good income is necessary. Changes in laws and regulations relating to strategic innovation, has been a key factor in the success of many marketing managers. In addition, companies should try to fit the culture, structure, actuators, systems and processes that contribute to the facilitation of innovation will create good. It should be noted that innovation does not necessarily lead to more sales company (Yeh-yun and Yi-chiy, 2007: 116). In order to manifest creativity and action has been achieved in other words, innovation, creative thought; innovation, namely product, process and market new services; innovative use of mental abilities to create a new thought or concept. Creativity is the ability to combine ideas in a way that is generally unique or unusual establishes a connection between ideas. It is an organization that encourages innovation and organizational perspectives to issues unknown or unique solutions to address issues that are raised. Innovation is a business process creative idea into a product or service and is an effective operational procedure. Some people believe that creativity is innate; others believe that anyone can learn to be creative. In the second approach can be creative visual process consists of four stages: conception, development, inspiration and innovation. The perception of how we see things. Be creative, to see things from a unique angle. In other words, an employee may be solutions to a problem so that others can see it. Go to the perception reality, however, does not happen immediately; Instead of thoughts of breeding process. Sometimes workers need to reflect on your thoughts. This does not mean the activity but Staff at this stage storage, retrieval, and studies the mass data have been re-shaping the new thing in the shed. Over the years, for during this stage is natural. (Ahmadpoor, 1386: 35). Innovative ideas to life and as a phenomenon in all affairs of life seem to be exponential. Innovation means making use of new and fresh ideas. Innovation, the implementation of new ideas into marketable service or product selling and are only generate creative ideas and new concepts. So you could say: "Every creative person is not necessarily innovative or creative or innovative, but every human being enjoys the creativity of others." (Arabi and Mousavi, 1388: 298).

#### **- Strategies to enhance creativity and Innovation in competitive strategies**

To increase creativity and innovation in organizations is a reasonable strategy based on innovation (diversification) to adopt. Strategy is based on innovation, creativity and individual initiative. This kind of strategy to Creating and market a unique product offering, through product diversification efforts, and usually features the organization's strategy into a product and relies an innovative the uniqueness of the significant domain Advertise (A'rabi, 1381 : 25).

Implementing strategies to increase creativity and Innovation in competitive strategies can be summarized as follows:

- 1- The first and most important step is needed in the organizations today understand the importance of creativity and innovation.
- 2- Apply In the differences between employee compensation and benefits, organizational, material and spiritual thought and creative work, with those in the conventional way of doing things in the fall.
- 3- Workshops in creativity and techniques applied in the organization and to clear activities of these courses for the staff.
- 4- Other bands set to perform applied research in the field of Innovation in process improvement;
- 5- Identify new and creative needs of the business;
- 6- Awareness of creativity, strengthen and make use of it;
- 7- Increasing scientific daring spirit, criticism, and criticism. (Soltani, 1382: 29).

Look for innovative organizations active in the field of human resources development and training of its members that it is updating encourage. Higher levels provide job security for its employees to reduce confusion and fear of deportation because people have dared to impart variability. When leading change and actively develops new idea enthusiastically espoused the idea that impart excellence on the problems are overcome and ensure that innovation will be implemented in the ultimate goal of product innovation is the fact that the company can instructions in introducing a new product that allows it to increase demand and gives sales prices, a competitive advantage will be produced. Product innovation, introducing new products or services or a substantial modification to meet user needs or market a product innovation is defined as the effect of it is what the customer sees it. Innovation can be defined of the product development process in the form of a new item to the new item, and the process following new item (Aghaee, 1390: 59).

#### **- Capability innovate and its relationship with sustainable competitive advantage**

Marketing innovation through cost leadership and differentiation strategies helps to develop and maintain a competitive advantage (Naidoo, 2010: 97). To enhance customer value and gain a competitive advantage, creating new ideas are needed. Whether technological or non-technological innovation can or cannot promote enterprise sustainable competitive advantage (Lee and Si, 2010: 23). Innovation can be seen as an important source of competitive advantage in the way of better performance. Innovation is also a mechanism for companies to ensure that strategic assets are difficult to imitate, this continues until the innovation has continued, and the resources to be added to the balance of strategic assets. A company should be a source of sustainable competitive advantage for being able to innovate to maintain (Naidoo, 2010: 145). Innovation and processes are highly dependent on competitive advantage. Porter argues that a new approach through which companies to regulate the activities in the value chain and provide better value to customers, they provide competitive advantage, is an innovation. The empirical evidence supports the view that innovation leads to competitive advantage (Weerawardena, 2004: 24).

**Hypotheses:**

**The main hypotheses**

Entrepreneurship has a significant impact on the sustained competitive advantage.

**Secondary hypotheses**

- 1- Entrepreneurship has a significant impact on the marketing capability.
- 2- Entrepreneurship has a significant impact on the innovation capability.
- 3- Marketing capability has a significant impact on the sustained competitive advantage.
- 4- Innovation capability has a significant impact on the sustained competitive advantage.
- 5- Marketing capability has a significant impact on the innovation capability.
- 6 - Marketing capability and competitive advantage in relation to entrepreneurship has a significant impact.
- 7 - Innovation has a significant impact between the relationship of entrepreneurship and competitive advantage.

**Research Methodology**

The present study on the nature of the research method is descriptive - survey in the branch of the field.

**Statistical Society**

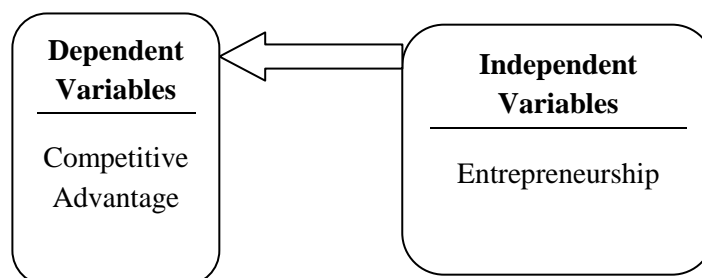
The population of the study consisted of managers of companies that over 91 people are appliances that because of all of the availability of all elements of the population have been used.

**Data collection**

Data collection methods associated with hypotheses and tools used by the census questionnaires, interviews, library, internet and document study is reporting .

**Variables**

Variables in this study include:



**Reliability and Validity**

In this study, the researcher made questionnaire was used to assess the effects of entrepreneurship and sustainable competitive advantage considering the merits of marketing and innovation capability. In this study, the validity of the face validity has been used. In accordance with these principles apply in order to get the validity of professors and experts were asked to study the question of reform in the questionnaire, by collecting, summarizing and applying ideas and put them back after the questionnaire surveys run again. Finally, the questionnaire was confirmed by experts and professors arrived. And to determine the reliability of the questionnaire, the Cronbach's Alpha was used.

$$r_a = \left( \frac{k}{k-1} \right) \left( 1 - \frac{\sum \delta_j^2}{\delta^2} \right)$$

Alpha value for each factor was calculated from the output of statistical software SPSS. Cronbach's alpha coefficient in this study indicates acceptable consistency of asking questions and taking responsibility for same. Cronbach's alpha coefficient in this study in a pilot study with 30 distributed questionnaires took between managers and administrative staffs are described below.

**Table: reliability research variables**

Cronbach's alpha	variables
0.81	Entrepreneurship
0.77	Organizational Innovation
0.81	Marketing Capability
0.80	Competitors Advantage
80	Total

**Methods of data analysis**

Independent samples Kolmogorov - Smirnov test for normal distribution of study variables are used. And then using regression study, we investigated the effect of the variables. Both descriptive and inferential analysis of the data was examined.

**The main hypothesis:** entrepreneurship has a significant impact on the sustained competitive advantage.

**Table 4-8:** Regression test related to the main hypothesis

Model	Not standardized coefficient		standardized coefficient	t	Meaningful Level
	B	error	Beta		
(Constant)	.787	.167		4.699	.000
1 Entrepreneurship	.729	.051	.834	14.257	.000

Regression test results indicate that there is significant positive correlation between these two variables. Significance level of less than 05 / . And the coefficient of determination is / 69. Thus, the assumption is confirmed by the impact of entrepreneurship on competitive advantage.

**First assumption:** entrepreneurship on the marketing capability has a significant impact .

Table 4-10: Regression test related to the first hypothesis

Model	Not standardized coefficient		standardized coefficient	t	Meaningful Level
	B	error	Beta		
1 (Constant)	.717	.165		4.335	.000
1 entrepreneurship	.761	.051	.848	15.072	.000

Regression test results indicate that there is significant positive correlation between these two variables. Significance level is less than 05 / . And the coefficient of determination is / 71. Thus, assuming the impact of entrepreneurship on the marketing capability is confirmed.

**Second assumption:** entrepreneurship on the innovation capability has a significant impact .

Table 4-12: Regression test related to the second hypothesis

Model	Not standardized coefficient		standardized coefficient	t	Meaningful Level
	B	error	Beta		
1 (Constant)	1.317	.230		5.718	.000
1 entrepreneurship	.630	.070	.689	8.956	.000

Regression test results indicate that there is significant positive correlation between these two variables. Significance level is less than 05 / . And the coefficient of determination is / 47. Thus, the assumption is confirmed by the impact of entrepreneurship on innovation capability.

**Third hypothesis:** marketing capability has a significant impact on the sustained competitive advantage.

Table 4-14: Regression test related to the third hypothesis

Model	Not standardized coefficient		standardized coefficient	t	Meaningful Level
	B	error	Bata		
1 (Constant)	.131	.076		1.719	.089
1 Marketing	.647	.024	.673	39.987	.000

Regression test results indicate that there is significant positive correlation between these two variables. Significance level is less than 05 / . And the coefficient of determination is / 54. Thus, assuming the impact of marketing capabilities for sustainable competitive advantage is approved.

**Fourth hypothesis:** innovation capability has a significant impact on the sustained competitive advantage .

Table 4-16: Regression test related to the fourth hypothesis

Model	Not standardized coefficient		standardized coefficient	t	Meaningful Level
	B	error	Bata		
1 (Constant)	.492	.202		2.429	.017
Innovation	.776	.059	.812	13.112	.000

Regression test results indicate that there is significant positive correlation between these two variables. Significance level is less than 05 / . And the coefficient of determination is / 65. Thus, assuming the potential impact of innovation on the sustainable competitive advantage is approved.

**Fifth hypothesis:** marketing capability has a significant impact on the innovation capability.

Table 4-18: Regression test related to the fifth hypothesis

Model	Not standardized coefficient		standardized coefficient	t	Meaningful Level
	B	error	Bata		
1 (Constant)	.766	.210		3.656	.000
Marketing	.813	.065	.798	12.510	.000

Regression test results indicate that there is significant positive correlation between these two variables. Significance level is less than 05 / . And the coefficient of determination is / 63. Thus, the assumption is confirmed by the impact of Capability market on innovation .

**The sixth hypothesis:** marketing capability in relationship between entrepreneurship and competitive advantage has a significant impact.

**Table 4-20:** Regression test to measure Capability effectiveness of marketing, entrepreneurship, entrepreneurial product marketing capability in terms on the competitive advantage

Model	Not standardized correlation		standardized correlation	t	Meaningful Level	Multicollinearity Indicators	
	B	Std. Error	B			Tolerance	VIF
Constant	0.50	0.23		4.40	0.005		
marketing capability	0.47	0.21	0.34	2.4	0.001	0.019	1.638
entrepreneurship	0.34	0.34	0.81	3.21	0.002	0.060	1.266
capability × entrepreneurship	0.31	0.19	0.25	2.62	0.009	0.017	1.197

Regression test results indicate hierarchical that there is significant positive correlation between these two variables. Significance level is less than 05 /. And the coefficient of determination is / 46. Thus, assuming the impact of marketing capability and competitive advantage in relation to entrepreneurship is approved.

**The seventh hypothesis:** innovation has a significant impact in relationship between entrepreneurship and competitive advantage.

**Table 4-22:** Regression test for measuring the impact of innovation, entrepreneurship, and entrepreneurship in relation to the product innovation for competitive advantage

Model	Not standardized correlation		standardized correlation	t	Meaningful Level	Multicollinearity Indicators	
	B	Std. Error	B			Tolerance	VIF
Constant	0.55	0.23		4.40	0.005		
Innovation	0.49	0.23	0.32	2.8	0.001	0.032	1.76
Entrepreneurship	0.39	0.54	0.81	3.21	0.002	0.0702	1.24
entrepreneurship × Innovation	0.38	0.11	0.29	7.62	0.009	0.012	1.98

Regression test results indicate hierarchical that there is significant positive correlation between these two variables. Significance level is less than 05 /. And the coefficient of determination is / 31. Thus, the assumption in relation to the impact of entrepreneurial innovation and competitive advantage is approved.

### **-Suggestions**

**A: Because based on the results of entrepreneurship research the marketing capabilities have a significant impact; in this area to improve the following criteria are recommended:**

- 1- Value creation for shareholders to strengthen, accelerate cash flow, reducing the risk of cash flow .
- 2- The organization's ability creating distinct products in terms of quality, price, image, service and...
- 3- Use in marketing to know the true implicit and explicit needs of customers and reviews of products and services offered by competitors .
- 4- Having a strong distribution network of products, so that it can establish an efficient and effective communication with distributors .
  
- 5 - Communication with customer (customer comments and participate in the process he used to know).

**B: Because there is a significant impact on the results of entrepreneurship on innovation capability in this section, the following is recommended to improve these indicators:**

- 1- Understanding the importance of creativity and innovation by companies today.
- 2- Apply in differences between employee compensation and benefits, organizational, material and spiritual thought and creative work with who do the conventional way of doing things.
- 3- Holding workshops and creative teaching techniques in activities that are important to the company and apply these courses for employees to clear .
- 4- Set the groups to conduct applied research in the field of Innovation in improving the company .
- 5- Identify new and creative business needs.

**C: Because based on the results of the entrepreneurship research marketing capabilities for sustainable competitive advantage has a significant impact; in this area to improve the index, the followings are suggested:**

- 1- Managers need strategies based on attributes that are not easily copied apply .
- 2- It is suggested there is an advantage in more than one area, or the company is unable to preemption disputes between competitors .
- 3- It is suggested that a company's strategy to create value for non-concurrent with existing and potential competitors may apply .
- 4- Company's efforts in establishing and maintaining long-term benefits for a period of time .
- 5- The value provided by the company to customers, so that these values are higher than the cost of the customer.



**(D) Because based on the results entrepreneurship research innovation capability is significant impact the sustained competitive advantage, in this section, the following items are recommended to improve these indicators:**

- 1- Use of Innovation in products and services .
- 2- Successful application of creative ideas in the company .
- 3- Innovation in the production process, leading to changes in technology or processes that the organization uses to produce goods and services that these changes will lead to an increase in the rate of production and lower production costs.
- 4- Fundamental innovation in companies (offers radical innovation in the company a technological superiority over competitors) to obtain such innovations in the market, companies have continued to invest heavily on employee skills and equipment to do.
- 5- Increase the use of technology.

**E: Because based on the results of entrepreneurship research the Marketing capabilities has a significant impact on the innovation capability in this section, the following items are recommended to improve these indicators:**

- 1- Create Capability to innovate, differentiate and achieve growth and profit .
- 2- Improving business performance .
- 3- Considering Capability Marketing for new product development .
- 4- Good marketing skills and resources .
- 5- Identify and exploit opportunities based on future market demand.

**F: Because based on the results of entrepreneurship research in relation to entrepreneurship and marketing capabilities for sustainable competitive advantage has a significant impact; in this area to improve the index, the followings are suggested:**

- 1- Creating value for the customer based on simple market research company, target market selection, product development and market communication and distribution mechanism .
- 2- Proper support for marketing
- 3- The proper functioning of all marketing activities .
- 4- Having a strong organizational culture oriented (oriented behavior in a positive impact on the market, provides financial and organizational performance results (
- 5- The company must understand the client's vision and better value than a rival competitor to answer.

**G: Because based on the results entrepreneurship research entrepreneurship and innovation in relation to sustainable competitive advantage is a significant impact In this improving the following indicators have been proposed:**

1. Introduction and successful implementation of creative ideas to create and stabilize the business .

2. Set up the value chain
3. Creating competitive intelligence
4. Innovative marketing strategies of cost leadership, and desire .
5. Increased risk taking and risk-taking spirit.

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