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**STUDYING THE EFFECT OF ENTREPRENEURIAL MARKETING ON MARKETING CAPABILITIES AND PROJECT PERFORMANCE IN PROJECT-ORIENTED BUSINESSES
(CASE STUDY: SYSTEM GROUP CO)**

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Abstract. One tool that greatly improves the project performance is applying the "entrepreneurial marketing". This type of marketing is often well-known for applying in the project-oriented organizations. Understanding these conditions, the purpose of this study is to study the effect of entrepreneurial marketing on marketing capabilities and project performance in project-oriented businesses. The present study is the applied on based on the objective and the descriptive-survey one in terms of the research design. The data collection tool was a questionnaire. The statistical population of this study was marketing managers and experts in System Group Co. in Tehran. 96 questionnaires were distributed among the sample. Data analysis was performed using structural equation analysis and applying Lisrel8.8 software. The results of this study showed that entrepreneurial marketing has a significant effect on marketing capabilities and project performance in project-oriented businesses; on the other hand, marketing capabilities also have a significant effect on the project performance in project-oriented businesses.

Keywords: Entrepreneurial Marketing, Marketing capability, Business Performance, Project-oriented Companies.

Introduction. Understanding how project-oriented companies work successfully and what positive factors lead to better performance so that they can surpass their competitors, is one of the favorite topics for the researchers. All businesses need to use new and appropriate marketing practices to continue their business and there is only one answer for those flexible, fast and innovative environments such as the environment of the activities of project-oriented companies, especially in the software sector and it is entrepreneurship; because marketing is also considered as one of the key factors for business success, especially for ones in the field of project-oriented companies; therefore, the orientation of the project-oriented companies market is heavily dependent on entrepreneurial marketing knowledge. This form of marketing has a tendency to quick response to competition and optimistic spirit. Entrepreneurial marketing is a concept that attempts to describe marketing processes and identify opportunities in a fluctuating environment for project-driven companies with limited resources and large projects (Yazdani et al. 2016).

Organizations are increasingly committed to implement the entrepreneurial activities in the dynamic environment of today's global competition, in spite of rapid global change (Quinn and Corteco, 2010).

In order to achieve to the superior performance in the project, it is necessary to consider the critical factors such as the time, cost and quality of the project and improve these factors. Project time management includes the necessary processes for managing the timely completion of the project. The project manager's effort in this area focuses on the implementation of the project within the framework of a scheduling plan defined for it; therefore, there should be information available to the project manager to help them measure their project performance at any moment. Project cost management involves the processes related to estimating, budgeting and controlling costs so that the project can be completed with the approved budget. In this area, the project manager has been appointed to complete the project within the framework of the budget; In this regard, he must be provided with information enabling him to control the cost of the project (Sabt et al. 2014).

In such a situation, these businesses should improve their marketing capabilities, such as developing new products and services and delivering them to customers, paying attention to the system of distribution and its improvement with creative methods, sales discussions and attention to sales practices of successful countries in this field, modeling them and localizing these practices and ultimately making more profit.

An entrepreneurial marketing as a new approach, can enhance marketing capabilities that are effective measures to enhance and improve the function of the business market, especially project-oriented businesses committed

to creating the product/service innovation and idea. Some entrepreneurial marketing factors and marketing capabilities may seem similar at the first look (innovation and new product/service development or customer-orientation and customer relationship), (Yazdani et al. 2016).

Marketing capability is an integrated process in which companies apply the tangible and intangible resources to understand the complexity of customer specific needs, achieving the relative differentials in products for competitive advantage and ultimately achieving the appropriate quality (Hosseinzadeh Shahri et al. 2015).

Nowadays, with the formation of complex competitive environments, only organizations can continue to operate that improve their performance in important organizational capabilities such as innovation. Innovative activities provide an endless source for competitive advantage. Organizations are relying on innovation to increase productivity and improve their economies (Molavi & Latifiyan, 2013).

Still, there is not enough knowledge about the marketing of project-oriented businesses, especially in terms of understanding the strategic marketing style of these companies. Project-oriented companies usually focus on creating value through market concentration strategies or product differentiation, with their limited resources and bargaining power. These types of companies still use many traditional marketing practices, especially marketing planning and are highly dependent on their personal communication network in their marketing business (Parzkanehroo et al. 2011).

System Group Co. is one of the software companies that runs the various projects in private and public organizations, including manufacturing and services. Competition in the software market has intensified in the last years and there have been many new startup companies entering this field. The easy entry of competitors into this market has increased the intensity of the changes in this area. Therefore, using marketing and entrepreneurial capabilities in this field is one of the important and vital issues for survival in the market. One of the problems of System Group Co. is the emphasis on traditional marketing methods and reliance on old customers. The applying new marketing methods, especially entrepreneurial marketing by the competing companies has led many customers tend to the competing companies and create many problems for market. Managers of the company have recently made plans for using marketing advisers and recruiting the experienced people in this field. They try to get the right conditions for the software market for themselves by utilizing the marketing capabilities and entrepreneurial marketing as in previous years. In this regard, the present study aims to study the effect of entrepreneurial marketing on marketing capabilities and market performance in System Group Co.

Considering the presence or absence of competition intensity among these businesses and examining whether the intensity of competition can modify the relationship between entrepreneurial marketing and marketing capabilities, as well as the relationship between marketing capabilities and market performance, is one of the other issues in this study. In the present study, while defining the topic, it has been studied the empirical researches on entrepreneurial marketing, marketing capabilities, project performance and competition intensity in project-oriented companies and explaining the common features of the results of these researches. After examining the hypotheses, some suggestions are presented for the businesses.

Literature Review. Rezaei et al. (2015) studied the concept and aspects of entrepreneurial marketing and its impact on small and medium businesses in a research paper entitled "Investigating the Concept and Aspects of Entrepreneurial Marketing and its Impact on Small and Medium Business". They came to the conclusion that the complex and rapid transformations of last decades have led the developing countries and developed countries consider the small and medium businesses as a basis for achieving development goals, including economic development.

Hamidipour et al. (2015) investigated the relationship between the aspects of the entrepreneurial marketing mix (features of objectives, features of employees, work processes and management measures) and organizational learning in Isfahan Gas Company. The results of the research show that there was a positive and significant relationship between the aspects of entrepreneurial marketing mix and organizational learning in Isfahan Gas Company. Organizational learning provides the required context and conditions for innovation, followed by improved performance and competitive advantage and conversely, the entrepreneurial marketing leads to the organizational innovations, as well as enriches, upgrades and updates the organizational knowledge base.

Hosseinzadeh Shahri et al. (2015) investigated the impact of marketing capabilities on sensitivity and the formation of a creative and timely marketing strategy in the ceramic tile industry. They said: Companies with high sensitivity capabilities can better communicate with the market and receive strategic information they need. Evidence suggests that sensor organizations have higher levels of critical marketing capabilities (sales ability, marketing management capability, market research capabilities, product development capabilities, pricing capabilities, distribution capabilities, promotion capabilities) than the other ones.

Martin and Javalgee (2015), in a research on entrepreneurial orientation, marketing and performance capabilities with a moderating role of competition intensity on new international investment projects in Latin America state that the new international investment projects are always at a competition intensity, which raises the concerns for improving marketing capabilities to achieve better performance in foreign markets. Researches on the international entrepreneurship shows that entrepreneurial orientation may affect the performance of new international investment projects. The entrepreneurial orientation and marketing capabilities along with the competition intensity as a moderator have a mutually effective and value-added effect on the performance. Therefore, entrepreneurial orientation and marketing capabilities are important causative mechanisms that the competition intensity has a moderating effect on them and helps to explain the performance of new international investment projects.

Hamali et al. (2015) have investigated the effect of entrepreneurial marketing on the performance of small and medium businesses. The results indicated that the entrepreneurial marketing aspects, especially three ones: Leverage resources, value creation and customer-orientation, have a positive and significant effect on the performance of small and medium businesses.

Ahmedwa Siebel (2015), in the study, which was conducted in Bulgaria, states that small and medium enterprises have a great potential for adaptation and flexibility in different economic conditions in countries and adapt themselves to the change of market conditions and have importance for the development of the national economy. The purpose of this study is to identify and analyze the key factors for increasing the competition of small and medium businesses in order to achieve the sustainable economic development in new conditions.

Hypotheses

The research hypotheses are as follows:

Hypothesis 1. Entrepreneurial marketing has a significant effect on marketing capabilities.

Hypothesis 2. Entrepreneurial marketing has a significant effect on project performance.

Hypothesis 3. Marketing capabilities have a significant effect on project performance.

Research Model. The research model is based on the objectives and research hypotheses as follows:

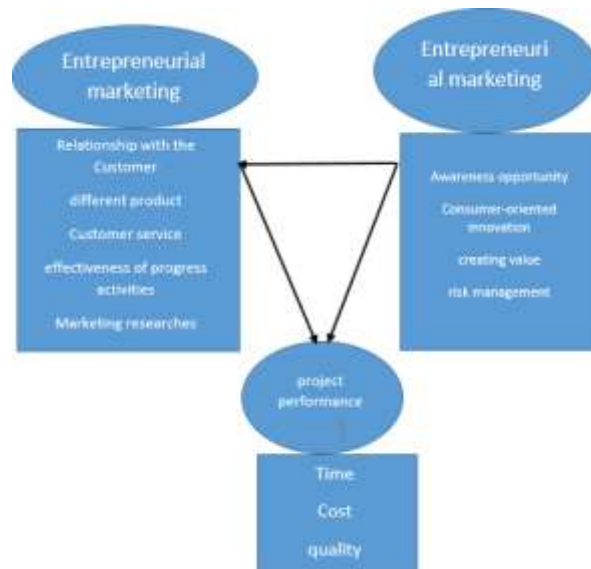


Fig 1. conceptual model of research

Analysis and Research Findings

Demographic Features:

Demographic information, including the personal details of the managers and respondent experts and the business features asked in the questionnaire, are: age, gender, level of education and business background.

According to the data analysis, employees aged 31-40 years old account for 31.3% of the total sample. Which, in comparison with other respondents, has the largest sample size and those over 51 years old account for 3.4% of the sample, which has the smallest sample size. The number of people aged 20 to 30 is about 29.1% of the total. Gender is among the nominal scales, so the frequency table can provide us with the general information about this variable. The results show that 54% of the respondents who responded to the questionnaire were male and 46% were women. In another section of the results, there are 58% of respondents with a bachelor's degree. 26% have a master's degree and 16% have a Ph.D. degree.

Studying The Research Model. The structural equation model of the research is presented in Fig. 1 in a significance state. This output is based on the rejection or confirmation of the hypotheses and shows the significance of the coefficients and parameters obtained by the structural equation model. According to this, all coefficients greater than 1.96 or smaller than -1.96 are all significant.

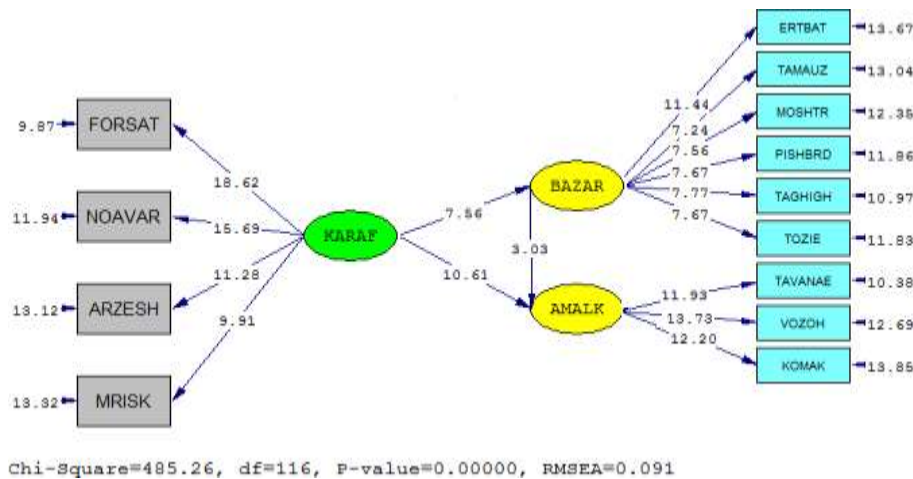


Chart 1. the research model in a significance state

Goodness of Fit Indices. Goodness of Fit Indices show the fitting power of a model with the measured data. The normal fitting index, adaptive fitting index, residual mean error root, additive fitting index, and the goodness of fit index are used in order to show the goodness of fit. Table (3) shows the most important goodness of fit indices which indicates that the model has relative and proper fitting with the data.

Table (3). statistics on the goodness of fit of the model

Fitting statistics	value
indices adaptive fitting index	0.9
residual mean error root	0.74
normal fitting index	0.91
additive fitting index	0.90
goodness of fit	0.94

Examining Hypotheses

First hypothesis of the research:

"Entrepreneurial marketing has a significant impact on marketing capabilities".

In the hypothesis test, using the structural equation model, the output of the software demonstrates the appropriateness of the fitted structural model for testing the hypotheses of the research. Also, the graph (1) shows the significance of the coefficients and parameters obtained by the structural model of the research. As it can be seen, the significant coefficient between entrepreneurial marketing and marketing capabilities is 6.72. Therefore, the structural model shows that entrepreneurial marketing has a significant effect on marketing capabilities. Therefore, the hypothesis zero is rejected and the hypothesis one of a research is confirmed.

The second hypothesis of the research:

"Entrepreneurial marketing has a significant impact on the project performance".

As the results of the analysis of the model in Chart (2) show, the significant coefficient between entrepreneurial marketing and project performance is 2.92. Therefore, structural model shows that entrepreneurial marketing has a significant effect on the project performance. Therefore, the hypothesis zero is rejected and the hypothesis one of a research is confirmed.

The third hypothesis of the research:

"Marketing capabilities have a significant impact on project performance".

As the results of the analysis of the model in Chart (1) show, the significant coefficient between marketing capabilities and project performance is 9.42. Therefore, the structural model shows that marketing capabilities have a significant effect on project performance. According to this, the hypothesis zero is rejected and the hypothesis one of the research is confirmed.

Discussion and Conclusions. In this research, it was studied the effect of entrepreneurial marketing on marketing capabilities and project performance in project-oriented businesses in Tehran City. The results of this study are presented as follows.

In the first hypothesis, the effect of entrepreneurial marketing as an independent variable on marketing capabilities as a dependent variable was investigated. According to the studies, calculations and data analysis, the first hypothesis was confirmed at 95% confidence level. In the other words, the results showed that the entrepreneurial marketing has a statistically significant effect on marketing capabilities. This result is consistent with the results of the researches done by Martin and Javelgi (2015), Jones and Roley (2011), Valenfere and Hecklin (2013), and Haugbury et al. (2015), Rezvani et al. (2009).

In the second hypothesis, the effect of entrepreneurial marketing as an independent variable on the project performance as a dependent variable was investigated. The results of the data analysis indicate the direct and significant impact of entrepreneurial marketing on project performance in project-oriented businesses in Tehran. This result is consistent with the results of the researches done by Jones and Roly (2011), Mason et al. (2015), Martin and Javalgi (2015), and Tajzadeh Namin and Khazayipool (2015).

In the third hypothesis, the effect of marketing capabilities as an independent variable on the performance of the project as a dependent variable was investigated. According to the data analysis, since the value of t obtained is greater than 1.96, then the hypothesis zero is rejected and the hypothesis one of the research is confirmed. In the other words, marketing capabilities have a statistically significant effect on the performance of the project, which confirms the hypothesis. This result is consistent with the results of the researches done by the other researchers such as Martin and Javeli (2015), Wijnde et al. (2015), and Nourallah et al. (2013).

Suggestions

Suggestion, according to the conclusion of the first hypothesis:

- In order to improve all marketing capabilities, the managers should consider separate marketing unit for their business, because at the moment, only a few companies have the separate marketing unit.
- Provide the conditions for the employees' risky actions, uncontrollable tasks, use of the opportunities, acceptance of uncertainty, progress in competition, and ultimately accept failures and mistakes.
- Organizing the training and applied courses aimed at introducing the managers and staff with new marketing opportunities, including entrepreneurial marketing in project-oriented businesses which can provide a field for creativity and innovation in the overall performance of these businesses.

Suggestion according to the conclusion of the second hypothesis:

- Applying pioneering indices (strengthening the positive attitudes in ourselves and employees and strengthening entrepreneurial spirit about the business progress opportunities, leading in introducing and presenting new products and services through predicting the potential demand of customers) as improving these issues lead to the superior performance in the market (sales growth, market share and profits).
- Accepting a high percentage of risk in achieving market share, increasing the sales and ultimately earning the profit.
- Implementing the incentive policies to get employees' ideas and support their ideas in order to achieve the superior performance in the marketplace.

Suggestion, according to the conclusion of the third hypothesis:

- Add new items to the products and services once in a while. Also improve the existing products and services and refresh them.
- attempt to understand the distribution system correctly and know how to work with other distributors. Both before and after setting up a business, pay attention to the location of the business and the competitor's businesses.

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THE RESEARCH OF RELATION BETWEEN SOCIAL - ECONOMIC STATUS OF WOMEN IN TEHRAN WITH THE MANIFESTATION OF SECOND DEMOGRAPHIC TRANSITION

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Abstract. This study aimed to investigate the association between socio-economic status and population characteristics with demographic transition effects of Tehran. Using survey methods, questionnaire in 39 charts adjusted and were distributed among 384 married women with 5 years of marital life which selected by simple random sampling. Regression test results showed that 47% of the variance of the second demographic transition is explained by the independent variables in the equation and other remaining 53 percent were explained by variables that are out of this review. Path analysis test results also showed that the effect of socio-economic status with beta coefficient 0/645 is more than all other variables, while the female literacy status variable by a factor of 0/395 has the lowest total effect. And among the research hypotheses, research on the relationship between demographic variables and second demographic transition, only the use of contraception and tend for divorce were not approved. Underlying assumptions results showed that there is a significant positive relationship between the second demographic transition variables and the socio-economic status. and also between the second transition demographic variables and population variables, there is an inverse and direct relationship. Therefore, it is suggested that main policy makers and the government put great attention to the issues of divorce and apply scientific experts in this field. Some actions like Life skills training, research before marriage and.... can decrease the rate of divorce in our country

Keywords: second demographic transition effects, the components of socioeconomic status, demographic factors, married women, Tehran.

Problem statement. According to the theory of demographic transition, countries after passing the transition era (high fertility, mortality down) experience a situation in which the fertility and mortality both are in equilibrium, the demographic transition is one of the main topics of demography and itself includes a set of demographic transitions idea, such as the transition of mortality, fertility, migration, employment and transition in family. In The first demographic transition lower fertility and mortality is the main idea and this stage began in the 18th and 19th centuries Europe and in other countries in the second half of the twentieth century. Now there is almost no country which didn't experienced decrease in fertility through the use of fertility control. In addition, this stage of the demographic transition has been fully coordinated with the traditional family. In the West control of fertility was started after marital life