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Designing Network effects business model letter on competitive advantage in the small industries of Fars province

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ABSTRACT: *Small industries in Shiraz face with a theoretical vacuum on business networks activities in order to increasing competitive advantage. This research was carried out with the aim of investigating the effect of electronic business network on competitive advantage in Fars province small industries and identification of appropriate business network in order to increase competitive advantage. In term of the purpose, this research is an applied research. In terms of data collection, monitoring and degree of control of variables, and the ability to generalize is a causal relationship that was carried out by scrolling method and using a questionnaire. The statistical population of this research includes all managers of small industries in Fars province (N = 75). In order to assess the validity of questionnaire, the opinions of the supervisors' and also a number of experts in the field of ICT was used. Cronbach's alpha test is investigated for different sectors of questionnaire between 0.73 to 0.91, respectively. Data analysis was done with Tapsis software and SPSS version 22. Finally, PLS software was used to investigate research hypotheses and modeling. Considering the value of the coefficient of determination (R square) obtained from the model, it can be said that structural, interface, design, infrastructural and knowledge variables have been able to explain 85% of the variable variations of increasing competitive advantage The remaining 13% include other factors affecting the competitive advantage of a coherent model*

KEYWORDS: *E-business networks, competitive advantage, small industries, synergy*

I. INTRODUCTION

By 1960, the division of international labor was based on the prevalence of labor and physical capital. Since 1960, the world has undergone rapid changes in modern technologies, which, along with computers, the Internet and the development of knowledge, have a new world-dominated character and somewhat changed the form of traditional economic behaviors, such that trade liberalization and the globalization of the economy are rapidly growing. Expansion In this case, maintaining competitiveness is dependent on maintaining or reducing production costs. In the dynamic competitive advantage, innovation is the key factor that is based on the production, distribution and use of knowledge in it. Therefore, governments that can expand knowledge and creativity in their community will have a chance to have a dynamic competitive advantage (Francois, 2011). With the explosion and growth of social networks, a successful business, heavily needs the network to get to know the customer needs and see what the customer likes and what does not like. Businesses are not looking for social networks to create and develop virtual communities, but to seek innovative business initiatives to improve customer care and customer care, and can easily attract customers through these networks (Alqahtani & Saba 2013). Concerning the use of networks in business success, it's no wonder that the analysis of the complex system of business administration and its relationship with the proper operation of business through the use of networks will change the volume of sales of enterprises (Park & Kim, 2012). Customers need firms to engage in business networks, interact with them, and

engage in different ways with customers, thus creating brand perceptions in customer minds and increasing their customer loyalty and satisfaction. The social aspect of Customer Relationship Management (SCRM) is considered. In other words, instead of customer management, we should look at the role of companies in facilitating their experiences, and suggests that corporate managers focus more on aspects of their presence in the business network (Woodcock et al, 2011). Therefore, the use of e-business networks to adopt good environmental performance, reduce costs, customer satisfaction, increase the quality and new business opportunities (Chong et al, 2014) There has been a lot of research on the development of an electronic business network on the competitive advantage of small industries. Abbasian et al. (2012) concluded in their research, "Identifying the factors affecting the competitive advantage of companies active in the construction industry" that infrastructure, technology, human resources, logistics and, finally, core activities have an impact on the competitive advantage of companies. Rahimnia et al (2014) concluded in their research that emphasis on innovation, more attention to customer orientation and competitivity, cost-effectiveness and organizational learning play a role in increasing the competitive advantage of companies. Chirani et al. (2012), in another study, have investigated the factors affecting the competitive advantage in food industry. Their research findings show that innovation capabilities (the provision of new products and services resulting from the use of creativity in different business areas of the company), entrepreneurship (a set of activities necessary to take advantage of the competitive advantages of innovation (and finally marketing capabilities) to apply knowledge, skills and organizational resources In order to create added value in goods and services and to meet customer needs (including the factors contributing to the creation of competitive advantage are sustainable). Hosseini Kia et al. (2012) in their study entitled "Factors Affecting the mobile business model in the field of infrastructure" concluded that between infrastructure and mobile business model there is a positive relationship. Attaran et al. (2012), in their research entitled "Identifying the factors affecting market consolidation", identified the key factors of the sustainable competitive advantage of the banking services market based on the source-centered view.

They concluded that in the dimension of visible assets, respectively, the diversity of services, infrastructure, capital and market, in the dimension of capabilities, executive capabilities, human resources and management and finally, in the dimension of intangible assets, internal and external factors are important and affect the competitive advantage of the Mellat Bank. Katarzyna and Powell (2015), in their study titled "Development of small business competitive advantage for effective business model," concluded that the development of the means of production, development of the business concept and the development of competition leads to changes in technological knowledge, changing market opportunities and changes in resources. Sophie and Prymyana (2015), in their study titled "Impact of competitive advantage on the performance of smaller companies," concluded that innovation, cost leadership qualities, differences in the market, market capacity, production capacity, strengthening small retailers a competitive advantage in the industry and moderate. Vynayan et al. (2012) have identified the key success factors of competitive advantage.

4 hypothesis to consider their own research Grftndk·h based on effective supply chain management is one of scale, sustainable competitive advantage, organizational accountability measures of a sustainable competitive advantage, innovation and differentiated products is one of scale, sustainable competitive advantage, and finally cost leadership is one of scale, sustainable competitive advantage. The results of the present study have confirmed all four hypotheses. Ayrfyn et al. (2012) in a study entitled "Factors Affecting the Adoption of Internet in small and medium scale enterprises in Nigeria" concluded the cost, the volume of business, access to ICT infrastructure, government support and managers of the factors influencing adoption of ICT businesses are small and medium in Nigeria. Shaharvdyn et al (2012) in a study entitled "Determinants of e-business adoption in small and medium scale furniture industry in Malaysia" came to the conclusion that organizational readiness, external pressure, ease of use and benefits of understanding of business e-business and a significant positive correlation with the level of acceptance. Zaid (2012) in a study entitled "Barriers to the adoption of e-business in small businesses and medium scale" came to the conclusion that the obstacles to the adoption of e-business for small and medium businesses include technical barriers, legal barriers and the lack of security of the Internet. Ayaz Ahmed Sharif (2011) in a study entitled "Factors affecting the growth of electronic business in India and its impact on small business and medium scale" concluded that factors affecting business growth in India include electronic security agents related to information technology, technological factors, general agents, agents Internet infrastructure and internal factors, political and legal factors, factors related to users and perceptions of consumers. Fars province, with its small industries, is one of the provinces that can benefit from the activities of international markets and has significant advantages in producing and exporting. And given the added value these industries have, the development of these industries should be seriously addressed in planning and policy making. Therefore, the purpose of this research is to design a model of the effect of electronic business network on competitive advantage in small industries of Fars province.

II. METHOD OF RESEARCH

This research is a quantitative research. Also, in terms of purpose, it is a type of applied research. It is descriptive in terms of execution. In terms of data collection, the degree of monitoring and degree of control of variables and the generalizability of the type is descriptive-correlational, which is carried out by survey method and using a questionnaire. The statistical population of this research includes all managers of small industries in Fars province, who use their Internet business to do business in their companies. It should be noted that in this research, due to the small number of statistical population, the census method or whole number for data collection is used. Validity of the questionnaire was confirmed by experts in the field of business network. To determine the reliability of the questionnaire, Cronbach's alpha coefficients were calculated, which was 0.84, which indicates good reliability of the questionnaire. The dependent variable in this research is the competitive advantage in small industries, which is measured by investigating the dimensions of innovation, flexibility and performance. Independent variables in this research are infrastructure dimension, knowledge dimension, structural dimension, relational dimension and design dimension. In this study, SPSS21 software was used to test the data. One sample t-test was used to determine the significance of the items. Topsis software was also used to prioritize the items. Finally, Pls software was used to examine the model.

III. RESEARCH FINDINGS

Statistics analysis

The Mean of variables : One-sample t Test investigate this zero hypothesis if a sample belongs to a specific average population. The results of the One-Sample Test on the mean of the variables showed that all items were significant (sig≤0 / 05). Also, the T-value results show that all variables are larger than the mean (≤1.96).

Table 1. Mean of variables using one-sample t-test

Indicators	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Modern equipment in methods, techniques, process of production of products	15.32	74	0.000	1.29	1.13	1.46
Processes to build up to date	13.90	74	0.000	1.10	0.94	1.26
Competitive price	13.65	74	0.000	0.98	0.84	1.13
Innovation in product, process and after-sales service	9.89	74	0.000	0.88	0.70	1.05
Innovation in Marketing Techniques	12.11	74	0.000	0.96	0.80	1.11
Innovation in advertising	13.37	74	0.000	1.02	0.87	1.11
Supply a wide range of products and services to the market	3.36	74	0.001	0.45	0.18	0.72
Identification of new market demands	2.42	74	0.018	0.33	0.59	0.60
Compete with low price products	3.82	74	0.000	0.52	0.24	0.79
Providing customer services in different geographical areas	2.12	74	0.037	0.32	0.19	0.62
Delivery speed to the customer	2.17	74	0.033	0.32	0.26	0.61

Provide various options for the customer for the product and service	5.72	74	0.000	0.77	0.050	1.04
Possibility to offer various discounts	2.05	74	0.043	0.28	0.008	0.55
Corporate reputation / reputation of company name	12.55	74	0.000	1.10	0.93	1.28
Brand name	14.13	74	0.000	1.20	1.03	1.36
Value created by the company	13.73	74	0.000	1.25	1.07	1.43
Appropriate support	12.77	74	0.000	1.22	1.03	1.41
Appropriate delivery speed	11.06	74	0.000	1.37	1.012	1.62
Informing customers	11.51	74	0.000	1.01	0.83	1.18
Earn customer reviews	13.79	74	0.000	1.20	1.02	1.37
Having a strong distribution network to customers	14.60	74	0.000	1.22	1.05	0.39
Implementation of precise quality control procedures	2.48	74	0.003	0.53	-0.16	1.27
Take steps to improve existing products	4.87	74	0.000	0.49	0.29	0.69
bandwidth	7.58	74	0.000	0.96	0.70	1.21
Speed	2.56	74	0.000	0.26	-0.07	0.60
Active site	3.75	74	0.000	0.60	0.28	0.91
No filtering	2.82	74	0.006	0.48	014	0.81
The presence of specialist staff for help in dealing with problems	3.39	74	0.001	0.64	0.26	1.01
Knowledge of network use	2.66	74	0.001	0.28	-0.05	0.61
The existence of security systems to prevent the abduction of information and personal accounts	3.55	74	0.001	0.53	0.23	0.83
Elite attraction	14.78	74	0.000	1.09	0.94	1.24
Continuous education and development	13.69	74	0.000	1.17	1.00	1.34
Adherence to technological advancement	12.42	74	0.000	0.98	0.82	1.14
The existence of a pioneering knowledge system	6.64	74	0.000	0.72	0.50	0.93
Having more experience and expertise than competitors	4.72	74	0.000	0.66	0.38	0.94
Getting to know the latest global methods	17	74	0.000	1.13	1.00	1.26
Finding new design and construction methods	14.84	74	0.000	1.06	1.92	1.20
Easy access to information	5.42	74	0.000	0.60	0.37	0.82
Complexity	2.24	74	0.002	-0.14	-0.38	0.88
Site map	2	74	0.001	0.000	-0.23	0.23
Efficient use of available resources	2.80	74	0.002	0.08	-0.11	0.27
The dialogue form	2.08	74	0.000	0.01	-0.30	0.33
Proper interactions with customers	2.11	74	0.000	0.80	0.60	0.99

Admire long-term relationships with the public	8.39	74	0.000	0.77	0.58	0.95
Publication of customer feedback throughout the company	0.96	74	0.000	0.89	0.7	1.07
Attention to customer demands and attitudes	1.82	74	0.072	0.29	-0.02	0.61
Permanent contact with the customer to be aware of their needs	2.04	74	0.045	0.32	0.007	0.63
Perform timely obligations to the supplier	2.49	74	0.001	0.24	-0.08	0.56
Appropriate network graphics	14.78	74	0.000	1.09	0.94	1.24
Observe global design standards	13.69	74	0.000	1.017	1	1.34
Distinctive design	12.42	74	0.000	0.98	0.82	1.14
User friendly network	6.64	74	0.000	0.72	0.50	0.93
Availability of appropriate map information	4.72	74	0.000	0.66	0.38	0.94
Increase in income	17	74	0.000	1.13	1	1.26
Increase profitability	14.84	74	0.000	1.06	0.92	1.20
Increase capital	6.39	74	0.005	0.12	-0.25	0.49
Reduce the cost	3.80	74	0.017	0.21	-0.09	0.52
Reputation company name	7.58	74	0.000	0.96	0.70	1.21
Market share	2.56	74	0.001	0.26	-0.07	0.60

IV. INFERENTIAL STATISTICS

In order to test the hypotheses and also test the model of electronic business network, structural equation modeling was used and for this purpose, PLS software was used. But before discussing the research questions and testing the hypotheses, it is necessary to provide information about the assumptions made regarding the normal distribution of the variables of the research. To test the assumption of normality, skewness was investigated.

In a normal distribution, the skewness should be between +2 and -2, and Kurtosis should be less than 7 (Kurtosis<7). The results show the normal distribution of variables.

Table 2 - Normal distribution for rese
arch variables (n=75)

Variables	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Innovation	3	5	3.65	0.70	0.61	0.277	-0.78	0.54
Relationships	2	5	3.05	0.83	0.49	0.281	-0.2	0.55
Synergy	2	4	3.012	0.46	0.41	0.281	1.22	0.55
flexibility	1	4	2.95	0.83	-0.50	0.279	-0.215	0.55
Infrastructure	2	5	3.06	0.71	0.37	0.281	0.212	0.55
Knowledge	3	5	3.66	0.70	0.57	0.277	-0.80	0.54
Functional	3	5	3.94	0.65	0.54	0.277	-0.60	0.54
Design	3	5	3.58	0.71	0.81	0.277	-0.62	0.54
Structure	1	4	2.92	0.68	0.17	0.277	-0.48	0.54

V. DISCUSSION AND RESULTS

Test of research hypotheses : The structural equation test was used to test the hypotheses of the research. The graph below shows the model of structural equations in the estimation of standard coefficients. All variables of this model are classified into two categories of hidden and obvious variables. Each variable in the system of structural equations can be considered as an endogenous variable as well as an exogenous variable. The intrinsic variable is a variable that is influenced by other variables in the model. In contrast, the exogenous variable is a variable that does not receive any effect from other variables in the model. But also affects it. In this model, the dimensions of infrastructure, structure, knowledge, relationship and design, functional, flexibility and innovation and co-integration as independent variables and the variable of the competitive advantage of an endogenous (dependent). In this chart, the coefficients are divided into two categories. The first category is called measurement equations, which shows the relationships between hidden variables and explicit variables. These equations are called functional factors. The second category is structural equations, which are relations between hidden and hidden variables, and are used to test assumptions. These coefficients are called path coefficients. Based on factor load, the index that has the most factor load has a larger share in measuring the corresponding variable. Considering the value of the coefficient of determination (R Squre) obtained from the model, it can be said that the infrastructural, structural, knowledge, interface and design, functional, flexibility, innovation, and coherence components have been able to explain 87% of the variable variation of competitive advantage. The remaining 13% include other factors affecting the model.

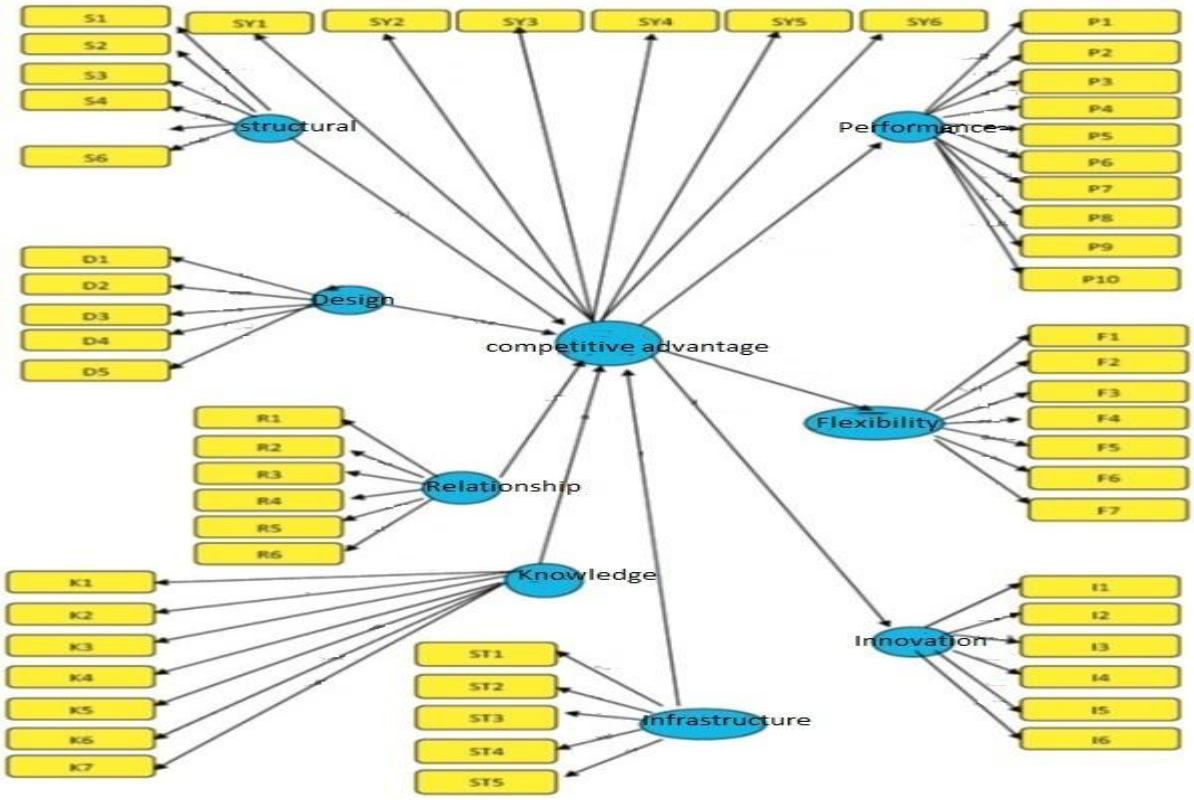

Figure 1. Structural Equation Modeling (SEM)

Table 3- Structural Equation Modeling Coefficient

Raw	Title	T Value	AVE	Path coefficient
1.	R1	8.819	0.506	0.139
2.	R2	7.893	0.625	0.172
3.	R3	14.242	0.791	0.251
4.	R4	5.945	0.699	0.33
5.	R5	3.426	0.705	0.346
6.	R6	3.906	0.507	0.275
7.	R7	9.759	0.51	0.119
8.	R8	10.857	0.776	0.225

9.	R9	7.059	0.515	0.253
10.	R10	8.603	0.663	0.096
11.	R11	11.89	0.73	0.35
12.	R12	5	0.59	0.61
13.	R13	7.31	0.80	0.07
14.	R14	6.91	0.62	0.23
15.	R15	9.15	0.73	0.13
16.	R16	8.16	0.56	0.20
17.	R17	6.50	0.73	0.15
18.	R18	12.39	0.66	0.25
19.	R19	14.80	0.56	0.38
20.	R20	8.59	0.68	0.39
21.	R21	4.47	0.78	0.14
22.	R22	14.19	0.67	0.37
23.	R23	11.187	0.47	0.37
24.	R24	10.429	0.55	0.39
25.	R25	3.84	0.72	0.255
26.	R26	11.14	0.60	0.18
27.	R27	10.82	0.69	0.27
28.	R28	5.04	0.51	0.24
29.	R29	12.57	0.53	0.15
30.	R30	13.04	0.78	0.09
31.	R31	11.73	0.71	0.03
32.	R32	4.47	0.51	0.09
33.	R33	5.19	0.81	0.15
34.	R34	9.01	0.69	0.36
35.	R35	3.50	0.79	0.10
36.	R36	4.91	0.59	0.09
37.	R37	9.76	0.80	0.33
38.	R38	8.87	0.61	0.08
39.	R39	12.7	0.80	0.34
40.	R40	9.79	0.75	0.27
41.	R41	9.07	0.75	0.15
42.	R42	11	0.55	0.37
43.	R43	13.57	0.77	0.16
44.	R44	8.14	0.53	0.09
45.	R45	3.14	0.43	0.37
46.	R46	12.31	0.53	0.23
47.	R47	3.28	0.58	0.24
48.	R48	11.29	0.58	0.19
49.	R49	12.8	0.52	0.08
50.	R50	11.99	0.75	0.12
51.	R51	5.99	0.77	0.23
52.	R52	5.88	0.45	0.22
53.	R53	8.48	0.74	0.20
54.	R54	11.44	0.51	0.30
55.	R55	11.09	0.60	0.23
56.	R56	6.28	0.80	0.07
57.	R57	11.60	0.80	0.37
58.	R58	4.26	0.63	0.19
59.	R59	14.79	0.52	0.29
	The relationship between the variable 1	12.854	0.524	0.091

	2	8.06	0.74	0.12
	3	10.72	0.62	0.10
	4	8.32	0.68	0.11
	5	5.47	0.60	0.103
	6	5.22	0.57	0.095
	7	14.86	0.76	0.152
	8	9.05	0.65	0.113

R^2=0.869

Measurement of the quality of the strucural model : The Ston Gyser coefficient (SSO) is used to evaluate the structural model.

The quality of a structural model means that independent variables can predict dependent variables. According to Stone Gyser, the model should predict the indicators of the hidden variables. The Aston Gisner coefficient for the hidden variable has a competitive advantage of 0.783. The positive value of this value indicates that the observed values are well regenerated and it can be concluded that the structural model has the proper quality.

Q^2= √((1-SSE)/SSO)

VI. CONCLUSION

Based on the value of the coefficient of determination (R Square) obtained from the model can be said that structural variables, relationship, design, infrastructure, knowledge Altogether 87% variation could explain the variable gain competitive advantage. The remaining 13% includes other factors influencing the competitive advantage of the competition. However, these results are consistent with the results of Abbasi an et al. (2015), Rahimnia and colleagues (2013), Chirani et al. (2012), Hosseini Kia et al. (2012), Attar et al. (2012) Katarzyna and Paweł (2012), Zayed (2012), Eyad Ahmad Sharif (2011), Katarzyna and Paweł (2011), Katharina and Powell (2015), Sophian and Prymiana (2015), Vinayan et al. (2012), Irfin et al. (2012), Shaharudin et al. (2015), Sofyan and Primiana (2015), Katarzyna and Paweł (2015), Sofyan and Primiana (2015), Vinayanet al (2012).
The results of the research showed that organizational, technological, managerial and strategic variables, cultural, political and legal, human and financial resources have affected the increase of competitive advantage in companies.

Therefore, it is proposed to develop a relationship of capital:

1. Companies plan and plan the improvement of external communication with customers, suppliers and investors. To achieve this goal, companies can conduct surveys of customers.
2. Measure loyalty of customers, informing employees about target markets and customer types, and disseminating customer feedback across companies to increase customer awareness of customer needs. It's best to place contact numbers and emails on the goods to receive comments and suggestions from the customer.
3. The relationship management knowledge management is one of the other suggestions that managers of companies need to improve the information of employees in this field by holding training courses.

In order to develop structural capital, evaluating human resource productivity and planning for its improvement at the company level, the organizational culture must be changed and the commitment to work must first be created at the highest and highest levels of the organization. Processes and organizational systems must also be changed. The following suggestions can be made:

1- Increasing efficiency in human resources, raw materials, company equipment and design of the incentive system based on it.
2- Deletion of abandoned laws and regulations, waste disposal procedures and complex and long-term hierarchy in order to reduce the level of bureaucracy in the company.
3. Increasing efforts to create a supportive culture through designing motivational and incentive systems to enhance creativity and innovation, learning and development of human resources of the company.

It is suggested in the field of human capital development:

1- Managers will design competencies framework for employees and managers including their knowledge, skills and abilities and planning their development based on competencies.
2- Designing and deploying a succession system for key company employees

3- Designing a system of support and encouragement of superior employees' thinking in order to use them in the company's operational processes in a timely manner.
4. Design and implementation of human capital management at the company level

In the field of development of design dimensions it is suggested:

1- Addressing the weaknesses of product differentiation in the field of marketing capabilities by synchronizing products with the technology of the day, providing new methods for product design and presentation in a new way.
2- By creating a distinctive image of the product and improving existing products than competitors, they can improve their services in target markets in the field of design and design, and differentiate it with similar products.

It is suggested in the field of infrastructure development: In the last decade, much attention has been paid to the relationship between the industry environment and the ability to participate in the creation of activities. When companies learn how to overcome certain competitive challenges, they potentially create valuable capabilities. In turn, these capabilities provide important competitive advantages. These advantages are available to companies that respond to competitive threats by building up relevant capabilities. Companies can provide resources and access to market intelligence in a Improving the quality of products and services through the application of accurate quality control procedures, the development of the ability to provide widespread services to customers, and the upgrading of the quality of existing products and services, will increase the competitive advantage of the company. Therefore, it is suggested:

1- Companies can provide market intelligence by providing and accessing resources.
2. Companies can access this information in order to improve the quality of products and services through the application of accurate quality control procedures, the development of the ability to provide extensive services to customers and improve the quality of existing products and services, increase the competitive advantage of the company.

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