

USING ENTREPRENEURSHIP OPPORTUNITY IN OPTIMIZING ORGANIZATIONAL EXCELLENCE A CASE STUDY

Moyassar Ibraheem Ahmed ,PhD.

Mosul University – College of Administration & Economic

Iraq – Mosul

moyassar2001@yahoo.com

Abstract

This paper investigates how industrial organization discovers and acts entrepreneurship opportunity and uses it to realize organizational excellence.

The paper is considered as a partial responds to the great need for the application entrepreneurship approach and areas, it's main practical contribution is to underline the relationship between selective areas of entrepreneurship and organizational excellence using a questionnaire to gather the data needed and test the formulated hypothesis. The paper concludes with significant correlation and effect found between the two variables. Some recommendations draws attention to some issues needed to be considered. Other recommendations gave assistance to the management of company under study to understand the relationship and invest it in its business, thus the paper is divided into six sections.

Key Words: Quality, entrepreneurship, organizational excellence, Malcolm Baldrige Quality Award

Topic Groups: Entrepreneurship, Industry, Production & Operations Management

INTRODUCTION

In recent years several companies have recognized the importance of organizational excellence. The difficult objective that companies seeking it and struggle for, during accomplishment of that objective the managers stands again numerous difficulties, to overlap these confrontations there are more than one choices, the most successful one is entrepreneurship which is been emerging business arena, so the companies are always searching for new opportunities of excellence.

Researchers paid attention to the entrepreneurship opportunity which is considered as a meaningful tools to achieve a distinguished performance. Several companies agreed that entrepreneurship is a key factor in create a competitive advantages and sustain it, but few of them have an appropriate knowledge about the subject and how to put it into practice. So, the companies are always search for the best methods to accomplish this goal to survive and progress inside local and export the market.

In Iraq the manufacturing environment faced different situations. They are (*):

1. Instability of economic

(*) According to official sites like - (<http://www.iraqdirectory.com/Display NewsAr.aspx?id=75 6 4>)

2. Poor investment motivations
3. Corruption and bribery
4. Weaknesses of governance backing to both private and public industrial sector

In these circumstances, each company tried to face the environment by itself. So, general company of drugs and medical appliances in Nineveh/ Iraq, should be recognized either in projects, products, services, operations, and work relations. In practical words, the company must search for its own entrepreneurship opportunities and test which one contribute its excellence. In academic point of view, a contemporary researches admit that the study of entrepreneurship is still in its nascent stage (Benzing *et al.* 2009). In practical life Horris, *et al.*(2008) stressed on the reality of existence few companies hold true knowledge of entrepreneurship and innovation as well as put it into practice. Bosma & Schutjens, (2009) suggested a global entrepreneurship monitor (GEM) to measure entrepreneurial attitudes and activities. So, some researchers replied an answer to vital question which are "why some places are entrepreneurial and why others are not so entrepreneurial ?" (Malecki,2009). Or "why some people and not others identify entrepreneurial opportunity ?" (Shane & Venkataraman, 2000). In the company under study, managers were helped by some researchers to determine opportunities of entrepreneurship, they are summarized in four areas;

1. Supply Chain
2. Testing Process
3. Operations Costs
4. Customers Satisfaction

Then the paper tested the correlations of acting these areas on excellence model which consisted of seven excellence strategic dimensions (***) (leadership, strategic planning, concentrating on the customer, scales, analysis and knowledge management, concentrating on labor power, treatment managements, results).

BACKGROUND

Entrepreneurship (Definition and Opportunities)

How do we define Entrepreneurship ?

- The term entrepreneurship is taken from the word (entreprindr) which is with two French sections, (entre) means between and (prendre) means taken, so it is taken between.
- The starting point of entrepreneurship refers to the contributions of the traditional micro economists like Richard Cantillon (1680-1734), who is the first economist used the word (Kelly, 2009)
- According to the godfather of entrepreneurship, Joseph Schumpeter (a creative destruction theory founder), entrepreneur is a person who is willing and able to convert a new idea on invention into a successful innovation (Schumpeter, 1950). Deals with a person who is willing to take in the name of an idea or spending much time as well as capital on an uncertain venture, putting his career and financial (security) in the line (Drucker, 1970)(Robert and Albert, 2009).
- It refers to an individual's ability to turn ideas into action. It includes creativity, innovation and risk taking, as well as the ability to plan and manage projects in order

(**) ESD for the (Excellence Strategic Dimensions)

to achieve objectives. This supports everyone in day-to-day life at home and in society, makes the employees more aware of the context of their work and better able to seize opportunities, and provides a foundation for entrepreneurs establishing a social or commercial activity (COM, 2006).

- Onuoha's (2007) definition concentrated on the practice of starting new organizations or revitalizing mature one (Onuoha, 2007: 21).
- It is a social and interactive process which entails both bargaining and learning (peltoniemi, 2009).

A weak economy, unstable and high bureaucratic business environment, added expenses of corruption and bribery are considered to be the main dilemma facing entrepreneurship (Benzing *et al.*, 2009: 63).

It is thought that overlapping these problems makes an entrepreneurship a useful tool to improve economic performance and social inclusion (job creation) at national level, a path to gain a competitive advantages at organizational level, and a good means for skills practice and development at personal level (Beasley, 2006).

Because entrepreneurship processes is controlled by perceived behavior, the attitudes will be important predictors of entrepreneurship activity (Bosma and schutjens, 2009). They are influenced by perceptions of individuals (Tornikoski and Kautonen, 2009). So, a competition to establish norms appears to be a required phase of entrepreneurship strategy (Mione, 2009).

Entrepreneurship Opportunity

To discover entrepreneurship opportunities, some researchers focused on the importance of individuals differences (Venkataraman,1997). According to (Norris, 2008)(Włodarczyk, 2008), it is not possible to act on the opportunities until opportunities would be identified and documented (promotes or inhibits entrepreneurial).

To operate a entrepreneurship process, There must be motivations to the entrepreneur. Motivations can be divided into extrinsic, intrinsic rewards, independence or autonomy and family security(Robichaud & Roger, 2001). These processes are influenced by perceptions and attitudes of individuals as to how easy or difficult they think starting up a business would be (Tornikoski & Kantonen, 2009).

Some researchers found that the most important business success variables are the reputation for honesty, friendliness of entrepreneurs , social skills, and good customer services (Benzing *et al.*,2009)

To get entrepreneurship opportunity in a smooth way Norris (2008) introduced a model named as intentions – driven model to identify and act the opportunities. Others suggested the approach of Mohammad Yonus microfinance using analytical listening. He listen through walls of poor Bangladesh women (Sudhanshu, 2006).

Below an explanation of quadric classification adopted by the company under study top management.

1. Supply Chain: The supply chain is considered to be a combination of efforts to produce the final product or service and deliver it from the supplier to the customer. It involves management of demand to identify the raw materials, parts, manufacturing, storing, tracking the inventory, orders, order management, distribution through all channels and delivery to

the customer, it comprises the procedures of work and the partner's participation in managing the flow of products, services and information from design until delivery to the final customer. Thus, the supply chain is concerned with the flow of materials, information and cash (Murzyn, 2003).

Obtaining the raw materials represents the starting point and the consumption of products including the commodities and services to represent the final point.

2. Testing Process: Testing process involves more than one direction, including what is related to the quality testing system or testing the final product being manufactured. In this study, the focus will be on the testing process for the materials being purchased as it is important process for the company to identify the quality of these materials. This activity is a vitally assumes that there is a good relationship between the company and the supplier. This procedure should not be a kind of distrust in the supplier.

Testing processes include all testing, checking and scaling processes performed on materials or one of their characteristics and comparing them to the specifications, in order to define the level of consistency. The testing process could be conducted inside or outside the company.

3. Operation Costs: The classification of these costs needs to have a double or a triple classification. Some asserts that the operation costs comprises of two types of costs which are production costs (direct - indirect wages, inventory costs, devices exhaustion costs and costs of materials) (Davis et.al.,2003). Others stated that there are two classifications, one of them is binary and the other is triple. The binary classification includes (direct material costs and manufacturing indirect costs) (Horugren, 2005).

4. Customer Satisfaction: Companies still facing failures in managing customer's requirements, and most managers facing weakness in estimating the costs, schedules and risk management. Thus, the international efforts are directed to achieve production plans with quality according to the international specifications (Kato, 2004).

Many researchers defined the concept of customer satisfaction. Some of these definitions ranged between customer awareness cases or customer reactions and as an interaction process of the customer expectations, awareness and realization.

Excellence Strategic Dimensions

What is excellence?

The basic goal of management in the modern companies is to define the main characteristic that management should have (excellence), excellence emerges from two basic facts. The goal of the successful management is attempting to accomplish the excellence, and the decisions of management. The activities and systems it adopts, should be characterized with excellence. It is noticed that these facts are similar, because one of them cannot be accomplished without the other. They totally depend on investing the accumulated and renewed knowledge continuously and facilitate the methods of organizational learning in order to activate that knowledge in the real world (Al Sulami, 2002).

Excellence as a concept refers to a simple planning, owning the emergent meaning, having powerful and clear values, clarity of the assignment and sharing the vision of excellence. The excellence aspects should be at everything. The necessity of having standard criteria in accomplishment and finally enjoying work more than enjoying the results(Wiggenhorn, 2004). Achieving excellence needs to have permanent efforts in the company and also needs enough time and an unlimited cost. In this respect, Johnson (2007) outlined ten steps to achieve excellence:

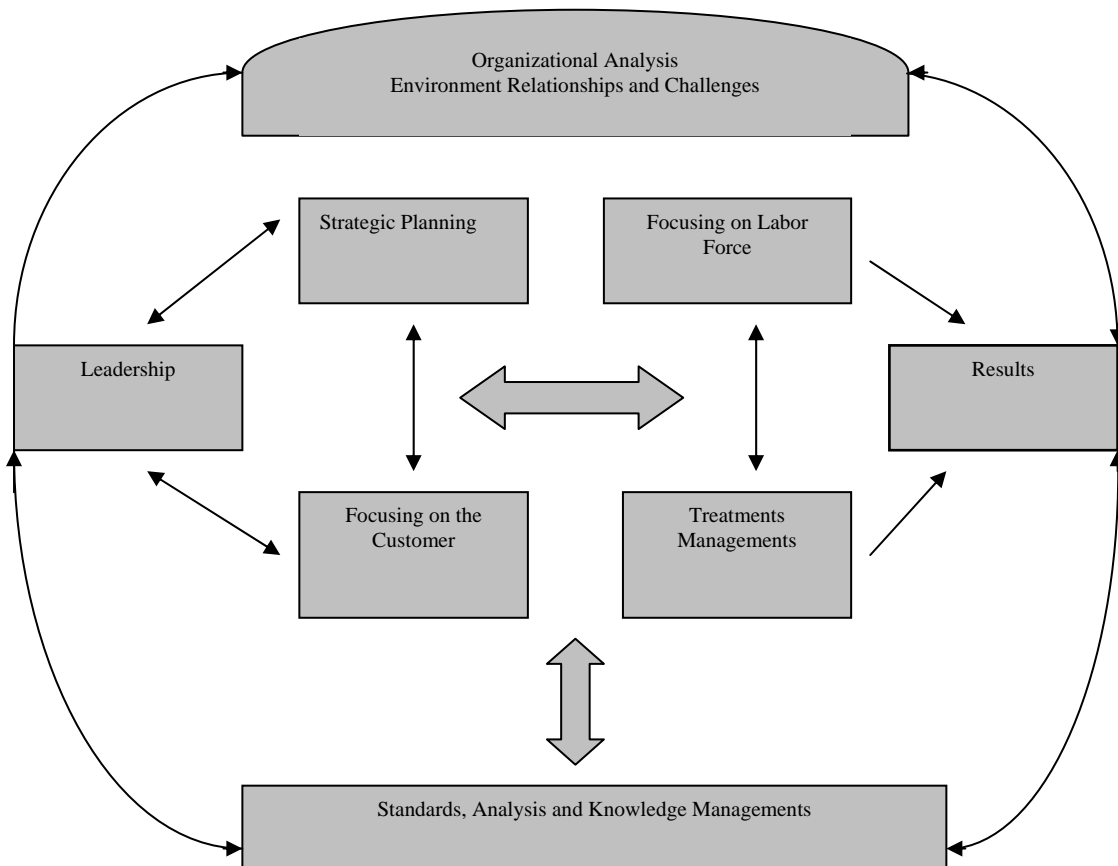
Using the approach of systems through Malcolm Baldrige framework.
 Identifying the vision and creating the strategy of achievement.
 Arrangement of culture, strategy, goals, scales and plans.
 Applying the process of organizational learning.
 Measuring the results and leading them.
 Identifying and evaluating the degree of maturity.
 Identifying the products , the services and needs to be achieved.
 Understanding the correlations between the sub systems.
 Focusing on the correlations in the chain of results.
 Starting immediately without any cessions or going back.

Quality has become a national priority, because it contributes on excellence of different companies. Precisely, high quality is a strategic requirement for all businesses (Krajewski & Ritzman, 2005). Focusing on this point, Malcolm Baldrige Awards of excellence was established throughout the law of national improvement of quality No. 100-107 in 1987.

What are the Dimensions of Excellence Model?

The model consists of seven main dimensions and eighteen sub dimensions. The summation of these dimensions is (1000) points. It represents high value of the prize and this classification is the latest classification issued by NIST. The following is a representation of the main and sub dimensions of Malcolm Baldrige model (figure 1).

Figure 1: Dimensions of Malcolm Baldrige Model for Excellence



Adopted from: Hertz, (2009: iv)

Leadership (120) points (organizational leadership (70) points)(social and legal liability (50) points).

Strategic planning (85) points(strategy development (40) points)(strategy spread (45) points).

Concentrating on the customer (85) points(customer relatedness (40) points)(customer vote (45) points).

Scales, analysis and knowledge management (90) points(scales, analysis and improving the organizational performance (45) points)(information management)(Information technology and knowledge (45) points).

Concentrating on labor power (85) points(labor power incorporation (45) points)(labor power environment (40) points).

Treatment managements (85) points(labor system (35) points)(labor treatments (50) points).

Results (450) points(product and service results (100) points)(customer-oriented results (70) points)(financial results (70) points)(labor power results (70) points)(process effect results (70) points)(leadership results (70) points).

Kuratko *et al.* (1997) and Robichaud and Roger (2001) discovered indicators of a relationship between entrepreneurship motivations and business success. The current paper tread forward steps by investigating the correlation and influences relations between a selective entrepreneurship opportunity and ESD.

LITERATURES REVIEW

Table 1 show a review of some studies (Procedures, Finding) dealing with paper's variables, analysis of the table provides the following distinctive features:

1. High level of selectivity and quality.
2. An increasing number of original and new research.
3. Disciplinary openness .
4. Specified focus on the environment and regional issues.
5. Partial correlation with the influence of geographical environment.

Advances in Business-Related Scientific Research Journal (ABSRJ)
Volume 1 (2010), Number 1

Table 1: A Review of Procedures and Findings of Some Studies

No	Researchers / Years	Title of work	Procedures	Findings
1	Scott/2006	Entrepreneurship, Innovation and Industrial Development: Geography and the Creative Field Revisited	Investigation under the rubric of the creative field (the locationally - differentiated web of production activities and associated social relationships. describe how the creative field functions in three sites. All of these activities are deeply structured by relations of spatial-cum-organizational proximity and separation in the system of production. The creative field, however, is far from being a fully self-organizing entity, and it is susceptible to various kinds of breakdowns and distortions. Several policy issues raised by these problems are examined.	Addressing the question as to whether industrial agglomeration is an effect of producers' search for creative synergies, or whether such synergies are themselves simply a contingent outcome of agglomeration.
2	FULOP/2007	Middle Managers : Victims or Vanguard of the Entrepreneurial Movement ?	provide a critical review of a number of approaches to corporate entrepreneurship and focusing on the role and fate of middle managers as corporate entrepreneurs.	Identifying three approaches to corporate entrepreneurship and examines how each provides different views and prescriptions for the middle manager as corporate entrepreneur, Raises important issues for those seeking to implement entrepreneurial strategies or develop a general framework for innovation in large corporations.
3	Hamid/2009	Entrepreneurs and branding in an environment of mass customization and open innovation	Looking into the 'brand' concept under mass customization and explores some of these new challenges and opportunities	The framework <i>open sourced branding</i> offers entrepreneurs and small business owners, as well as brand managers and marketers, a lot of new opportunities and challenges as they strive to compete .
4	Devins/2009	Enterprise in deprived areas: what role for start-ups?	Focusing on a key aspect of the agenda - the formation of new businesses (including self-employment) and provides an overview of development and implementation of new labor policy.	Implications for policy which question the rationale underpinning intervention, and draws attention to some issues which need to be considered if the policies are to meet the aspirations of government to the benefit of local communities.
5	Ronning/2009	Social capital: an asset or a liability to entrepreneurial activity	Outlined a framework for studying social capital related to entrepreneurial activity. Distinction between business- related and civil society- related social capital, a representative sample consisting of 712 Norwegian farm households in which 20% were engaged in entrepreneurial activity.	The analysis found evidence of enabling social capital in terms of diverse networks and in terms of strong ties that could facilitate cooperation. It also found disabling social capital in terms of overembeddedness.
6	Stok,et.al/2009	The advantage of the EFQM excellence model in business management and leadership.	Defines the endeavors of the enterprises that strive for better structure, behavior and communication paths to reach the final customers, the paper compare the enterprises holding a business excellence certificate with those that do not hold it	Establish that the enterprises differ in some characteristics of their management, which are defined by nine criteria
7	Aouni & Surlemont /2009	Towards a model of the learning needs of the effective entrepreneur	provide a unifying framework identifying the main learning needs of potential entrepreneurs. Based on the competency based theory, these, the paper pays great attention to defining the central concepts of 'entrepreneur', 'entrepreneurship' and 'the entrepreneurial process.'	The paper closes with a preliminary model of the learning needs of effective entrepreneurs and underlining the key dimensions that entrepreneurship programmes should incorporate.

METHODOLOGY AND SURVEY

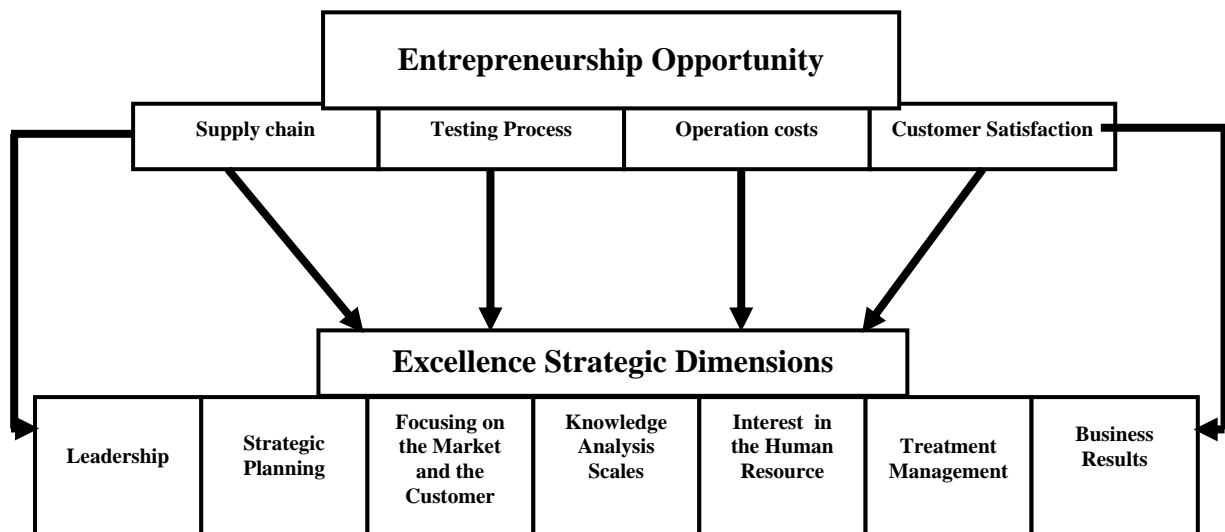
Methodology

The current methodology may raise some quests within the context of data collected ; among these quests, a group of points were sorted out as in the following points:

1. What are the opportunities of entrepreneurship selected by managers of company under study?
2. To what extent the managers can possibly recognize the ESD within the internal environment?
3. What is the nature of the relationship and impact between the entrepreneurship opportunity and the ESD?
4. How the customer appreciate the company's attention as considered a relevant entrepreneurship opportunity?

The main contributions of the paper are represented by testing the relationship and the effect between the entrepreneurship opportunity and the ESD in the company of drug and medical appliances in Nineveh/ Iraq. This can be done by selecting and testing hypothetical model that includes two variables of the study (figure, 2).

Figure 2: Model Under Test



To test this model, the paper investigated tree hypothesizes, they are :

- There is a significant correlation between entrepreneurship opportunity and ESD .
- The entrepreneurship opportunity has a significant influence on the ESD .
- The management pays a good attention to the satisfaction of company's customers.

Survey

Data used in this paper were collected by a questionnaire designed (*) to cover the entrepreneurship opportunities and seven ESD. They uses simple random sampling, the paper selected a studied society which was the General Company for Drugs and Medical Appliances in Neina, Iraq.

(*) The questionnaire were written in Arabic language for relevance with the sample under study.

Advances in Business-Related Scientific Research Journal (ABSRJ)
Volume 1 (2010), Number 1

Tables (2)(3) shows the details of random sample and its representative ness both for the managers and customers of the company under study.

Table 2: Description of personal characteristics of managers

Numbers of questionnaire papers distributed		Numbers of questionnaire papers gathered				Percentage of responsiveness %					
65		50				76					
Current employment post											
Top management			Middle management				Executive management				
No.		%		No.		%		No.		%	
1		2		20		40		29		58	
Scientific degree											
Phd.		Msc.		High diploma		Bsc.		Specific diploma		High School	
No.		%		No.		%		No.		%	
1		2		14		28		1		2	
24		48		5		10		5		10	
Age											
20-30				31-40				41-			
No.		%		No.		%		No.		%	
12		24		26		52		12		24	
Work experience											
1-5 years				6-10 years				11-			
No.		%		No.		%		No.		%	
29		58		15		30		6		12	

Table 3: Description of personal characteristics of customers

Numbers of questionnaire papers distributed		Numbers of questionnaire papers gathered				Percentage of responsiveness %					
80		50				62					
Scientific degree											
Phd.		Msc.		High diploma		Bsc.		Specific diploma			
No.		%		No.		%		No.		%	
3		6		1		2		3		6	
33		66		10		20					
Age											
20-30			31-40			41-50			51-		
No.		%		No.		%		No.		%	
27		54		12		24		6		12	
5		10									

FINDINGS

The variables studied in the questionnaire were (74) variables. This number is relatively large leads to a difficulties in dealing with them. In order to decrease the number of factors to be easily processed and discover their importance and roles in analyzing the relationship amongst variables. Factor analysis used to avoid bias in selecting the variables that are characterized by a group of phenomena. Through this technique, the factors behind the phenomena and observations are identified as well as measured them and formulated the results as undoubtedly scientific theories according to the requirements and the reality of the local society of the sample.

By using the program SPSS, (part of factor analysis), the total results of the subjective values for round factor matrix were obtained using the (Varimax) technique. It was shown that the measuring tool of the entrepreneurship opportunity factors included two factors arranged in a countdown order depending on their scope of contribution in explaining the

Advances in Business-Related Scientific Research Journal (ABSRJ)
Volume 1 (2010), Number 1

variance. These were chosen essentially on the (Eigen value) whose value is larger than one (integer). These factors comprised 13 variables. Table (4).

Table 4: The Final Distribution of the Factors of the Phenomenon of (Entrepreneurship opportunity factors)

No.	Variables	The Factor or its main component (Pci)	Eigen value	% of factor influence in total variance pct of Var.
X3	Speed of response	Quick response provides equipment and experiences staff for testing and identifying the centers of costs.	6.390	49.156
X13	Mechanism of communicating with the customer			
X9	Maintaining cost monitoring and improving it			
X10	researches of cost decreasing and studying.			
X6	Inspection is done by an experienced staff			
X7	information about the materials and testing methods.			
X5	Possessing test equipments and tools.			
X6	Identifying the centers of costs.	suitable sources of supply, suppliers evaluation, and Commodity collection in which quality is considered.	5.429	41.758
X1	Suitable sources of supply			
X11	Commodity collection that meets the requirements.			
X12	Quality considerations in products			
X4	Availability of test materials			
X2	Suppliers evaluation			
Total				90.914

In order to identify the nature of the relationship between the entrepreneurship opportunity and ESD, table (5) indicates that there is a significant relationship between entrepreneurship opportunity which had been selected as a factor analysis output (supply chain and customer satisfaction) and ESD and its factors as a separately. So the first hypothesis was fulfilled on the level of the company.

Table (6) shows the effect of the entrepreneurship opportunities, as an independent variable, on the ESD as a dependant variable. The results of regression analysis performed on the company under study data indicated that there is a significant influence of the entrepreneurship opportunities on the ESD.

F value was (3554.8) which is higher than its table value (4.0848) on the two degrees of freedom (1.48), and R^2 was (0.986). Through tracing B coefficients and testing (t) for it, it was shown that the calculated value of t was (59.622), which is a significant value and higher than its table value (1.784), with a significant level and degrees of freedom of (1.48). So, the second hypothesis was fulfilled on the level of the company.

Table 5: Correlation between the factors forming Entrepreneurship opportunity Factors and the factors forming ESD

Responding Variable Explanatory variable	Explanatory variable	Entrepreneurship Opportunity factors	
		First factor	Second factor
Leadership	First factor: organizational leadership and product inverse impact on the local society.	0.862	0.280
	Second factor: Social, moral and legal responsibility.	N.S 0.067	0.702
Strategic planning	First factor: Strategy development and diffusion.	0.880	0.310
	Second factor: Strategic planning operations.	N.S 0.018	0.733
Focusing on the market and customers	First factor: Identifying customer groups and using customer votes to establish relationships with customers.	0.336	0.780
	Second factor: Collecting complaints, solving and identifying measurements to go beyond customers' expectations.	0.723	NS 0.125
Standards, analysis and knowledge management	First factor: Management of information technologies	0.729	0.667
	Second factor: Knowledge management.	NS 0.189	NS -0.145
Taking care of the human resource	First factor: Integration of work force and developing their capacities and abilities.	0.737	0.605
	Second factor: Adopting high organizational culture and developing leaders' traits.	0.288	0.062
Treatment management	First factor: Identifying major work treatments and operation implementation.	0.609	NS 0.264
	Second factor: Identifying substantial abilities and reducing test costs.	0.503	0.553
Business results	First factor: Workforce ability, treatment effectiveness and social responsibility to satisfy the customer.	0.405	0.352
	Second factor: Workforce climate and major work treatments and indices to fulfill the company strategy and financial return standards.	NS -0.053	0.806
	Third factor: Financial performance and organizational citizenship.	0.624	NS 0.002
	Fourth factor: Customer important products and their indices for marketing performance.	0.495	NS 0.172

**P<0.05 N.S.: Not significant.*

Table 6: The Effect of Entrepreneurship opportunities Factors on the ESD at overall level

Responding Variable Explanatory variable	Entrepreneurship opportunities		R2	F		d.f.	N
	B0	B1		Calculated	Table		
ESD	2.659	0.993 *(59.622)	0.986	3554.83	4.0848	49 (1.48)	50

*The table was prepared by the researcher depending on the calculator values, () indicates the calculated value of (t)., *P<0.05, N.S.: Not significant.*

While the influence of each factors of Entrepreneurship opportunities on the ESD can be mentioned as:

Table 7: The Significant Effects of the Supply Chain on the ESD

Responding Variable Explanatory variable	Entrepreneurship opportunities		R2	F		d.f.	N
	B0	B1		Calculated	Table		
ESD	3.417 -	0.975 * (30.156)	0.949	909.41	4.0848	49 (1.48)	50

*The table was prepared by the researcher depending on the calculator values, () indicates the calculated value of (t). *P≤0.05 N.S.: Not significant*

Table 8: The Significant Influence of Testing Process on the ESD

Responding Variable Explanatory variable	Entrepreneurship opportunities		R2	F		d.f.	N
	B0	B1		Calculated	Table		
ESD	-2.674	0.973 * (29.306)	0.949	858.845	4.0848	49 (1.48)	50

*The table was prepared by the researcher depending on the calculator values, () indicates the calculated value of (t). *P≤0.05 N.S.: Not significant*

Table 9: The Significant Influence of the Operational Costs on the ESD

Responding Variable Explanatory variable	Entrepreneurship opportunities		R2	F		d.f.	N
	B0	B1		Calculated	Table		
ESD	-4.371	0.985 * (39.630)	0.970	1570.5 42	4.0848	49 (1.48)	50

*The table was prepared by the researcher depending on the calculator values, () indicates the calculated value of (t). *P≤0.05 N.S.: Not significant*

Table 10: The Significant Influence of Customer Satisfaction on the ESD

Responding Variable Explanatory variable	Entrepreneurship opportunities		R2	F		d.f.	N
	B0	B1		Calculated	Table		
ESD	2.247	0.971 * (28.032)	0.941	785.775	4.0848	49 (1.48)	50

*The table was prepared by the researcher depending on the calculator values, () indicates the calculated value of (t). *P≤0.05 N.S.: Not significant*

Using SPSS program, the total results of the subjective values of the correlation reduced matrix or the matrix of the round factors were obtained using the (Varimax) technique. It was shown that the measuring tool of the factors of the phenomenon (customer satisfaction) included four factors arranged in a descending depending on their extent of participation in explaining the variance. These were chosen essentially on the (eigen value) whose value is higher than one (integer). These factors comprised (22) variables (table (11)). So, the third hypothesis was fulfilled.

Advances in Business-Related Scientific Research Journal (ABSRJ)
Volume 1 (2010), Number 1

Table 11: The Final Distribution of the Factor (customer satisfaction) Phenomenon

No.	Variables	The Factor or its main component (Pci)	Eigen value	% of factor influence in total variance pct of Var.
X2	Response as soon as possible	Responding to our requirements and establishing good relationship through possessing information system and communication means.	3.989	18.130
X3	Market survey to identify the requirements			
X4	Establishing relationships with customers.			
X5	Quick communication means			
X8	Information system to develop products.			
X9	Offering a suitable collection of products.			
X10	Offering high quality products.			
X22	Conducting a periodic evaluation of our degree of satisfaction.			
X1	Meeting needs continuously.	Having the necessary flexibility in the case of demand change and pursuing innovations to offer products superior than the competitors' products.	3.924	17.837
X6	Solve the complaints seriously.			
X12	Flexibility when changing the order.			
X13	Availability of the desired specifications.			
X19	Abiding by the quality when designing.			
X16	Pursuing new innovations and products,			
X18	Services superior to competitors' services.	Employees enjoy flexibility and necessary experience of dealing	2.531	11.504
X14	Employees have flexibility in dealing.			
X15	Employees enjoy experienced performance.			
X17	High loyalty due to problem solving.			
X7	Means and mechanisms to obtain information.	Offering products in time, replacing and getting back products out of quality as well as offering financial facilities.	2.504	11.382
X11	Offering products in time.			
X20	Replacing and getting back products out of quality.			
X21	Offering financial facilities			
Total				58.852%

DISCUSSION AND CONCLUSIONS

Academically specking the current study were prepared to contribute two scientific fields of study; the first was the organizational theory and the second one was the operations management discipline . The practical implication of the current study was to support the top management of the company under study according to two orientations:

- Identification the entrepreneurship opportunities and do some investment to reach to the excellence in the company performance.
- Uncover the mechanism of being closer to company's customers . Eventually uncover their requirements and seeking achieve them.

The current study faced some limitations related to the difficulties of the subject dimensions in part of the respondents, and thus this required to interpret some question for the respondents themselves by the researcher without affecting bias policy, below the points that was concluded:

1. A significant correlation has been found between entrepreneurship opportunities and the ESD. Each one of four opportunities (supply chain, testing, operation costs and

customer's satisfaction) has correlated with the seven dimensions of excellence upon the company level at the company under study.

2. There has been a significant effect of entrepreneurship opportunities on the ESD as each opportunities affects the ESD. Findings showed that operation costs have the greatest effect than other factors.
3. Replies of a sample of the company's customers showed that owning rapid communications help recognizing their needs and responding to them, increasing their satisfaction. They have supported the idea that recognizing the extent of customer's satisfaction achieved through performing a periodical assessment of their degree of satisfaction about the company's outputs.
4. The customers questioned, confirmed that the company is near to their desired specifications, besides its ability to offer services superior to those of competitors, that explain why the company has increasing marketing share in the local market.
5. Replies of the company's customers showed that the company employees have flexibility in dealing with the customers regarding the availability of various drugs and medical requisites which help to increase the customer's loyalty to company's trade mark.
6. The company should be more interested in training the employees on the contemporary methods used in checking process and secondhand materials in order to increase their skills and experiences, which is in turn reduces checking time and speeds up achievements.
7. The company should perform a fair and real assessment system for suppliers such as Suppliers Rating System (SRS). So, it can obtain proper supply sources which is most important means in determining the key supplier.
8. The company should establish efficient standards to assess leaders and employees performance in order to identify drawbacks (defects) and make suitable corrective actions in the future.
9. The company's management should focus on the product's positive effect on the society. It is necessary to adopt the concepts of green manufacturing in order to avoid production waste and losses.
10. It is necessary to activate the role of information systems within the company in collecting, arranging and making use of the data; besides realizing the best methods of operation and keeping up necessary information for stockholders which in turn be useful in taking decisions in advance.
11. The paper proposes that the distinctive relationships with the customers should be established through employing proper means such as the customer vote, realizing the marked problems and working hard with the customers to resolve them.
12. In order to activate the entrepreneurship awareness in Iraq, the paper suggested a national entrepreneurship monitor called Iraqi's Entrepreneurship Monitor (IEM) to measure the attitudes and activities of Iraqi's businessmen, also suggested a social capital measures which encourages an entrepreneurship measures at a national level.
13. The paper invited the institutions that deals with entrepreneurship to develop a comprehensive thinking towards entrepreneurship either by conducting a national campaigns (like global entrepreneurship week), or incorporation the subject into education system, or preparing a good protecting polices of new ideas producers, or by establishing an annual entrepreneurship national award.
14. The study suggest some points for future research. First, deploying the recommendations of the study to all Iraqi's industrial organizations. Secondly, working on researches and studies related to applying the dimensions of Malcolm Baldrige prize, or study the motivations of entrepreneurship in the industrial sector in Iraq.

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