

YANGON UNIVERSITY OF ECONOMICS
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THE EFFECT OF ENTREPRENEURIAL MARKETING ON
SUSTAINABLE COMPETITIVE ADVANTAGE OF
MYANMAR SOCIAL ENTREPRENEURS

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MSESI II – 10

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ACADEMIC YEAR (2022-2024)

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“This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the Degree of Master of Sustainable Entrepreneurship and Social Innovation (MSESI).”

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Entrepreneurial Marketing on Sustainable Competitive Advantage of Myanmar Social Entrepreneurs**” has been accepted by the Examination Board for awarding Master of Sustainable Entrepreneurship and Social Innovation (MSESI) degree.

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ABSTRACT

The objectives of the study are to analyze the effect of entrepreneurial marketing on sustainable competitive advantage of Myanmar social entrepreneurs and to analyze the indirect effect of entrepreneurial marketing on sustainable competitive advantage of Myanmar social entrepreneurs through innovative capability as a mediating variable. In this study, both primary and secondary data are used. Primary data are collected from 54 respondents by using census sampling method. Personal interview method with structured questionnaire is used to gather data. Both descriptive and linear regression methods are applied to analyze data. Secondary data are collected from different text books and international journals and researches. The analysis indicates that competitor orientation and opportunity have positive and significant effect on sustainable competitive advantage. Influence of competitor orientation and opportunity are further analyzed through the mediating effect of innovative capability. The study finds that mediating effect of innovative capability is statistically significant between competitor orientation and sustainable competitive advantage. The study also finds that mediating effect of innovative capability is statistically significant between opportunity and sustainable competitive advantage.

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CHAPTER 1

INTRODUCTION

The study of sustainable competitive advantage has become critical for organizations across the globe in today's rapidly evolving business environment. Such pursuit of study is especially important for social entrepreneurs, whose dual mission includes both economic viability and social impact. In the context of Myanmar, a nation undergoing significant economic and social transformation, social entrepreneurship plays a crucial role in addressing societal challenges and promote inclusive economic growth.

Entrepreneurial marketing is defined as a spirit, an orientation as well as a process of pursuing opportunities and attracting and retaining customers in an innovative and creative way, often in conditions of limited resources (Morris et al., 2002). Entrepreneurial marketing, characterized by its innovative, proactive, and risk-taking approaches are increasingly recognized as vital strategies for achieving sustainable competitive advantage. Unlike traditional marketing, entrepreneurial marketing emphasizes creativity, opportunity recognition, and value creation, aligning closely with the dynamic needs of social enterprises. In Myanmar, most entrepreneurs are not able to develop their capabilities efficiently due to the lack of resources. This marketing approach is particularly pertinent for Myanmar social entrepreneurs, who often operate in resource-constrained environments and must navigate complex socio-economic landscapes.

Morris et al. (2002) developed the concept of entrepreneurial marketing into seven dimensions as opportunities, proactiveness, customer concentration, innovativeness, risk management, value creation and utilization. According to Nagaty and El-Menaway (2023), entrepreneurs can transform their current needs into valuable products through entrepreneurial marketing and the characteristics of such successful firms are; having a strong competitor orientation, proactiveness, customer intensity, innovativeness, value creation and risk management.

Competitor orientation refers to the degree to which a firm understands the short-term strengths and weaknesses and long-term capabilities and strategies of both the key current and potential competitors (Narver & Slater, 1990). In entrepreneurial marketing,

understanding competitors is essential for identifying market gaps and areas where a business can differentiate itself. Unlike traditional marketing, which may focus on maintaining a steady market position, entrepreneurial marketing encourages businesses to be agile, learn from competitors, and swiftly adapt to changes. This orientation helps entrepreneurs not only survive but thrive in competitive environments by staying one step ahead.

Proactiveness refers to a firm's inclination to anticipate and act on future needs and changes in the marketplace, ahead of competitors (Lumpkin & Dess, 1996). Proactiveness is about anticipating and acting on future needs rather than reacting to market changes. In entrepreneurial marketing, being proactive means continually seeking new opportunities, identifying emerging trends, and taking the initiative to capitalize on them. This forward-thinking approach allows businesses to create and shape markets rather than merely respond to them, ensuring they remain relevant and competitive.

Customer intensity refers to the extent to which a firm focuses its efforts on continuously creating superior value for its customers, understanding their needs, and integrating this into the firm's activities (Jayachandran et al., 2005). Customer intensity involves actively engaging with customers, understanding their evolving needs, and tailoring offerings to meet these demands. This customer-centric approach ensures that the business stays aligned with market demands, enhancing customer satisfaction and loyalty, which are critical for sustained growth.

According to Lumpkin and Dess (1996), innovativeness is defined as a firm's tendency to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services, or technological processes. Innovativeness in entrepreneurial marketing is about developing new products, services, or processes that provide unique value to customers. In Myanmar entrepreneurs often operate in uncertain environments, where innovation is key to differentiating themselves from competitors and meeting unfulfilled needs. Innovativeness drives the ability to create new market spaces, often leading to a competitive advantage.

Hubbard (2009) defined that risk management is the identification, assessment, and prioritization of risks, followed by coordinated and economical application of resources to minimize, monitor, and control the probability or effect of unfortunate events. Entrepreneurship inherently involves risk, but successful entrepreneurial

marketing requires balancing this risk with strategic decision-making. Risk management in this context means identifying potential challenges and uncertainties and developing strategies to mitigate them. By effectively managing risk, businesses can take calculated risks that lead to significant rewards, rather than avoiding risk altogether.

Bowman and Ambrosini (2000) defined value creation as the process by which a company provides products or services that generate benefits for customers or stakeholders, thereby enhancing the firm's worth and competitive positioning. Value creation is not just about the product or service offered but also about how it is delivered and perceived by customers. Entrepreneurs focus on delivering unique value propositions that meet customer needs in ways that are distinct from competitors, thereby establishing a strong market presence and customer loyalty.

Opportunity refers to a favorable juncture of circumstances with a good chance for success or progress, particularly in the context of recognizing unmet needs or new ways to create value (Shane & Venkataraman, 2000). Recognizing and seizing opportunities is a fundamental aspect of entrepreneurial marketing. Entrepreneurs are often driven by the ability to identify market opportunities that others may overlook. This involves a keen sense of market dynamics, customer behavior, and trends. Entrepreneurial marketing emphasizes the importance of being alert to opportunities, acting quickly, and leveraging these opportunities to gain a competitive edge.

In summary, these elements are integral to entrepreneurial marketing because they enable businesses to navigate the complexities and uncertainties of the market. By focusing on competitor orientation, customer intensity, proactiveness, innovativeness, risk management, value creation, and opportunity; entrepreneurial marketing empowers Myanmar social entrepreneurs to be agile, innovative, and customer-focused, ultimately leading to sustained competitive advantage and growth.

According to Barney (1991), sustainable competitive advantage is defined as an advantage that allows an organization to outperform its competitors over a long period of time and is difficult for competitors to replicate or neutralize. Sustainable competitive advantage is one of the critical success factors for social entrepreneurs in least developed countries like Myanmar because it enables them to create lasting impression and succeed in challenging environments. In a country where resources are scarce, infrastructure is underdeveloped, and social challenges are vast, a sustainable competitive advantage

allows social entrepreneurs to differentiate themselves, attract essential resources, and build resilience against economic instability. By acquiring and leveraging unique entrepreneurial marketing capabilities including local knowledge, innovative approaches tailored to the community and strategic relationships with local stakeholders; social entrepreneurs can create solutions that not only address immediate social needs but also ensure long-term viability. This advantage helps social entrepreneurs to continuously adapt to changing conditions, scale their influence, and build trust within the community. Furthermore, in a market with limited competition, a sustainable competitive advantage can help social entrepreneurs establish a dominant position, making it harder for others to replicate their model or displace them. This, in turn, maximizes their social impact, drives positive change, and contributes to the broader development of Myanmar by improving economic growth, cultivating social welfare, and addressing systemic issues in a way that is both effective and enduring.

Innovative capability is the firm's ability to continuously generate and implement new ideas and innovations, integrating them into its operations and strategies to create value and sustain competitive advantage (Teece, 2007). It serves as a crucial link between entrepreneurial marketing and sustainable competitive advantage. For social entrepreneurs, innovation is not just a means of differentiation but a necessity for survival and growth. It enables them to create unique solutions to social problems, thereby enhancing their impact and ensuring long-term sustainability.

Myanmar social entrepreneurs play a crucial role in addressing the country's pressing social and environmental issues, however they encounter significant challenges that limit their potential impact. Given the limited access to financial resources and infrastructure, many social entrepreneurs adopt low-cost, high-impact marketing techniques, such as word-of-mouth promotion, community engagement, and social media outreach. By highlighting the tangible benefits their products or services bring to communities, they differentiate themselves from traditional businesses and generate support from socially conscious consumers.

This paper explores the effect of entrepreneurial marketing on sustainable competitive advantage of Myanmar social entrepreneurs, focusing on the mediating role of innovative capability. By examining this relationship, the study aims to provide insights into how social entrepreneurs can leverage entrepreneurial marketing to achieve a

sustainable competitive edge and also the facilitating degree of their innovative capability.

1.1 Rationale of the Study

The concept of sustainability is a vital part of an organization's operations and strategy. The purpose of sustainable competitive advantage of an organization is to meet the expectations of customers and other stakeholders by identifying and instigating it.

Entrepreneurial marketing and innovative capability might positively influence sustainable competitive advantage, but only a few literatures discuss from the aspect of social entrepreneurs. This study aims to analyze the role of innovative capability as a mediating variable between entrepreneurial marketing and sustainable competitive advantage. Innovative capability, defined as a firm's ability to develop new products, processes, or ideas (Teece, 2007), is crucial for long-term success and adaptation in rapidly changing markets. By integrating the concept of innovative capability as a mediator, this research seeks to provide a better understanding of how entrepreneurial marketing directly effects sustainable competitive advantage and also enhances a firm's innovative capacity.

The entrepreneurial marketing is designed to help social enterprises achieve competitive advantage by fostering innovation, adaptability, and customer intimacy. The elements of entrepreneurial marketing include competitor orientation, customer intensity, proactiveness, innovativeness, risk management, value creation, and opportunity; each of which contributes to distinct competitive benefits.

Competitor orientation is crucial as it enables firms to monitor and respond to the strategies of rivals, ensuring that they remain competitive and can identify opportunities to differentiate their offerings. Customer intensity reflects a deep commitment to understanding and satisfying customer needs, which fosters loyalty and drives business success by aligning offerings with market demands. Proactiveness is essential for firms to anticipate market trends and customer preferences, allowing them to be first movers and capitalize on emerging opportunities before competitors. Innovativeness facilitates the development of unique products, services, or processes that create differentiation in the marketplace, giving firms a sustainable competitive advantage. Risk management is critical in entrepreneurial settings as it allows firms to navigate uncertainties and pursue growth opportunities without overexposing themselves to potential losses. Value creation

is fundamental to business success as it ensures that the firm delivers benefits that resonate with customers, fostering satisfaction and competitive differentiation. Opportunity recognition is the foundation of entrepreneurship, enabling firms to identify unmet needs or gaps in the market that can be transformed into viable business ventures.

The rationale of this study is to explore the potential actionable insights of entrepreneurial marketing that enhance innovation and sustainability. It also contributes to the academic literature of marketing, innovation, and sustainability, offering a comprehensive model that highlights the value of these domains. Understanding these domains is essential for firms aiming to maintain long-term competitive advantage in an era of constant technological and market disruptions.

In summary, this study aims to analyze and address entrepreneurial marketing effect of Myanmar social entrepreneurs on the sustainable competitive advantage and innovative capability as a mediative variable.

1.2 Objectives of the Study

The main objectives of the study are:

- 1) To analyze the effect of entrepreneurial marketing on sustainable competitive advantage of Myanmar social entrepreneurs.
- 2) To analyze the indirect effect of entrepreneurial marketing on sustainable competitive advantage through innovative capability of Myanmar social entrepreneurs.

1.3 Scope and Method of the Study

The data are collected from 54 students currently attending Master of Sustainable Entrepreneurship and Social Innovation (MSESI) Program at Yangon University of Economics. Under the classes of Batch 1 and 2, the program comprised of 80 students in total for the 2023–2024 academic year. However, individuals employed in the private or public sectors were excluded from the survey, as the focus of this study is particularly on social entrepreneurs actively operating within Myanmar's social enterprise landscape. The survey targeted only to students who are actively engaged in social entrepreneurship and involved in the operation and management of social enterprises or projects.

The study focuses on entrepreneurial marketing practices such as competitor orientation, customer intensity, proactiveness, innovativeness, risk management, value creation and opportunity on innovative capability and sustainable competitive advantage. Survey period was during June and July 2024. In this study, descriptive and linear regression methods are used to analyze data. This is a quantitative study where primary data collected through structured questionnaire survey with 5-point Likert scales by using personal interview method. The sampling method is census sampling method and a total of 55 questionnaires are used in this study. Secondary data are collected from website, reports, relevant text books and previous research papers.

1.4 Organization of the Study

Chapter one presents introduction, rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter two focuses on the theories and background related to the study, empirical studies and conceptual framework of the study. Chapter three presents background of Myanmar social entrepreneurs, development of sustainable entrepreneurship in Myanmar, entrepreneurial marketing of Myanmar social entrepreneurs, demographic profile of respondents and reliability test. Chapter four describes perception on entrepreneurial marketing, innovative capability and sustainable competitive advantage, analysis on the effect of entrepreneurial marketing on sustainable competitive advantage and analysis on the effect of entrepreneurial marketing on sustainable competitive advantage through innovative capability of Myanmar social entrepreneurs. In conclusion, chapter five presents the finding and discussion of the study and proposes suggestions and recommendations for improvements and needs for the further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter emphasize on the definition, metaphors, characteristics and empirical studies which are related to study area of this research and also strived to involve relevant theories associated with research topic at the same time. A conceptual framework is also outlined for a better understanding of the study. In understanding the complex underlying factors among entrepreneurial marketing, innovative capability and sustainable competitive advantage, several theoretical frameworks provide a foundation for crafting a successful business strategy for social entrepreneurs.

2.1 Entrepreneurial Marketing

The theoretical foundations of entrepreneurial marketing are rooted in the works of Morris et al. (2002), who emphasized that traditional marketing approaches are often inadequate for the dynamic and resource-constrained environments in which entrepreneurial firms operate. Entrepreneurial marketing is a concept that merges the principles of entrepreneurship and marketing to address the unique challenges and opportunities faced by businesses, particularly startups and small enterprises (Morris et al., 2002). According to Morris et al. (2002), entrepreneurial marketing is characterized by its focus on innovation, proactiveness, and risk-taking, reflecting the entrepreneurial orientation of firms.

Previous studies have explored various dimensions of entrepreneurial marketing, highlighting its effect on firm performance and competitive advantage. Miles and Darroch (2006) argued that entrepreneurial marketing practices, such as opportunity recognition and leveraging networks, enable firms to adapt quickly to market changes and exploit emerging opportunities. Similarly, Kraus et al. (2010) found that entrepreneurial marketing positively influences business growth and market performance by adopting a customer-centric approach and encouraging innovative marketing strategies.

Hills et al. (2008) emphasized the significance of entrepreneurial marketing in advancing a sustainable competitive advantage. They asserted that entrepreneurial marketing allows firms to create and deliver unique value propositions, thereby

differentiating themselves from competitors. Entrepreneurial marketing contributes to the development of dynamic capability, enabling firms to continuously innovate and respond to evolving market demands (Eggers et al., 2013).

In summary, the integration of entrepreneurial and marketing principles through entrepreneurial marketing provides a robust framework for understanding how firms can achieve and sustain competitive advantage in volatile and uncertain environments. According to Teguh et al. (2021) and Nagaty and El-Menaway (2023), the elements of entrepreneurial marketing include competitor orientation, customer intensity, proactiveness, innovativeness, risk management, value creation, and opportunity. Following sub-sections discussed the overviews, definitions and characteristics of each element of entrepreneurial marketing.

2.1.1 Competitor Orientation

Competitor orientation is a strategic approach emphasizing a firm's ability to understand and respond to competitors' actions, crucial for maintaining competitive advantage (Narver & Slater, 1990). This concept is a key aspect of market orientation, which integrates customer orientation, competitor orientation, and inter-functional coordination to enhance business performance. The theoretical foundation of competitor orientation lies in the resource-based view and dynamic capabilities framework. The resource-based view posited that firms can achieve sustained competitive advantage by leveraging unique resources and capabilities (Barney, 1991).

Competitor orientation, as a dynamic capability, enables firms to adapt and reconfigure resources in response to competitors' strategies, thus maintaining a competitive edge (Teece et al., 1997). Empirical studies highlighted the significance of competitor orientation in various contexts. Narver and Slater (1990) found that competitor orientation positively influences business performance by promoting proactive and strategic responses to market changes. Hunt and Morgan (1995) highlighted that competitor-oriented firms are better positioned to identify and exploit market opportunities, leading to improved innovation and market performance. Additionally, Zhou et al. (2009) demonstrated that competitor orientation enhances firm performance in dynamic markets by enabling firms to anticipate and counteract competitors' moves effectively.

Overall, competitor orientation is integral to strategic marketing, driving firms to continuously monitor and respond to competitive actions, thereby nurturing sustained competitive advantage and superior market performance.

2.1.2 Proactiveness

Proactiveness in entrepreneurial marketing refers to a firm's forward-looking approach, actively seeking and exploiting market opportunities ahead of competitors (Morris et al., 2002). This concept is integral to entrepreneurial orientation, emphasizing initiative, anticipation of future demand, and innovative behavior.

Empirical studies highlighted proactiveness as a critical driver of business success. Lumpkin and Dess (2001) found that proactive firms outperform reactive ones by identifying and capitalizing on emerging trends and opportunities. Kraus et al. (2010) further demonstrated that proactiveness in marketing strategies leads to enhanced firm performance and competitive advantage, promote growth and market leadership.

2.1.3 Customer Intensity

Customer intensity in entrepreneurial marketing refers to a firm's deep commitment to understanding and meeting customer needs, emphasizing personalized interactions and long-term relationships (Hills et al., 2008). Theoretical foundations indicated that customer intensity is crucial for creating value and achieving competitive advantage in dynamic markets.

Empirical studies highlighted its significance in driving firm performance. For instance, Bjerke and Hultman (2002) found that customer-intense firms are better at tailoring products and services to customer demands, leading to higher satisfaction and loyalty. Kraus et al. (2012) demonstrated that customer intensity fosters innovation and adaptability, crucial for entrepreneurial success.

2.1.4 Innovativeness

Innovativeness can be defined as the propensity of individuals, organizations, or societies to generate and implement new ideas, products, services, or processes that lead to novel solutions and value creation (Schumpeter, 1934; Hurley & Hult, 1998). It involves both the willingness to experiment and engage in creative endeavors, as well as the capacity to take calculated risks in the pursuit of novelty (Lumpkin & Dess, 1996). Innovativeness is often seen as a critical driver of competitive advantage, enabling entities to differentiate themselves in dynamic environments (Garcia & Calantone, 2002).

Empirical studies of Hult et al. (2004) found that innovative firms outperform their peers by continuously adapting to market changes. Covin and Slevin (1991) demonstrated that a strong emphasis on innovativeness enhances a firm's ability to respond to environmental turbulence, encourage long-term success.

2.1.5 Risk Management

Risk management refers to the systematic identification, assessment, and mitigation of potential adverse effects on a firm's operations and objectives (COSO, 2004). Entrepreneurs often operate in environments characterized by heightened uncertainty, requiring them to not only recognize potential threats but also to leverage opportunities within those risks (Miller, 1983). Theoretical foundations integrate aspects of strategic management and finance, emphasizing systematic approaches to managing uncertainty.

Empirical studies of Bromiley et al. (2015) found that effective risk management practices lead to better decision-making and improved financial outcomes. Additionally, Nocco and Stulz (2006) demonstrated that comprehensive risk management frameworks enable firms to allocate resources more efficiently, reducing the likelihood of significant losses and cultivate sustainable growth.

2.1.6 Value Creation

Value creation refers to the process through which organizations generate economic value by delivering goods or services that exceed the costs of production, thus providing a return on investment to stakeholders (Porter, 1985). This perspective emphasizes the importance of aligning business activities with strategies that enhance profitability and competitive advantage, ultimately resulting in financial benefits for shareholders and other stakeholders (Teece, 2010). Value creation can also be understood through the lens of social and environmental effect, where organizations generate value not only by achieving economic gains but also by addressing social and environmental issues (Elkington, 1997; Porter & Kramer, 2011). This approach emphasizes the integration of sustainability practices into business models to create long-term value for society and the environment while also achieving economic performance.

Empirical studies emphasize its critical role in competitive advantage. For example, Priem (2007) found that firms emphasizing value creation through innovation and customer focus achieve higher market success. Lepak et al. (2007) highlighted that effective value creation strategies lead to sustained profitability and growth.

2.1.7 Opportunity

Opportunity is defined as a situation that arises when individuals or organizations identify and exploit favorable conditions or gaps in the market to generate economic benefits (Shane & Venkataraman, 2000). This involves recognizing unmet needs or inefficiencies and leveraging resources and capabilities to capitalize on these conditions and economic opportunities are often associated with potential for profit, market expansion, or competitive advantage. The concept of opportunity in entrepreneurship involves identifying and exploiting favorable circumstances to create new ventures or enhance existing ones (Shane & Venkataraman, 2000).

Theoretical foundations include the discovery and creation views, where opportunities are either found in the environment or actively constructed by entrepreneurs (Alvarez & Barney, 2007). Ardichvili et al. (2003) found that experienced entrepreneurs are more adept at recognizing opportunities. Moreover, Eckhardt and Shane (2003) highlighted that effective opportunity exploitation is crucial for innovation and competitive advantage.

2.2 Innovative Capability

Innovative capability refers to an organization's capacity to generate and implement novel ideas, products, or processes that contribute to competitive advantage and long-term success (Teece et al., 1997). Theoretical foundations of innovative capability are often rooted in dynamic capabilities theory, which posits that firms can adapt and shape their environments through continuous innovation (Teece, 2007).

Empirical studies emphasized the critical role of innovative capability in organizational performance. Damanpour (1991) found that firms with strong innovative capability are better equipped to achieve superior performance outcomes. In the context of entrepreneurial firms, Zahra and George (2002) highlighted that innovative capability enables startups to navigate uncertain environments and capitalize on market opportunities. Furthermore, Teece (2014) argued that innovative capability is not merely about generating new ideas but also about effectively integrating these ideas into viable products or processes that create value for customers. This integration is crucial for sustaining competitive advantage over time. Innovative capability enables firms to effectively harness these marketing strategies by fostering the development of novel products, services, or processes that address market needs and differentiate the firm from competitors (Teece, 2014).

Adopting innovative capability involves strategic investments in R&D, organizational learning, and the development of a supportive culture that encourages creativity and experimentation (Crossan & Apaydin, 2010). By continuously enhancing their innovative capability, firms can adapt to changing market conditions, anticipate customer needs, and maintain leadership positions in their industries.

The mediation role of innovative capability is crucial because it acts as a medium through which entrepreneurial marketing initiatives can be transformed into a sustainable competitive advantage. It enhances the firm's ability to continuously adapt and evolve in response to changing market conditions, thereby sustaining competitive positioning over time (Zahra & George, 2002). While entrepreneurial marketing identifies and capitalizes on opportunities, innovative capability ensures that these opportunities are realized through effective implementation and integration, leading to enduring competitive benefits.

2.3 Sustainable Competitive Advantage

Sustainable competitive advantage is defined as the ability of a new venture or entrepreneurial firm to maintain a superior position over competitors through unique resources, capabilities, and strategies that are not easily replicable or substitutable (Barney, 1991). This advantage allows the firm to consistently achieve higher performance and create value for stakeholders over the long term.

According to Teguh et al. (2021), the concept of competitive advantage relates to a firm maintaining a sustainable edge over rivals in a particular industry setting that cannot be eroded over time, key to business success and it is the force that enables a business to have greater focus, more sales, better profit margins, and higher customer and staff retention than competitors. Theoretical frameworks, particularly from the resource-based view of the firm, emphasize that sustainable competitive advantage arises from valuable, rare, inimitable, and non-substitutable resources and capabilities (Barney, 1991).

Empirical studies have explored various factors contributing to sustainable competitive advantage. Peteraf (1993) found that organizational capabilities, such as innovative capacity and efficient processes, are central to achieving and sustaining competitive advantage. Prahalad and Hamel (1990) argued for the importance of core competencies unique sets of skills and resources that enable firms to create and capture value in their markets.

Recent research has expanded the concept of sustainable competitive advantage to include environmental and social dimensions, aligning with broader definitions of sustainability. Porter and Kramer (2011) introduced the concept of creating shared value, where firms generate economic value while also addressing societal needs and challenges. Moreover, sustainability in competitive advantage implies the ability to adapt to changing market conditions and technological advancements over time (Teece et al., 1997). This adaptability is crucial in maintaining relevance and leadership in dynamic industries.

In summary, sustainable competitive advantage remains a cornerstone of strategic management theory, evolving to embrace not only economic dimensions but also environmental and social considerations in today business environments.

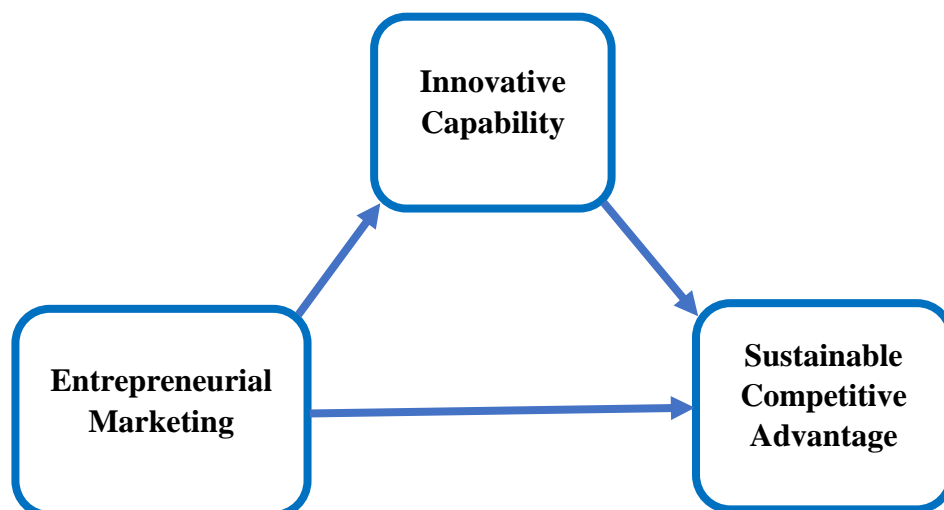
2.4 Empirical Studies

Although many researchers have addressed concepts of sustainable competitive advantage, the research work that is related to entrepreneurial marketing are quite limited, even more so for Myanmar social entrepreneurs. Therefore, it is important to distinguish how entrepreneurial marketing affect sustainable competitive advantage of Myanmar social entrepreneurs while using innovative capability as a mediative variable. Such study will enable social entrepreneurs to make informed decisions, reduce risks, and tailor their offerings to gain sustainable competitive advantage. In addition, empirical research supports the development of innovative marketing approaches that align with sustainability goals, ensuring long-term success.

2.4.1 Conceptual Model of Teguh et al.

As demonstrated in Figure (2.1), the conceptual model of Teguh et al. (2021) aimed to study the role of innovative capability as a mediator in analyzing entrepreneurial marketing's effect on sustainable competitive advantage in food and beverage micro, small, and medium enterprises (MSMEs) in Indonesia. Data was obtained from a food and beverage store manager in Tangerang City, comprising 119 samples. The data collection method used questionnaires with Likert Scale 1–5 to indicate strongly disagree to strongly agree.

Figure (2.1) Conceptual Framework of Teguh et al.



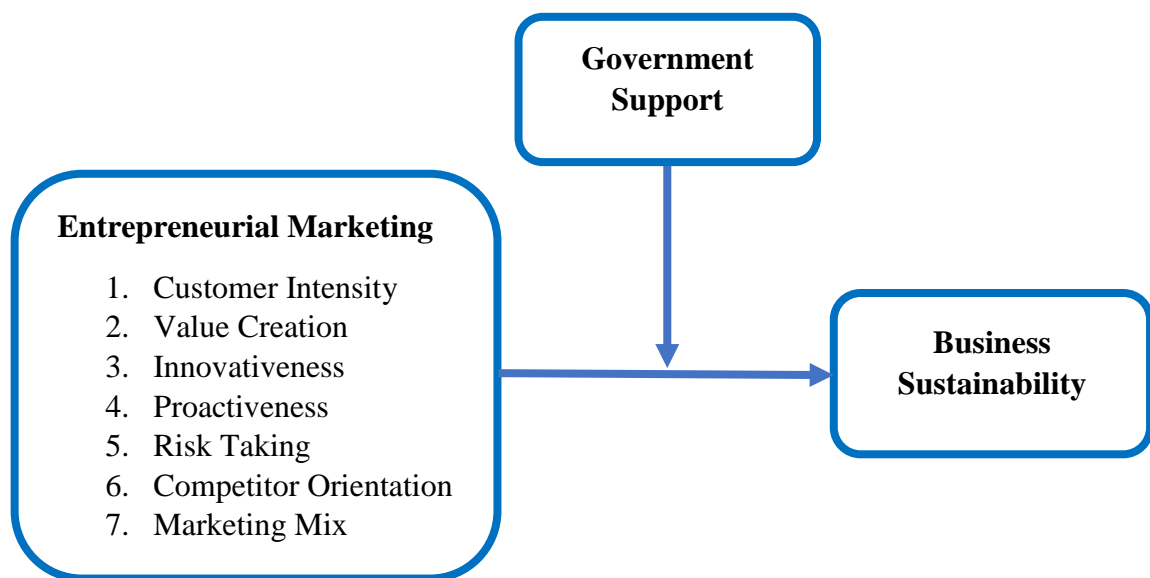
Source: Teguh et al. (2021)

The result of the study showed a positive and significant effect of entrepreneurial marketing on sustainable competitive advantage through the innovative capability of MSMEs. The study discussed that more resources are needed to focus on entrepreneurial marketing. Particularly on the item of identify opportunities, build relationships with customers, trying to acquire new market/customers, focusing on innovation in operational activities and maintaining product quality. In conclusion, this empirical study highlighted that entrepreneurial marketing has a positive and significant effect on the innovative capability to obtain a sustainable competitive advantage for MSMEs (Teguh et al., 2021).

2.4.2 Conceptual Model of Nagaty & El-Menawy

The purpose of conceptual model of Nagaty & El-Menaway (2023) is to study the role of entrepreneurial marketing practices (customer intensity, proactiveness, innovativeness, value creation, competitor orientation, risk taking and marketing mix) on the business sustainability in small and medium sized enterprises in Egypt and to investigate the moderating effect of Government support on the relationship between Entrepreneurial Marketing and Business Sustainability. Quantitative data was obtained from 257 small and medium enterprises randomly selected from the Central Bank of Egypt report for small and medium enterprises operating in Egypt. This research aimed to collect data through a questionnaire in Google form by using five-point Likert Scale.

Figure (2.2) Conceptual Framework of Nagaty & El-Menaway



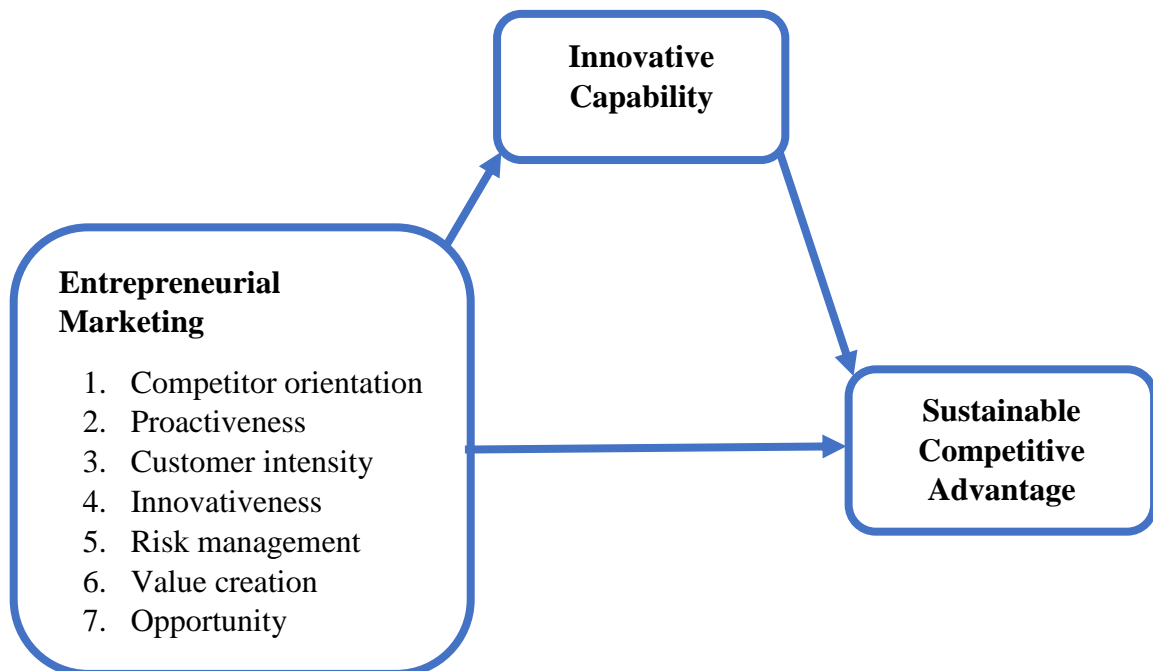
Source: Nagaty & El-Menaway (2023)

The research findings declared that Entrepreneurial marketing has significant effect on Business Sustainability. The results of this research also revealed that government support has a significant effect on the relationship between entrepreneurial marketing and business sustainability of Egyptian Small and Medium sized enterprises. It also highlighted the advantages of shifting resources toward elements of entrepreneurial marketing in the study (Nagaty & El-Menaway, 2023).

2.5 Conceptual Framework of the Study

Based on concepts and theories, the conceptual framework of this study is constructed as shown in Figure (2.3) to study the effect of entrepreneurial marketing namely, competitor orientation, proactiveness, customer intensity, innovativeness, risk management, value creation and opportunity on sustainable competitive advantage through innovative capability as a mediator.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2024)

The framework is developed to explain the effects between and among the independent variables (competitor orientation, proactiveness, customer intensity, innovativeness, risk management, value creation and opportunity), the dependent variable (sustainable competitive advantage) and the mediating variable (innovative capability).

For this study, the independent variables such as competitor orientation, proactiveness, customer intensity, innovativeness and value creation were developed from the study of Nagaty & El-Menaway (2023) while remaining two variables, risk management and opportunity were adopted from Teguh et al. (2021). The mediating variable and the dependent variable were also adopted from Teguh et al. (2021). Findings of the study are interpreted in the context of the conceptual framework to understand the effect between and among the entrepreneurial marketing, innovative capability and sustainable competitive advantage.

CHAPTER 3

PROFILE AND ENTREPRENEURIAL MARKETING PRACTICES OF SOCIAL ENTREPRENEURS IN MYANMAR

This chapter describe the background of Myanmar social entrepreneurs, pursuit of sustainable entrepreneurship in Myanmar and entrepreneurial marketing of Myanmar social entrepreneurs, demographic profile of respondents and reliability test.

3.1 Background of Myanmar Social Entrepreneurs

In Myanmar, social entrepreneurs represent a dynamic blend of visionary leadership, innovative problem-solving, and a profound commitment to addressing the country's pressing social and environmental challenges. These entrepreneurs are driven by a strong sense of mission to improve the lives of marginalized communities and promote sustainable development across the nation. They often emerge from diverse backgrounds, including grassroots activism, business, and academia, bringing a unique blend of local insights and global perspectives to their ventures.

Myanmar social entrepreneurs demonstrate a keen ability to identify and leverage opportunities for positive change, often employing innovative technologies and business models tailored to local contexts. They are community-oriented, actively engaging with local stakeholders to co-create solutions that address specific needs such as healthcare access, education, poverty alleviation, and environmental conservation. This community engagement not only ensures relevance and effect but also builds trust and ownership among beneficiaries.

Moreover, these entrepreneurs prioritize sustainability in both their social missions and business practices, seeking to create lasting effect while ensuring the long-term viability of their initiatives. They navigate a complex socio-political landscape with resilience and adaptability, often collaborating with government agencies, NGOs, and private sector partners to amplify their efforts and scale their influence nationwide. Ethical leadership, transparency, and impact measurement are foundational to their approach, upholding credibility and attracting support from diverse stakeholders committed to advancing Myanmar's social progress and environmental stewardship.

Despite the considerable efforts made by social entrepreneurs to achieve business sustainability, the landscape for social entrepreneurship in Myanmar remains complex with challenges due to the prevailing circumstances, indicating that the path to success is not as seamless as it may appear. The following paragraphs provide a brief overview of the challenges faced by social entrepreneurs.

Myanmar social entrepreneurs face numerous challenges in their efforts to create positive social impact, many of which are deeply rooted in the country's socio-economic and cultural landscape. One of the most significant challenges is the limited access to financial resources. Social enterprises in Myanmar often struggle to secure funding due to an underdeveloped financial ecosystem, which lacks the necessary infrastructure to support ventures that prioritize social impact over profit. Traditional financial institutions are generally risk-averse and reluctant to provide loans to social enterprises, which are perceived as less financially viable compared to conventional businesses.

Another major challenge is the insufficient availability of skilled human capital. Social entrepreneurs often find it difficult to attract and retain qualified personnel due to the limited pool of professionals with relevant expertise in social enterprise management. Additionally, the education system in Myanmar has not yet integrated sufficient training in social entrepreneurship, leading to a gap in knowledge and skills that are crucial for the growth of this sector. Consequently, social entrepreneurs are frequently required to invest significant time and resources in capacity building, which diverts focus from scaling their initiatives.

Furthermore, Myanmar's infrastructure deficiencies pose a significant barrier to the operational success of social enterprises. Poor transportation networks, unreliable electricity supply, and limited internet connectivity hinder the efficient delivery of services, particularly in rural areas where many social enterprises operate. These infrastructural challenges not only increase operational costs but also limit the reach and impact of social initiatives.

In summary, while Myanmar social entrepreneurs are driven by a strong commitment to addressing social issues, they face significant obstacles, including financial constraints, a lack of skilled human capital, and infrastructural deficiencies. Addressing these challenges through entrepreneurial marketing and innovative capability is essential for the sustainable growth of social entrepreneurship in the country.

3.2 Development of Sustainable Entrepreneurship in Myanmar

Respondents in this study are not only the social entrepreneurs but also the students of Department of Management Studies under Yangon University of Economics studying Master of Sustainable Entrepreneurship and Social Innovation (MSESI). The Department of Management Studies at Yangon University of Economics is a leading academic unit within the university, dedicated to providing high-quality education and research in various fields of management. The department is well-regarded for its focus on developing the managerial and entrepreneurial skills of its students, equipping them with the knowledge and competencies necessary to succeed in both the private and public sectors.

MSESI program in particular is designed to address the growing need for leaders who can drive sustainable business practices and create social value. The curriculum integrates theoretical knowledge with practical skills, focusing on areas such as sustainable development, social innovation, and business management practices. Through this program, students are trained to identify and exploit opportunities that contribute to social and environmental sustainability while ensuring economic viability. The program aims to cultivate a new generation of entrepreneurs and innovators who are capable of making a positive impact in Myanmar and beyond. The program typically includes capacity-building activities, mentorship and access to networks. During the course of study, students are required to empathize, define, ideate, prototype and test their social innovation project. Simultaneously, opportunities often emerged among the project team members beyond study program to establish their own business entity as a social enterprise and put their social innovation project ideas into action.

Key objectives of the MSESI Program include nurturing a supportive ecosystem for social entrepreneurship, promoting sustainable development practices, and facilitating collaboration among various stakeholders including government, NGOs, academia, and the private sector. By nurturing social entrepreneurs, the program contributes to inclusive economic growth, poverty reduction, and improved social well-being across Myanmar.

Programs like MSESI are crucial in Myanmar's development context, where social enterprises play a significant role in complementing traditional development efforts by addressing gaps in service delivery and driving innovative solutions to entrenched social challenges.

3.3 Entrepreneurial Marketing of Myanmar Social Entrepreneur

Entrepreneurial marketing practices among Myanmar social entrepreneurs reflect a blend of innovative approaches tailored to address local social and environmental challenges while ensuring sustainable business growth. These entrepreneurs often leverage grassroots insights and community engagement to inform their marketing strategies, aiming to build trust and relevance within their target populations. Given Myanmar's diverse and evolving market dynamics, these practices emphasize agility and responsiveness, allowing social entrepreneurs to adapt quickly to changes in consumer preferences and economic conditions.

Each component of entrepreneurial marketing including competitor orientation, proactiveness, customer intensity, innovativeness, risk management, value creation and opportunity is critical for the sustainable competitive advantage of Myanmar social entrepreneurs, particularly due to the dynamic and resource-constrained environment in which they operate.

Entrepreneurial marketing emphasizes flexibility, creativity, and a customer-centric approach, enables social entrepreneurs to effectively engage with target communities, adapt to changing market conditions, and create value that aligns with both social and economic goals. This approach is essential in Myanmar, where traditional marketing strategies may not be feasible due to limited resources and the diverse needs of underserved populations.

3.3.1 Competitor Orientation

Competitor orientation is crucial for gaining a sustainable competitive advantage in Myanmar. In a rapidly evolving but volatile economy like Myanmar's, understanding and responding to competitor strategies enables firms to anticipate market shifts and adapt their offerings accordingly. In the context of Myanmar market, social entrepreneurs can identify emerging trends, adjust their pricing, and refine their value propositions by closely monitoring competitors' actions to maintain a competitive edge. Competitor orientation helps Myanmar social entrepreneurs not only to defend their market position but also to exploit opportunities that arise from competitors' weaknesses or strategic moves, ensuring long-term resilience and market leadership.

3.3.2 Proactiveness

Proactiveness is essential in Myanmar's emerging markets, where entrepreneurial ventures must anticipate and act upon future market trends and customer needs. Being proactive allows Myanmar social entrepreneurs to seize opportunities before competitors and adapt quickly to changes in the social enterprise landscape. This forward-looking approach involves investing in market research, developing new products or services, and exploring innovative business models. In Myanmar, where economic conditions can shift rapidly, proactiveness is key to staying ahead in a competitive landscape.

3.3.3 Customer Intensity

In Myanmar, where consumer preferences can vary widely and are often influenced by local cultural and economic factors, a strong customer orientation is crucial for business sustainability. Firms that prioritize customer intensity are better positioned to tailor their products, services, and marketing strategies to local demands, enhancing customer satisfaction and loyalty. By fostering strong relationships with customers and delivering exceptional value, Myanmar social entrepreneurs differentiate themselves from competitors and secure a loyal customer base, leading to business sustainability in a diverse and evolving market.

3.3.4 Innovativeness

Innovativeness is a key driver of competitive advantage, particularly in Myanmar's developing economy, where there are significant opportunities for disruption and growth. Myanmar social entrepreneurs that prioritize innovation are able to introduce new products, services, or business models that meet emerging market needs or create entirely new market segments. Innovativeness enables Myanmar social entrepreneurs to stay ahead of competitors by continuously improving and differentiating their offerings. In Myanmar, where technological adoption and market conditions are rapidly evolving, maintaining a focus on innovation allows Myanmar social entrepreneurs to adapt to changing trends and maintain a leadership position in the market.

3.3.5 Risk Management

Effective risk management is vital for sustaining competitive advantage in Myanmar due to the inherent uncertainties and challenges in its economic and political

environment. By identifying and mitigating potential risks such as regulatory changes, economic fluctuations, and supply chain disruptions, social entrepreneurs protect their operations and investments. In Myanmar, where the business environment can be unpredictable, proactive risk management is essential for maintaining stability and achieving long-term success.

3.3.6 Value Creation

Value creation is fundamental to achieving a sustainable competitive advantage in Myanmar's market, where firms need to offer unique and compelling value propositions to stand out. Companies that effectively create value by addressing unmet needs or improving existing solutions can attract and retain customers, drive revenue growth, and build strong market positions. In Myanmar, where consumer preferences and market dynamics are evolving, social entrepreneurs continuously enhance their value offerings to remain competitive. By focusing on value creation, Myanmar social entrepreneurs can differentiate themselves from competitors and ensure long-term success in a rapidly changing Myanmar social enterprise landscape.

3.3.7 Opportunity

The ability to identify and capitalize on opportunities is essential for achieving sustainable competitive advantage in Myanmar, where emerging markets offer both challenges and substantial growth potential. Entrepreneurs and firms that can spot and act on new market trends, regulatory changes, or technological advancements can gain a competitive edge by entering untapped markets or offering innovative solutions. By proactively seeking and exploiting opportunities, firms can establish themselves as market leaders and achieve long-term success. In Myanmar, a keen focus on opportunity enables social entrepreneurs to position themselves strategically in a competitive environment.

3.4 Demographic Profile of the Respondents

In this section, the collected data of respondents, are categorized according to their demographic profile. The information gathered from the survey includes gender, age, education level, occupation, income, experience and concern on sustainability pillar.

The result of the demographic characteristics of respondents are presented in Table (3.1) below.

Table (3.1) Demographic Profile of Respondents

| Sr No. | Demographic Factors | No. of Respondents | Percentage |
|---------------|--|---------------------------|-------------------|
| | Total | 54 | 100 |
| 1 | Gender | | |
| | Male | 14 | 26 |
| | Female | 40 | 74 |
| 2 | Age (Years) | | |
| | 25 - 34 | 28 | 52 |
| | 35 - 44 | 17 | 31 |
| | Above 45 | 9 | 17 |
| 3 | Educational Level | | |
| | Bachelor Degree | 28 | 52 |
| | Master Degree | 24 | 44 |
| | PhD | 2 | 4 |
| 4 | Occupation | | |
| | Business Owner | 20 | 37 |
| | Senior Management | 34 | 63 |
| 5 | Income per month (Kyats) | | |
| | 500,000 and below | 4 | 7 |
| | 500,001 to 1,500,000 | 17 | 31 |
| | 1,500,001 to 2,500,000 | 16 | 30 |
| | Above 2,500,000 | 17 | 31 |
| 6 | Social Entrepreneurs Experience (Years) | | |
| | Less than 1 Year | 19 | 35 |
| | 1 to 2 Years | 16 | 30 |
| | 2 to 3 Years | 5 | 9 |
| | Above 3 Years | 14 | 26 |
| 7 | Concern Sustainability Pillar | | |
| | Social Sustainability | 18 | 34 |
| | Human Sustainability | 11 | 20 |
| | Economic Sustainability | 14 | 26 |
| | Environmental Sustainability | 11 | 20 |

Source: Survey Data (2024)

According to the survey result collected from the 54 respondents in Table (3.1), the gender distribution among the respondents reveals that the majority of the respondents are female, making up 74% (40 respondents), while males constitute 26% (14 respondents). This gender disparity could have implications for the generalizability of the findings and might indicate that any gender-related trends or attitudes observed are more reflective of female perspectives.

The age distribution reveals that the majority of respondents are relatively young, with over half 52% (28 respondents) aged between 25 and 34 years. This finding indicates that younger professionals are more active or involved in social entrepreneurship and sustainability initiatives. The second-largest age group, those aged 35 to 44 years with 31% (17 respondents), indicates that mid-career professionals are also significantly represented. The smallest group, those aged 45 years and above are 17% (9 respondents), highlights a potential gap in the involvement or interest of older individuals in these areas. This age distribution indicate that social entrepreneurship and sustainability are seen as progressive or modern fields that attract younger, more dynamic individuals, who may be more attuned to contemporary social and environmental issues.

The educational background of the respondents is notably high, with a majority holding at least a Bachelor's degree 52% (28 respondents) and a significant portion having attained a Master's degree 44% (24 respondents). The small percentage of respondents with a PhD 4% (2 respondents) indicates that while advanced academic qualifications are present, they are not as common. This high level of educational attainment indicates that social entrepreneurship and sustainability are fields that attract well-educated individuals who likely possess the skills and knowledge necessary to engage in complex problem-solving and innovative practices. The prevalence of postgraduate qualifications could also indicate that these fields require or benefit from advanced knowledge, perhaps due to the interdisciplinary nature of sustainability issues.

The respondents mainly hold management positions 63% (34 respondents), with a smaller proportion identifying as business owners 37% (20 respondents). This distribution indicates that the study's respondents are largely decision-makers with significant influence within their organizations. The high percentage of managers indicates that sustainability and social entrepreneurship are topics of concern at the upper echelons of businesses, possibly reflecting a strategic focus on these areas. The presence of business owners, though smaller in proportion, highlights the entrepreneurial spirit within the

sample, where individuals are likely involved in creating and managing ventures with a social or environmental mission. This occupational profile highlights the importance of leadership in driving sustainable and socially responsible initiatives.

The income distribution among respondents is relatively balanced across the higher income brackets, with 31% (17 respondents) earning between 500,001 to 1,500,000 Kyats, another 31% (17 respondents) earning above 2,500,000 Kyats, and 30% (16 respondents) earning between 1,500,001 to 2,500,000 Kyats. The small percentage earning 500,000 Kyats or below 7% (4 respondents) may represent individuals at the lower-income regions or sectors. The concentration of respondents in the middle to upper income brackets indicates that social entrepreneurship and sustainability are fields that attract or are accessible to individuals with a relatively high socioeconomic status. This could imply that these fields require a certain level of financial stability, either to start entrepreneurial ventures or to engage in leadership roles that focus on sustainability.

The respondents' experience in social entrepreneurship is appealing as 65% (35 respondents) are with at least more than 1 year of experience in the field of social entrepreneurship. 30% of respondents with 1 to 2 years of experience indicate a solid base of emerging professionals who are beginning to establish themselves in the field. The smaller groups with 2 to 3 years (9%) and more than 3 years (26%) of experience highlight a relatively high involvement of seasoned practitioners. 35% (19 respondents) having less than one year of experience, indicating a significant influx of new entrants into the field. This distribution indicates that social entrepreneurship is a growing field, attracting a steady stream of new participants, while also retaining those who have established themselves over several years. The presence of experienced individuals is crucial, as they likely bring depth and continuity to the sector, potentially mentoring or guiding newcomers.

The respondents' concerns regarding sustainability are spread across multiple pillars, with social sustainability being the most prominent 34% (18 respondents). This focus may reflect an emphasis on issues such as equity, community development, and social justice within the field of social entrepreneurship. Economic sustainability, which is the second most cited concern 26% (14 respondents), highlights the importance of financial viability and economic resilience in sustainable development. The equal distribution of concerns for human and environmental sustainability 20% (11 respondents each) indicates a holistic approach among respondents, who recognize the

interconnectedness of human well-being and environmental stewardship. This balanced concern across different pillars indicates that respondents are not only focused on immediate business or social outcomes but also on the broader, long-term implications of their work on people and the planet.

In summary, the demographic profile of the respondents provides a comprehensive understanding of the diverse and highly engaged group participating in the study. Their demographic characteristics indicate a well-educated, predominantly female, and relatively young cohort of professionals and entrepreneurs who are actively involved in social entrepreneurship and sustainability, with a balanced concern for different aspects of sustainability. This profile not only reflects the current state of these fields but also points to potential trends and areas of focus for future research and practice.

3.5 Reliability Test

The reliability test of questionnaires before the survey is important as it is conducted in order to make sure consistency through different items in the questionnaires. The reliability measurement indicates stability and consistency of the mechanism, according to Sekaran (2003). Internal consistency reliability is the most commonly used psychometric measure for assessing survey questionnaires. Cronbach's alpha is a widely used measure of internal consistency (reliability), indicating how closely related a set of items are as a group. Reliability coefficient of 0.70 or higher is considered acceptable in most social science research situation.

According to Cronbach (1951), Cronbach's Alpha is used in this study to evaluate the internal consistency of the scales used in the questionnaire. The internal consistency is characterized by Cronbach's Alpha, which provides an alpha value in this study. An alpha value of 0.9 or more is considered excellent, 0.8 and 0.9 indicates good, 0.7 to 0.8 is considered acceptable 0.6 to 0.7 is classified as questionable, 0.5 to 0.6 is regarded as poor and less than 0.5 is seen as unacceptable.

Table (3.2) Reliability Test

| Sr. No. | Variables | No. of Items | Cronbach's Alpha |
|----------------|-----------------------------------|---------------------|-------------------------|
| 1 | Competitor Orientation | 5 | 0.724 |
| 2 | Proactiveness | 5 | 0.780 |
| 3 | Customer Intensity | 5 | 0.838 |
| 4 | Innovativeness | 5 | 0.801 |
| 5 | Risk Management | 5 | 0.855 |
| 6 | Value Creation | 5 | 0.848 |
| 7 | Opportunity | 5 | 0.837 |
| 8 | Innovative Capability | 10 | 0.786 |
| 9 | Sustainable Competitive Advantage | 10 | 0.773 |

Source: Survey Data (2024)

Table (3.2) demonstrates the result of Cronbach Alpha for overall items as well as different type of questionnaires in the survey. According to Cortina (1993), if the value is between 0.70 and 0.80, there is good internal consistency of questionnaires to a variable. The value of Cronbach Alpha in this study are above 0.70 benchmark. It is indicative of a high stability of questionnaire items used in this study. The value of Cronbach Alpha for each type of questionnaires is the lowest value of 0.724 for questions related to competitor orientation and highest value of 0.855 for questions related to risk management representing that all the items of this study are with good reliability and consistency.

CHAPTER 4

ANALYSIS ON THE EFFECT OF ENTREPRENEURIAL MARKETING ON SUSTAINABLE COMPETITIVE ADVANTAGE

This chapter includes the analysis of factors affecting entrepreneurial marketing and innovative capability on sustainable competitive advantage by using descriptive and analytical research. For descriptive research, mean scores are presented based on findings and analytical research of entrepreneurial marketing practices and innovative capability on sustainable competitive advantage.

In this analysis, structured questionnaires are used to interviewed with 54 students of Yangon University of Economics. Majority of the questionnaires comprised of multiple-choice questions on entrepreneurial marketing practices, innovative capability and sustainable competitive advantage. Each statement is measured with five – points likert scales (1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree). Best (1977), stated that Likert Scales offers a straightforward and standardized approach to scoring Likert scale responses, facilitating the analysis and interpretation of survey data.

According to Best (1977), the means were interpreted as follows:

| | |
|-------------|---------------------|
| 1.00 - 1.80 | : Strongly Disagree |
| 1.81 - 2.60 | : Disagree |
| 2.61 – 3.40 | : Neutral |
| 3.41 – 4.20 | : Agree |
| 4.21 - 5.00 | : Strongly Agree. |

4.1 Perception on Entrepreneurial Marketing

Studying the importance of entrepreneurial marketing together with innovative capability and sustainable competitive advantage provides valuable insights into how these entrepreneurial marketing effect on sustainable entrepreneurship in Myanmar. In order to assess the entrepreneurial marketing of Myanmar social entrepreneurs, descriptive analysis is used to study the findings of survey collected from 54 respondents. Descriptive analysis of these practices allows for a comprehensive understanding of their attributes and their potential effects on sustainable competitive advantage of Myanmar social entrepreneurs.

4.1.1 Competitor Orientation

This section analyzes the competitor orientation of Myanmar social entrepreneur by collecting structured questionnaires from 54 Myanmar social entrepreneurs. With mean values and standard deviations of five different statements, Table (4.1) presents the respondents perceptions on various aspects of competitor orientation.

Table (4.1) Competitor Orientation

| Sr. No. | Description | Mean | Standard Deviation |
|----------------|--|-------------|---------------------------|
| 1 | Aiming to do better than competitors. | 4.17 | 0.58 |
| 2 | Differentiating products/service from competitors with quality products. | 4.17 | 0.58 |
| 3 | Dominating the market today and, in the future, to maximize future profit. | 3.98 | 0.69 |
| 4 | Pricing strategies are more market and customer friendly than competitors. | 3.96 | 0.78 |
| 5 | Using more customer-oriented delivery channels than competitors. | 4.00 | 0.64 |
| | Overall Mean | 4.06 | |

Source: Survey Data (2024)

The survey result shows that the overall mean value of competitor orientation is at an agreed level (3.41 – 4.20), based on Best’s (1977) interpretation scale. Most of the respondents are agreed that competitor orientation is important in their strategies. All statements, including outperforming competitors, differentiating products through quality, market domination, pricing strategies, customer-oriented delivery channels and the overall mean fall within the agree range (3.41 – 4.20). This indicates that although none of these factors are viewed within overwhelming range but they are all regarded as important components of maintaining a competitive edge. The overall emphasis on these elements indicates alignment towards competitive aspirations, product differentiation, and customer satisfaction as key priorities in entrepreneurial marketing strategies.

4.1.2 Proactiveness

This section analyzes the proactiveness of Myanmar social entrepreneur by collecting structured questionnaires from 54 Myanmar social entrepreneurs. With mean values and standard deviations of five different statements, Table (4.2) presents the respondents perceptions on various aspects of proactiveness.

Table (4.2) Proactiveness

| Sr. No. | Description | Mean | Standard Deviation |
|----------------|--|-------------|---------------------------|
| 1 | Monitoring trends, identifying future needs of customer value, and forecasting demand conditions. | 4.11 | 0.69 |
| 2 | Engaging in market orientation to monitor competitor's behavior as well as customers behavior. | 4.15 | 0.63 |
| 3 | Monitoring changes in the industry and explore opportunities within. | 4.11 | 0.63 |
| 4 | Monitoring changes as regards the regulatory environment in the industry and explore opportunities within. | 4.04 | 0.67 |
| 5 | Adopting a robust approach to scan the internal and external environment with variety of scanning tools. | 3.93 | 0.75 |
| | Overall Mean | 4.07 | |

Source: Survey Data (2024)

The survey result shows that the overall mean value of proactiveness is at an agreed level (3.41 – 4.20), based on Best's (1977) interpretation scale. All statements, including monitoring customer trends, engaging in market orientation, exploring industry opportunities, monitoring regulatory environment, adopting robust approach and the overall mean fall within the agree range (3.41 – 4.20). This indicates that entrepreneurs recognize the need to actively monitor and respond to market, industry, and regulatory changes to stay ahead of competitors. Additionally, scanning both internal and external environments is valued, though slightly less emphasized compared to other proactive behaviors. Overall, the focus on proactive strategies reflects a consensus on the importance of forward-thinking actions and environmental scanning as critical components of entrepreneurial success in Myanmar.

4.1.3 Customer Intensity

This section analyzes the customer intensity of Myanmar social entrepreneur by collecting structured questionnaires from 54 Myanmar social entrepreneurs. With mean values and standard deviations of five different statements, Table (4.3) presents the respondents perceptions on various aspects of customer intensity.

Table (4.3) Customer Intensity

| Sr. No. | Description | Mean | Standard Deviation |
|----------------|---|-------------|---------------------------|
| 1 | Assessing customer relationship management is done with a view of driving growth in market share. | 3.83 | 0.64 |
| 2 | Evaluating customer satisfaction strategies and approaches are result oriented. | 4.00 | 0.73 |
| 3 | Figuring out from customers how they may be satisfied, to strike a balance between customers wishes and the firms 'objectives. | 3.98 | 0.74 |
| 4 | Insisting on offering both quality products and services that are capable of satisfying customers. | 4.11 | 0.74 |
| 5 | Taking a long-term view to the formation of customer relationships, investment in training and other resources to support CRM related initiatives | 3.93 | 0.77 |
| | Overall Mean | 3.97 | |

Source: Survey Data (2024)

The survey result shows that the overall mean value of customer intensity is at an agreed level (3.41 – 4.20), based on Best’s (1977) interpretation scale. The overall mean reflects a consensus on the importance of maintaining a high level of customer intensity in entrepreneurial practices. All statements, including assessing customer relationship management for market growth, evaluating result-oriented satisfaction strategies, balancing customer desires with firm objectives, and the overall mean fall within the agree range of (3.41 - 4.20). This indicates a recognition of the need to focus on effective customer management and satisfaction. Offering quality products and services, is particularly emphasized, highlighting its critical role in customer satisfaction. While the investment in long-term customer relationship management initiatives is slightly less

emphasized, it still aligns with the overall agreement on the value of customer-centric approaches.

4.1.4 Innovativeness

This section analyzes the innovativeness of Myanmar social entrepreneur by collecting structured questionnaires from 54 Myanmar social entrepreneurs. With mean values and standard deviations of five different statements, Table (4.4) presents the respondents perceptions on various aspects of innovativeness.

Table (4.4) Innovativeness

| Sr. No. | Description | Mean | Standard Deviation |
|----------------|--|-------------|---------------------------|
| 1 | Trying to introduce new product / upgrade existing product. | 4.06 | 0.81 |
| 2 | Encouraging experimental and creativity in marketing activities. | 3.96 | 0.64 |
| 3 | Aiming to achieve highest quality products and services to keep track with modern trends in the global market. | 4.22 | 0.66 |
| 4 | Making sure quality approaches surpass those of competitors. | 4.00 | 0.58 |
| 5 | Having a strong emphasis on research & development and stimulate entrepreneurial marketing practices. | 3.94 | 0.68 |
| | Overall Mean | 4.04 | |

Source: Survey Data (2024)

The survey result shows that the overall mean value of customer intensity is at an agreed level (3.41 – 4.20), according to Best’s (1977) interpretation scale. The overall mean reflects a consensus on the importance of innovativeness, particularly emphasizing quality and alignment with global market trends. Statement such as introducing or upgrading products, encouraging creativity in marketing, ensuring that quality approaches surpass those of competitors, emphasizing research and development and the overall mean fall within the agree range (3.41 – 4.20). The item related to achieving the highest

quality products and services to align with global trends falls into the strongly agree range (4.21 – 5.00), indicating a particularly strong emphasis on high quality standards.

4.1.5 Risk Management

This section analyzes the risk management of Myanmar social entrepreneur by collecting structured questionnaires from 54 Myanmar social entrepreneurs. With mean values and standard deviations of five different statements, Table (4.5) presents the respondents perceptions on various aspects of risk management.

Table (4.5) Risk Management

| Sr. No. | Description | Mean | Standard Deviation |
|---------------------|---|-------------|---------------------------|
| 1 | Implementing plans, only if they are workable. | 3.76 | 0.95 |
| 2 | Valuing an orderly and risk-reducing management process much more than using leadership initiatives for change. | 3.67 | 0.93 |
| 3 | Favoring management style to “play it safe”. | 3.65 | 0.85 |
| 4 | Assuming the major risks associated with product / service have been identified and aware of it. | 3.85 | 0.88 |
| 5 | Believing that the business has robust contingency plans in place to manage potential market disruptions. | 3.74 | 0.80 |
| Overall Mean | | 3.73 | |

Source: Survey Data (2024)

The survey result shows that the overall mean value of risk management is at an agreed level (3.41 – 4.20), based on Best’s (1977) interpretation scale. The slightly low range of overall mean among others variables indicates that while risk management is still acknowledged and considered important, the emphasis is not as strong as in other areas. All statements, including implementing workable plans, valuing orderly and risk-reducing management processes, favoring a conservative management style, assuming major risks have been identified, believing in robust contingency plans and the overall mean fall within the lower range of agree level (3.41 – 4.20) reflecting a general agreement on the importance of risk management but not the primary focus.

4.1.6 Value Creation

This section analyzes the value creation of Myanmar social entrepreneur by collecting structured questionnaires from 54 Myanmar social entrepreneurs. With mean values and standard deviations of five different statements, Table (4.6) presents the respondents perceptions on various aspects of value creation.

Table (4.6) Value Creation

| Sr. No. | Description | Mean | Standard Deviation |
|----------------|--|-------------|---------------------------|
| 1 | Exploring possibilities to discover new sources of value for all diverse stakeholders. | 3.98 | 0.69 |
| 2 | Carrying out business activities that tend to cooperate with suppliers, customers, competitors and staff to ensure successful superior performance. | 4.02 | 0.74 |
| 3 | Conducting business systematically to accelerate firm growth through the positive relationships with stakeholders. | 4.11 | 0.71 |
| 4 | Believing that improved performance is partly due to exploitation of future competitive advantage by changing the game to benefits the business and customers. | 3.93 | 0.75 |
| 5 | Deriving outstanding value for stakeholders and investors as a result of holistic approach to entrepreneurial marketing. | 4.00 | 0.70 |
| | Overall Mean | 4.01 | |

Source: Survey Data (2024)

The survey result shows that the overall mean value of value creation is at an agreed level (3.41 – 4.20), according to Best’s (1977) interpretation scale. The overall mean score highlights a consensus on the importance of value creation in entrepreneurial marketing strategies. All statements, including exploring new sources of value for stakeholders, cooperating with suppliers, customers, competitors, and staff, systematically conducting business to enhance growth, improve performance is due to changing the game to benefits the business and customers, deriving outstanding value through a holistic approach and the overall mean fall within the agree range (3.41 – 4.20). This

indicates a recognition of the need to create value through effective stakeholder relationships and strategic actions.

4.1.7 Opportunity

This section analyzes the opportunity of Myanmar social entrepreneur by collecting structured questionnaires from 54 Myanmar social entrepreneurs. With mean values and standard deviations of five different statements, Table (4.7) presents the respondents perceptions on various aspects of opportunity.

Table (4.7) Opportunity

| Sr. No. | Description | Mean | Standard Deviation |
|----------------|--|-------------|---------------------------|
| 1 | Believing that there is a significant demand for own product. | 4.00 | 0.58 |
| 2 | Assuming own product/service has a distinct competitive advantage over existing solutions in the market. | 3.83 | 0.67 |
| 3 | Having full confident in estimates of the size of the potential market of own product/service. | 3.91 | 0.65 |
| 4 | Believing that customers are willing to pay for product at the price point set by the company. | 3.91 | 0.71 |
| 5 | Having the ability to scale production/service to meet the market demand. | 3.94 | 0.66 |
| | Overall Mean | 3.92 | |

Source: Survey Data (2024)

The survey result shows that the overall mean value of opportunity is at an agreed level (3.41 – 4.20), according to Best’s (1977) interpretation scale. All statements, including believing in significant demand for their product, assuming a distinct competitive advantage, having confidence in market size estimates, believing customers will accept the price point, having the ability to scale production and the overall mean fall within the agree range (3.41 – 4.20). This indicates that entrepreneurs see value in these aspects of opportunity recognition and management. The overall mean score also reflects a consensus on the importance of understanding and capitalizing on market opportunities,

with no aspect falling into the "strongly agree" range but showing substantial agreement on their significance.

4.2 Innovative Capability

This section analyzes the innovative capability of Myanmar social entrepreneur by collecting structured questionnaires from 54 Myanmar social entrepreneurs. With mean values and standard deviations of ten different statements, Table (4.8) presents the respondents perceptions on various aspects of innovative capability.

Table (4.8) Innovative Capability

| Sr. No. | Description | Mean | Std. Dev |
|----------------|---|-------------|-----------------|
| 1 | Having the ability to extend the range of products. | 3.89 | 0.66 |
| 2 | Being able to develop environmentally friendly products. | 4.06 | 0.71 |
| 3 | Having the ability to improve product design. | 4.15 | 0.74 |
| 4 | Having valuable knowledge on the best processes and systems for organization of work procedure. | 4.11 | 0.57 |
| 5 | Developing processes to reduce production costs. | 4.06 | 0.63 |
| 6 | Being able to replace obsolete products. | 3.94 | 0.56 |
| 7 | Being able to reduce the time to develop a new product until its launch in the market. | 4.19 | 0.55 |
| 8 | Managing production organization efficiently. | 4.20 | 0.49 |
| 9 | Assigning resources to the production department efficiently. | 4.17 | 0.50 |
| 10 | Having valuable knowledge for innovating manufacturing and technological processes. | 4.22 | 0.57 |
| | Overall Mean | 4.10 | |

Source: Survey Data (2024)

The survey result shows that the overall mean value of innovative capability is at an agreed level (3.41 – 4.20), based on Best’s (1977) interpretation scale. The overall mean score reflects a broad consensus on the significance of innovative capability. Items such as extending the range of products, developing environmentally friendly products, improving product design, having valuable knowledge on work procedures, reducing production costs, replacing obsolete products, reducing time to market, managing

production efficiently, assigning resources effectively and the overall mean fall within the agree range (3.41 – 4.20). Specifically, the item related to having valuable knowledge for innovating manufacturing and technological processes falls into the strongly agree range (4.21 – 5.00), indicating a particularly strong emphasis on this aspect.

4.3 Sustainable Competitive Advantage

This section analyzes the sustainable competitive advantage of Myanmar social entrepreneur by collecting structured questionnaires from 54 Myanmar social entrepreneurs. With mean values and standard deviations of ten different statements, Table (4.9) presents the respondents perceptions on various aspects of sustainable competitive advantage.

Table (4.9) Sustainable Competitive Advantage

| Sr. No. | Description | Mean | Std. Dev |
|----------------|--|-------------|-----------------|
| 1 | Being able to offer the better quality of the products or services than that of the competitor’s products or services. | 4.09 | 0.62 |
| 2 | Being more capable of research and development than the competitors. | 3.89 | 0.74 |
| 3 | Having better managerial capability than the competitors. | 3.96 | 0.75 |
| 4 | Having better corporate image of firm than the competitors. | 4.09 | 0.68 |
| 5 | Being difficult to take the place of firm competitive advantage by competitors. | 3.76 | 0.75 |
| 6 | Having better profitability than the competitors. | 4.04 | 0.58 |
| 7 | Sustainability is important to the organization. | 4.31 | 0.47 |
| 8 | Treating employees fairly such as involvement, reward, respect, participation in decision making. | 4.30 | 0.50 |
| 9 | Having manager/officer responsible for sustainability. | 4.20 | 0.45 |
| 10 | Having a sustainability plan | 4.26 | 0.48 |
| | Overall Mean | 4.09 | |

Source: Survey Data (2024)

The survey result shows that the overall mean value of sustainable competitive advantage is at an agreed level (3.41 - 4.20), based on Best’s (1977) interpretation scale.

Items such as offering better quality products or services, being more capable in research and development, having better managerial capability, maintaining a better corporate image, having better profitability, being difficult to replace by competitors, having a manager responsible for sustainability and the overall mean fall within the agree range (3.41 - 4.20). Items such as the importance of sustainability to the organization, fair treatment of employees, and having a comprehensive sustainability plan, fall within the strongly agree range (4.21 - 5.00) reflects a particular emphasis on sustainability practices.

4.4 Analysis on the Effect of Entrepreneurial Marketing on Sustainable Competitive Advantage

Table (4.10) presents the analysis of several key metrics to analyze the relationship between independent variables such as, competitor orientation, proactiveness, customer intensity, innovativeness, risk management, value creation & opportunity and the dependent variable which is the sustainable competitive advantage of Myanmar social entrepreneurs. The key metrics in this analysis are including but not limited to R-Square, Adjusted R-Square, Coefficients (B), p-Values, F statistics and Durbin-Watson.

Table (4.10) Effect of Entrepreneurial Marketing on Sustainable Competitive Advantage

| Variable | Unstandardized Coefficient | | B | t | Sig | VIF |
|------------------------|----------------------------|-------|--------|--------|-------|-------|
| | B | Std. | | | | |
| (Constant) | 1.668 | 0.402 | | 4.154 | .000 | |
| Competitor Orientation | 0.238* | 0.131 | 0.306 | 1.817 | 0.076 | 2.441 |
| Proactiveness | 0.154 | 0.121 | 0.215 | 1.275 | 0.209 | 2.457 |
| Customer Intensity | -0.112 | 0.101 | -0.179 | -1.101 | 0.276 | 2.270 |
| Innovativeness | 0.120 | 0.102 | 0.173 | 1.181 | 0.244 | 1.856 |
| Risk Management | 0.022 | 0.069 | 0.043 | 0.317 | 0.753 | 1.610 |
| Value Creation | -0.002 | 0.093 | -0.004 | -0.025 | 0.980 | 1.920 |
| Opportunity | 0.182* | 0.102 | 0.263 | 1.782 | 0.081 | 1.878 |
| R | 0.682 | | | | | |
| R Square | 0.466 | | | | | |
| Adjusted R Square | 0.384 | | | | | |
| F Value | 5.726*** | | | | | |
| Durbin – Watson | 1.740 | | | | | |

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

R-square measures the proportion of variance in the dependent variable that is explained by the independent variables in the model. An R-square value closer to 1 indicates a stronger explanatory power of the model, while a lower value indicates that the model explains less variance. Similar to R-square, but adjusted R-square measures and adjusted the number of predictors in the model, providing a more accurate measure when multiple predictors are involved. The Durbin-Watson statistic of 1.740 is close to 2, indicating that there is no significant autocorrelation in the residuals indicating that the model does not violate the assumption of independent errors.

The analysis of overall model shows a moderate fit with a R-square value of 0.466, indicating that approximately 46.6% of the variance in sustainable competitive advantage is explained by the independent variables in the model. The adjusted R-square value is slightly lower at 0.384, which accounts for the number of predictors (independent variables) and indicates a reasonable adjustment for the model's complexity. The F-value

of 5.726 is statistically significant at the 1% level, indicating that the model is overall significant and that the predictors (independent variables), as a group, contribute meaningfully to explaining the variance in the dependent variable.

Coefficients (B) represent the estimated change in the dependent variable for each one-unit change in an independent variable, holding all other variables constant. The sign of the coefficient indicates the direction of the relationship (positive or negative). The regression analysis indicates that entrepreneurial marketing factors such as competitor orientation and opportunity have a potentially meaningful and statistically significant effect on sustainable competitive advantage.

Among all independent variables in the analysis, the competitor orientation has a positive and significant effect at 10% level with sustainable competitive advantage. The positive coefficient indicates that an increase in competitor orientation may lead to an increase in sustainable competitive advantage. According to the result of personal interview with Myanmar social entrepreneur, it is always their ambition to do better than competitors by differentiating their product or service from competitor with better quality but reasonable price; and using more customer-oriented delivery channels than competitors. Customers who satisfied with their pricing, quality of products or service and customer-oriented practices will always consider them as first priority suppliers or providers and thus lead to an increase in sustainable competitive advantage.

The opportunity also has a positive and significant effect at 10% level with sustainable competitive advantage. The positive coefficient indicates that an increase in opportunity may lead to an increase in sustainable competitive advantage. According to the Myanmar social entrepreneurs in this study, having a significant demand for their product and service in the market, ability to scale their production and service to meet such market demands and customers' willingness to pay at the price set by them are considered as market opportunity. Business with increase demand opportunity, capability to scale its production to meet such market demand and opportunity of having satisfied customers willing to pay the price set by the firm may therefore lead to an increase in sustainable competitive advantage.

4.5 Analysis on the Effect of Entrepreneurial Marketing on Sustainable Competitive Advantage through Innovative Capability

Among all independent variables, only the effect of competitor orientation and opportunity shows a positive and significant relationship with sustainable competitive advantage and therefore other remaining independent variables shall be omitted from the subsequent analysis of mediating effect of innovative capability.

To analyze the mediating effect of innovative capability between competitor orientation and opportunity (independent variables) and sustainable competitive advantage (dependent variable), the following analysis steps are carried out:

1. The total effect of independent variables on dependent variable through regression analysis
2. The effect of independent variable on mediating variable through regression analysis
3. The effect of independent variable and mediating variable on dependent variable through regression analysis
4. Sobel test for significance of mediating variable
5. Finding indirect effect, direct effect and total effect

4.5.1 Analysis on the Mediating Effect of Innovative Capability between Competitor Orientation and Sustainable Competitive Advantage

As a first step, the following Table (4.11) presents the results of a linear regression analysis evaluating the effect of competitor orientation (independent variables) on sustainable competitive advantage (dependent variables).

Table (4.11) Effect of Competitor Orientation on Sustainable Competitive Advantage

| Variable | Unstandardized Coefficient | | B | t | Sig | VIF |
|------------------------|----------------------------|-------|-------|-------|-------|-------|
| | B | Std. | | | | |
| (Constant) | 2.253 | 0.359 | | 6.276 | 0.000 | |
| Competitor Orientation | 0.453*** | 0.088 | 0.581 | 5.148 | 0.000 | 1.000 |
| R | 0.581 | | | | | |
| R Square | 0.338 | | | | | |
| Adjusted R Square | 0.325 | | | | | |
| F Value | 26.505*** | | | | | |
| Durbin – Watson | 1.576 | | | | | |

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

The model shows R squared value of 0.338, indicating that approximately 33.8% of the variance in sustainable competitive advantage is explained by competitor orientation. The adjusted R squared is slightly lower at 0.325 indicating that the model remains appropriate with minimal overfitting. The F-value of 26.505 is statistically significant at the 1% level, confirming that the model is significant and that competitor orientation contributes meaningfully to explaining the change in sustainable competitive advantage. The Durbin-Watson statistic of 1.576 is still within an acceptable range, indicating that the assumption of independent errors is likely not violated.

The unstandardized coefficient of 0.453 indicates that for each unit increase in competitor orientation, sustainable competitive advantage increases by 0.453 units. Also, competitor orientation has a positive and statistically significant relationship at 1% level with sustainable competitive advantage. This strong positive relationship indicates that competitor orientation is a crucial driver of sustainable competitive advantage.

The second step is to assess the effect of competitor orientation (independent variable) on innovative capability (mediating variable) through regression analysis.

Table (4.12) Effect of Competitor Orientation on Innovative Capability

| Variable | Unstandardized Coefficient | | B | t | Sig | VIF |
|------------------------|----------------------------|-------|-------|-------|-------|-------|
| | B | Std. | | | | |
| (Constant) | 2.247 | 0.359 | | 6.250 | 0.000 | |
| Competitor Orientation | 0.457*** | 0.088 | 0.584 | 5.182 | 0.000 | 1.000 |
| R | 0.584 | | | | | |
| R Square | 0.341 | | | | | |
| Adjusted R Square | 0.328 | | | | | |
| F Value | 26.852*** | | | | | |
| Durbin – Watson | 1.269 | | | | | |

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

Competitor orientation has a positive and statistically significant at 1% level relationship with innovative capability. The unstandardized coefficient of 0.457 indicates that for each unit increase in competitor orientation, innovative capability increases by 0.457 units. F-value of 26.852 is statistically significant at 1% level. The Durbin-Watson statistic of 1.269 is slightly lower than the ideal value range of 1.5 and 2.5, however the value is still within a range that may be considered acceptable, particularly when other key metrics indicate that the model is otherwise consistent.

The third step is to assess the combined effect of competitor orientation and innovative capability on sustainable competitive advantage through regression analysis.

Table (4.13) Effect of Competitor Orientation and Innovative Capability on Sustainable Competitive Advantage

| Variable | Unstandardized Coefficient | | B | t | Sig | VIF |
|------------------------|----------------------------|-------|-------|-------|-------|-------|
| | B | Std. | | | | |
| (Constant) | 1.458 | 0.449 | | 3.249 | 0.002 | |
| Competitor Orientation | 0.291*** | 0.102 | 0.374 | 2.848 | 0.006 | 1.516 |
| Innovative Capability | 0.354*** | 0.131 | 0.355 | 2.708 | 0.009 | 1.516 |
| R | 0.649 | | | | | |
| R Square | 0.421 | | | | | |
| Adjusted R Square | 0.398 | | | | | |
| F Value | 18.535*** | | | | | |
| Durbin – Watson | 1.613 | | | | | |

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

The regression analysis indicates that competitor orientation has positive and significant at 1% level relationship with sustainable competitive advantage. Regression analysis also indicates that innovative capability as well has positive and significant at 1% level relationship with sustainable competitive advantage. The R-square value of 0.421 indicates that these two predictors together explain a substantial portion of the variance in sustainable competitive advantage. The unstandardized coefficient of 0.291 indicates that for one unit increase in competitor orientation, sustainable competitive advantage increases by 0.291 units, holding innovative capability constant. Similarly, the unstandardized coefficient of 0.354 implies that for one unit increase in innovative capability, sustainable competitive advantage increases by 0.354 units, holding competitor orientation constant. The Durbin-Watson value of 1.613 is within a range that can be considered acceptable.

In next step, the mediating effect of innovative capability on the relationship between competitor orientation and sustainable competitive advantage is conducted through Sobel test as below.

Table (4.14) Sobel Test Result for Mediating Effect of Innovative Capability between Competitor Orientation and Sustainable Competitive Advantage

| Input: | | | Test Statistic: | Std. Error: | p-value: |
|----------------|-------|---------------|-----------------|-------------|------------|
| a | 0.457 | Sobel test: | 2.39717026 | 0.06748707 | 0.01652224 |
| b | 0.354 | Aroian test: | 2.36294424 | 0.06846459 | 0.01813040 |
| S _a | 0.088 | Goodman test: | 2.43292793 | 0.06649519 | 0.01497728 |
| S _b | 0.131 | Reset All | Calculate | | |

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

The Sobel test revealed that statistic is 2.397, with a standard error of 0.067 and a p-value of 0.017 is less than 0.05. Therefore, this result is significant at the 5% level, indicating that the mediating effect of Innovative Capability is statistically significant. The total effect, direct effect and indirect effect are as calculated below.

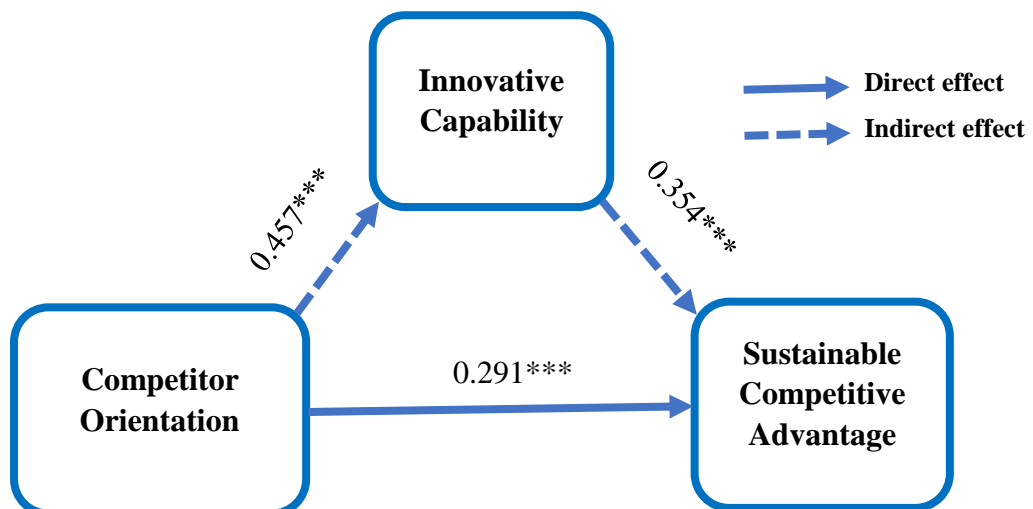
Total effect = 0.453

Direct effect = 0.291

Indirect effect = $0.457 \times 0.354 = 0.162$

Total effect = Direct effect + Indirect effect = $0.291 + 0.162 = 0.453$

Figures (4.1) Mediating Effect of Innovative Capability between Competitor Orientation and Sustainable Competitive Advantage



Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

Figure (4.1) indicates the analysis of mediating role of innovative capability in the relationship between competitor orientation (independent variable) and sustainable competitive advantage (dependent variable). The analysis reveals both direct and indirect effects, contributing to the total effect observed. The total effect of competitor orientation on sustainable competitive advantage is 0.453. This indicates that, without considering any mediating variables, competitor orientation has a moderately strong positive influence on sustainable competitive advantage.

The direct effect of competitor orientation on sustainable competitive advantage, after accounting for the mediating variable (innovative capability), is 0.291. This indicates that a significant portion of the effect of competitor orientation on sustainable competitive advantage occurs directly, independent of innovative capability.

The indirect effect, calculated as the result of the coefficients from competitor orientation to innovative capability (0.457) and from innovative capability to sustainable competitive advantage (0.354), is 0.162. This indicates that part of the effect of competitor orientation on sustainable competitive advantage is mediated through innovative capability.

The analysis explains that innovative capability mediates the relationship between competitor orientation and sustainable competitive advantage at the 5% significant level. While competitor orientation directly influences sustainable competitive advantage, its effect is enhanced through positive effect on innovative capability.

Competitor orientation, which includes striving to outperform competitors and prioritizing product differentiation, shows a significant positive effect on sustainable competitive advantage. Business who has ability to increase demand of their potential customer with reasonable price, better quality and customer-oriented practices will always attract more customers and may lead to an increase in sustainable competitive advantage.

Innovative capability plays a crucial mediating role between competitor orientation and sustainable competitive advantage by enabling businesses to outpace competitors through continuous product and process innovation. Competitor orientation drives companies to differentiate themselves, and innovation provides the different approaches to do so, whether through new technologies, unique features, or improved processes. By focusing on innovation, firms can better respond to market demands, adapt to industry changes, and create offerings that stand out among competitors. This not only

helps them outperform competitors but also enhances their market position, leading to sustainable competitive advantage that is difficult for competitors to replicate.

4.5.2 Analysis on the Mediating Effect of Innovative Capability between Opportunity and Sustainable Competitive Advantage

As a first step, the following Table (4.15) presents the results of a linear regression analysis evaluating the effect of opportunity (independent variables) on sustainable competitive advantage (dependent variables).

Table (4.15) Effect of Opportunity on Sustainable Competitive Advantage

| Variable | Unstandardized Coefficient | | B | t | Sig | VIF |
|-------------------|----------------------------|-------|-------|-------|------|-------|
| | B | Std. | | | | |
| (Constant) | 2.572 | 0.315 | | 8.175 | .000 | |
| Opportunity | 0.388*** | 0.080 | 0.560 | 4.869 | .000 | 1.000 |
| R | 0.560 | | | | | |
| R Square | 0.313 | | | | | |
| Adjusted R Square | 0.300 | | | | | |
| F Value | 23.705*** | | | | | |
| Durbin – Watson | 1.440 | | | | | |

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

The model shows R squared value of 0.313, indicating that approximately 31.3% of the variance in sustainable competitive advantage is explained by opportunity. The adjusted R squared is slightly lower at 0.300 indicating that the model remains appropriate with minimal overfitting. The F-value of 23.705 is statistically significant at the 1% level, confirming that the model is significant and that opportunity contributes meaningfully to explaining the change in sustainable competitive advantage.

The unstandardized coefficient of 0.388 indicates that for each unit increase in opportunity, sustainable competitive advantage increases by 0.388 units. Also, opportunity has a positive and statistically significant relationship at 1% level with sustainable competitive advantage. This strong positive relationship indicates that opportunity is a crucial driver of sustainable competitive advantage.

The Durbin-Watson statistic of 1.44, slightly below 1.50 is still within an acceptable range, indicating that the assumption of independent errors is likely not violated.

The second step is to assess the effect of opportunity (independent variable) on innovative capability (mediating variable) through regression analysis

Table (4.16) Effect of Opportunity on Innovative Capability

| Variable | Unstandardized Coefficient | | B | t | Sig | VIF |
|-------------------|----------------------------|-------|-------|-------|-------|-------|
| | B | Std. | | | | |
| (Constant) | 2.553 | 0.314 | | 8.140 | 0.000 | |
| Opportunity | 0.394*** | 0.079 | 0.567 | 4.969 | 0.000 | 1.000 |
| R | 0.567 | | | | | |
| R Square | 0.322 | | | | | |
| Adjusted R Square | 0.309 | | | | | |
| F Value | 24.691*** | | | | | |
| Durbin – Watson | 1.330 | | | | | |

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

Opportunity has a positive and statistically significant at 1% level relationship with innovative capability. The unstandardized coefficient of 0.394 indicates that for each unit increase in opportunity, innovative capability increases by 0.394 units. F-value of 24.691 is statistically significant at 1% level.

The Durbin-Watson statistic of 1.330 is slightly lower than the ideal value range of 1.5 and 2.5, however the value is still within a range that may be considered acceptable, particularly when other key metrics indicate that the model is otherwise consistent.

The third step is to assess the combined effect of opportunity and innovative capability on sustainable competitive advantage through regression analysis.

Table (4.17) Effect of Opportunity and Innovative Capability on Sustainable Competitive Advantage

| Variable | Unstandardized Coefficient | | B | t | Sig | VIF |
|-----------------------|----------------------------|-------|-------|-------|-------|-------|
| | B | Std. | | | | |
| (Constant) | 1.611 | 0.444 | | 3.629 | 0.001 | |
| Opportunity | 0.239** | 0.091 | 0.345 | 2.644 | 0.011 | 1.475 |
| Innovative Capability | 0.376*** | 0.130 | 0.377 | 2.889 | 0.006 | 1.475 |
| R | 0.640 | | | | | |
| R Square | 0.410 | | | | | |
| Adjusted R Square | 0.387 | | | | | |
| F Value | 17.701*** | | | | | |
| Durbin – Watson | 1.497 | | | | | |

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

The regression analysis indicates that both opportunity and innovative capability have positive and respectively significant at 5% and 1% level relationship with sustainable competitive advantage. The R-square value of 0.41 indicates that these two predictors together explain a substantial portion of the variance in sustainable competitive advantage. The unstandardized coefficient of 0.239 indicates that for one unit increase in opportunity, sustainable competitive advantage increases by 0.239 units, holding innovative capability constant. Similarly, the unstandardized coefficient of 0.376 implies that for one unit increase in innovative capability, sustainable competitive advantage increases by 0.376 units, holding opportunity constant. The Durbin-Watson value of 1.497 is within a range that can be considered acceptable.

In next step, the mediating effect of innovative capability on the relationship between opportunity and sustainable competitive advantage is conducted through Sobel test as below.

Table (4.18) Sobel Test Result for Mediating Effect of Innovative Capability between Opportunity and Sustainable Competitive Advantage

| Input: | | | Test Statistic: | Std. Error: | p-value: |
|----------------|-------|---------------|-----------------|-------------|------------|
| a | 0.394 | Sobel test: | 2.50201268 | 0.05920993 | 0.01234895 |
| b | 0.376 | Aroian test: | 2.46520449 | 0.060094 | 0.01369351 |
| S _a | 0.079 | Goodman test: | 2.54052045 | 0.05831246 | 0.01106876 |
| S _b | 0.130 | Reset All | Calculate | | |

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

The Sobel test revealed that statistic is 2.502, with a standard error of 0.059 and a p-value of 0.012 is less than 0.05. Therefore, this result is significant at the 5% level, indicating that the mediating effect of innovative capability is statistically significant. The total effect, direct effect and indirect effect are as calculated below.

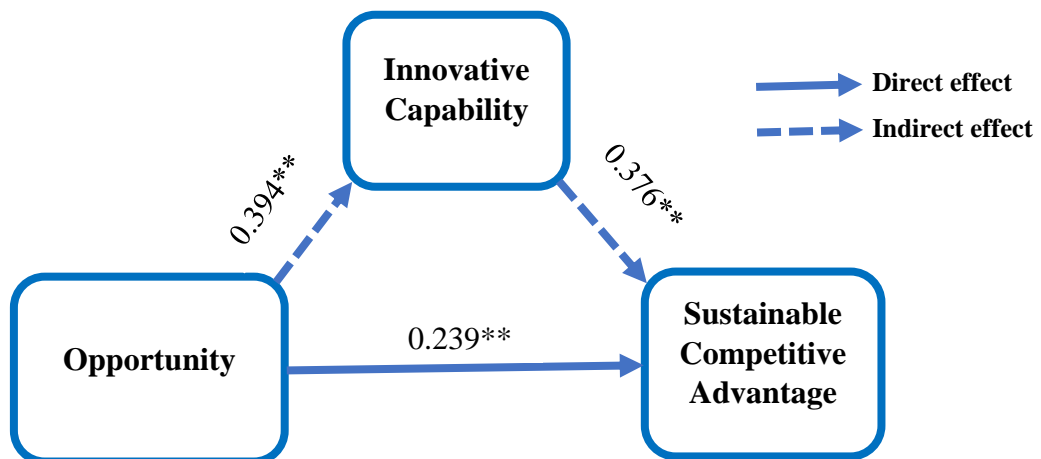
Total effect = 0.388

Direct effect = 0.239

Indirect effect = $0.394 \times 0.376 = 0.149$

Total effect = Direct effect + Indirect effect = $0.239 + 0.149 = 0.388$

Figures (4.2) Mediating Effect of Innovative Capability between Opportunity and Sustainable Competitive Advantage



Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

Figure (4.2) indicates the analysis of mediating role of innovative capability in the relationship between opportunity (independent variable) and sustainable competitive advantage (dependent variable). The analysis reveals both direct and indirect effects, contributing to the total effect observed. The total effect of opportunity on sustainable competitive advantage is 0.388. This indicates that, without considering any mediating variables, competitor orientation has a moderately strong positive influence on sustainable competitive advantage.

The direct effect of opportunity on sustainable competitive advantage, after accounting for the mediating variable (innovative capability), is 0.239. This indicates that a significant portion of the effect of opportunity on sustainable competitive advantage occurs directly, independent of innovative capability.

The indirect effect, calculated as the result of the coefficients from opportunity to innovative capability (0.394) and from innovative capability to sustainable competitive advantage (0.376), is 0.149. This indicates that part of the effect of opportunity on sustainable competitive advantage is mediated through innovative capability.

The analysis explains that innovative capability mediates the relationship between opportunity and sustainable competitive advantage at the 5% significant level. While opportunity directly influences sustainable competitive advantage, its effect is enhanced through positive effect on innovative capability.

Opportunity, which includes having a significant demand for products and services and customers' willingness to pay at the price set by the business, shows a significant positive effect on sustainable competitive advantage. Business with increase demand opportunity, capability to scale its production to meet such market demand and opportunity of having satisfied customers willing to pay the price set by the firm may lead to an increase in sustainable competitive advantage.

Innovative capability mediates the relationship between opportunity and sustainable competitive advantage by enabling businesses to capitalize on market demand and scale effectively. When there is strong demand and customers are willing to pay, innovation helps companies refine their products, enhance service quality, and streamline production processes to meet these needs more efficiently. By constantly innovating, business will not only maintain product relevance but also improve scalability, reduce costs, and introduce value-added features. This adaptability ensures business to fully leverage market opportunities, creating a sustainable edge that differentiates them from competitors and secures sustainable competitive advantage.

CHAPTER 5

CONCLUSION

In conclusion, the findings of this study are presented in three parts. The first part is about findings and discussion of which focus mainly on the findings of the survey questionnaires and discussion about the effect of entrepreneurial marketing on sustainable competitive advantage and the mediating effect of innovative capability. The second part is suggestions and recommendations based on the analysis of the survey results and the final part of the chapter is about the limitation and need for further research.

This conclusion synthesizes the key findings, offers actionable recommendations, and identifies future research directions, providing a comprehensive overview of the implications of the study.

5.1 Findings and Discussions

The study's demographic profile analysis provides insight into the characteristics of the participants, which includes 54 social entrepreneurs from Yangon University of Economics. Key demographic factors analyzed include age, gender, educational background, and experience in social entrepreneurship.

The majority of respondents are female, indicating that women are significantly involved in social entrepreneurship in Myanmar. This reflects a strong female presence in the sector, highlighting the important role women play in driving social innovation and sustainable business initiatives. Most participants are between 25-34 years old, representing a young and dynamic group of social entrepreneurs who are likely to bring fresh perspectives and energy to the field. The respondents are well-educated, with most holding a bachelor's degree, and many pursuing or holding a master's degree. This level of education indicates that the participants have a solid foundation of knowledge to support their entrepreneurial activities. The majority of respondents have 1-3 years of experience in social entrepreneurship, indicating that many are at the early stages of their entrepreneurial journey. The findings reveal that women are leading many of social entrepreneur initiatives, which may influence the types of social innovations being developed. The youthfulness and relatively inexperienced of the participants also

highlight the need for targeted support, such as mentorship and training programs, to help these entrepreneurs grow and succeed in their ventures.

Based on responses from 54 participants on survey questionnaires, respondents generally agree in the area of competitor orientation that outperforming competitors, differentiating products with quality, dominating the market, and using customer-friendly pricing and delivery strategies are within agree range. Similarly, there is emphasis in the area of proactiveness such as monitoring trends, understanding industry changes, and engaging in market orientation to stay ahead of competitors. The overall mean score within agree range indicating the importance of a proactive approach to business strategy.

For customer intensity, respondents acknowledge the importance of customer relationship management, focusing on balancing customer satisfaction with company objectives. The overall mean score within agree range reflecting a reasonable recognition of the need for customer-centric strategies. In the area of innovativeness, a reasonably high mean value is placed on innovation, especially in upgrading products, encouraging creativity in marketing, and focusing on research and development. With an overall mean score within agree range, this area is considered critical for keeping pace with global trends.

Although risk management is important, it is slightly less emphasized compared to other areas despite within agree range of mean score interpretation. Entrepreneurs value reducing risk and ensuring contingency plans, but risk-taking is not as prominent according to the study. There is a strong agreement on the importance of creating value for diverse stakeholders through cooperation with suppliers, customers, and competitors. The overall mean score within agreed range indicated the need for strategic value creation.

Entrepreneurs recognize the importance of understanding opportunity through market demand, competitive advantage, and the ability to scale production, with a mean score within agree range. Social entrepreneurs prioritize innovative capabilities, including product development, cost reduction, and efficient resource allocation. The overall mean score within the agree range indicates a strong emphasis on innovation as a driver of success.

Sustainability plays a vital role, with respondents valuing better quality, research capabilities, profitability, and sustainability practices. The overall mean score of within

agree range, with higher scores for sustainability, reflects a commitment to long-term competitive advantage through sustainable practices.

The findings of this paper deep dive into analyzing the effect between entrepreneurial marketing, innovative capability, and sustainable competitive advantage among Myanmar social entrepreneurs. The analysis reveals that factors like competitor orientation and opportunity are key drivers of sustainable competitive advantage, with their impact further elaborated by mediating effect of innovative capability.

Competitor orientation, which includes striving to outperform competitors and prioritizing product differentiation, shows a significant positive effect on sustainable competitive advantage. The study indicates that when Myanmar social entrepreneurs focus on competitor orientation, it not only directly enhances their competitive advantage but also fosters innovation, which further strengthens their market position. These innovations not only bolster their operational effectiveness but also position them more favorably within the market. Thus, fostering competitor orientation is critical for social enterprises seeking to remain competitive, innovate continuously, and ensure sustainable growth.

Opportunity also positively influences sustainable competitive advantage. Social entrepreneurs who effectively capitalize on market opportunities are better positioned to innovate and sustain their competitive edge. The study highlights that innovative capability mediates this relationship, indicating that the ability to innovate is crucial for turning market opportunities into lasting advantages. Overall, the statistical findings highlight the importance of entrepreneurial marketing practices, particularly competitor orientation and opportunity exploitation, in driving sustainable competitive advantage.

The findings also highlight the critical role of innovative capability as mediating effect in converting competitive strategies and market opportunities into sustainable advantages. The mediating role of innovative capability emphasizes the need for social entrepreneurs to invest in innovation to maintain and enhance their market position in a competitive landscape. Myanmar social entrepreneurs should recognize that while focusing on competitors and market opportunities is crucial, their long-term success depends heavily on their ability to innovate. This includes not just product innovation but also process improvements, technological advancements, and creative marketing approaches.

In conclusion, findings of the study emphasize that competitor orientation and the ability to identify and exploit market opportunities are essential for achieving sustainable competitive advantage. Understanding these elements allows social entrepreneurs to develop strategies that not only differentiate them from competitors but also enable them to capitalize on emerging opportunities effectively. The mediation by innovative capability indicates that innovation is not just an additional benefit but a necessary component for maximizing the effectiveness of entrepreneurial marketing strategies. Entrepreneurs who invest in building their innovative capabilities can better translate their strategic orientations into tangible and sustainable competitive advantages.

5.2 Suggestions and Recommendations

Based on the findings of the study, several suggestions and recommendations emerged to enhance sustainable competitive advantage of Myanmar social entrepreneurs. Following suggestions and recommendations are propose to guide Myanmar social entrepreneurs towards optimizing their entrepreneurial marketing practices and enhancing their sustainable competitive advantage.

First of all, indication that majority of Myanmar social entrepreneurs are at the early stages of their entrepreneurial journey, suggests establishing capacity-building opportunities among social entrepreneurs as they continue to gain practical experience. Furthermore, structured development programs are also essential to scale their own ventures, enhance operational efficiency, and create sustainable social impact. To overcome challenges, social entrepreneurs should actively seek tailored resources, mentorship, and financial support aligned with their specific needs. They should focus on enhancing operational efficiency and refining strategies through structured development programs. As they gain practical experience, they should leverage these opportunities to scale their initiatives and maximize social impact. By fostering a culture of learning, collaboration, and innovation, social entrepreneurs can empower a vibrant ecosystem that contributes meaningfully to Myanmar's socioeconomic progress.

Secondly, social entrepreneurs should continue to prioritize competitive positioning by consistently monitoring and analyzing competitors' strategies. They should focus on enhancing product quality and innovation to distinguish their offerings in the market. Additionally, a strategic emphasis on future market dominance through

innovative pricing and customer-oriented delivery channels should be reinforced to maintain a strong competitive edge. Entrepreneurs should also intensify their efforts in market research to accurately estimate market potential, assess customer willingness to pay, and identify opportunities for scaling production. By aligning their strategies with market demand and focusing on opportunity-driven innovation, social entrepreneurs can enhance their competitive advantage and ensure business growth.

Thirdly, social entrepreneurs should focus on developing and strengthening their innovative capabilities, as they play a critical role in converting competitor-oriented and opportunity-driven strategies into sustainable competitive advantage. This involves investing in innovation infrastructure, enhancing R&D processes, and fostering a culture that encourages continuous improvement and creativity. While focusing on enhancing innovative capability, revisiting customer intensity and risk management strategies, and by strengthening value creation efforts, social entrepreneurs can better position themselves for long-term success in a competitive market environment.

Finally, considering the findings of the study together with current economic conditions, cultivating a culture of failing fast and learning fast is recommended to accelerate innovation. Social entrepreneurs should adopt swift prototyping and iterative testing approaches to quickly develop and refine products or processes. By embracing failure as a learning opportunity, businesses can reduce the time to market for new innovations and stay ahead of competitors.

5.3 Needs for Further Research

This study wishes to provide some recommendations and provide opportunities for researchers in the future for more in depth study.

Innovative capability mediates the relationship between competitor orientation, opportunity, and sustainable competitive advantage. Further research is needed to explore this mediating effect in greater depth, particularly by examining other potential mediators or moderators that might influence this relationship.

The current study focuses primarily on internal factors such as marketing practices and innovative capabilities. However, external environmental factors such as regulatory changes, economic conditions, technological advancements and government support can also significantly impact the effectiveness of entrepreneurial strategies. Future research

could investigate how these external factors interact with entrepreneurial marketing and innovation to influence competitive advantage, particularly in the dynamic and unpredictable business environment of Myanmar.

Last but not least, the lack of statistical significance for five out of seven predictors suggests that additional factors or alternative models might be needed to fully capture the determinants of sustainable competitive advantage in the context of this study. Comparative studies across different regions or sustainability pillars could also provide insights into best practices for social entrepreneurs. It is expected that in the future this research be further developed through collecting data from a larger sample size, such as based on two different cities or cultures and comparing the results.

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APPENDIX A
QUESTIONNAIRE

Dear Sir/Madam,

I am Kyaw Sein Htun, a student of YUEco, Department of Management Studies. As part of my partial fulfillment of the requirements for the degree of Master of Sustainable Entrepreneurship and Social Innovation (MSESI), I am conducting this survey for my thesis title "The Effect of Entrepreneurial Marketing and Innovative Capability on Sustainable Competitive Advantage of Social Entrepreneurs in Myanmar".

This study will be beneficial to the social entrepreneurs and its market in Myanmar as well as the researchers. This survey will take about 10 to 15 minutes to complete and your valuable time and kindness in answering all survey questions are highly appreciated.

All information you provide herein will be kept confidential and used only for academic purposes. Please Choose only one answer.

Section I - Demographic Information

For aggregated tabulation of respondent demographics.

Please place a tick “√” for each of the question.

**Survey questionnaire for
The Effect of Entrepreneurial Marketing and Innovative Capability on
Sustainable Competitive Advantage of Social Entrepreneurs in Myanmar**

Section I : Demographic Information

1. What is your Gender ?

Male

Female

2. What is your age ?

18 to 24 Years

25 to 34 Years

35 to 44 Years

Above 45 Years

3. What is your highest education qualification ?

Undergraduate

Bachelor Degree

Master Degree

PhD

4. What is your current occupation ?

Business Owner

Senior
Management

5. What is your income per month in Kyats?

500,000
and below

500,001 to
1,500,000

1,500,001 to
2,500,000

Above
2,500,000

6. How long have you been in the field of Social Entrepreneur?

Less than 1 Year

1 to 2 Years

2 to 3 Years

Above 3 Years

7. Which sustainable pillar concern to you most?

Social

Human

Economic

Environmental

Section II : Survey Questionnaire

Please tick (√) in the box to indicate how agreeable you are with the following statements on 5 point scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

| | | 1 | 2 | 3 | 4 | 5 |
|---------------------------|---|---|---|---|---|---|
| Innovativeness | | | | | | |
| 1 | We constantly try to introduce new product / upgrade existing product. | | | | | |
| 2 | We encourage experimental and creativity in all our marketing activities. | | | | | |
| 3 | We aim to achieve highest quality products and services to keep track with modern trends in the global market. | | | | | |
| 4 | We make sure our quality approaches surpass those of our competitors. | | | | | |
| 5 | We have a strong emphasis on research & development and stimulate entrepreneurial marketing practices. | | | | | |
| Customer Intensity | | | | | | |
| 6 | Our customer relationship management is done with a view of driving growth in our market share. | | | | | |
| 7 | Our customer satisfaction strategies and approaches are regularly evaluated to make sure they are result oriented. | | | | | |
| 8 | We regularly find out from our customers how they may be satisfied just as we also strike a balance between their wishes and the firms 'objectives. | | | | | |
| 9 | We insist on offering both quality products and services that are capable of satisfying customers. | | | | | |
| 10 | We take a long-term view to the formation of customer relationships and our investment in training and other resources to support CRMrelated initiatives have been extensive. | | | | | |
| Proactiveness | | | | | | |
| 11 | We constantly monitor trends, identify future needs of customer value, and forecast demand conditions. | | | | | |
| 12 | We continuously engage in market orientation to monitor competitor's behavior as well as customers behavior. | | | | | |
| 13 | We continuously monitor changes in the industry we operate and explore opportunities within. | | | | | |
| 14 | We continuously monitor changes as regards the regulatory environment in the industry we operate and explore opportunities within. | | | | | |
| 15 | We adopt a robust approach to scan the internal and external environment with variety of scanning tools. | | | | | |

| Competitor Orientation | | 1 | 2 | 3 | 4 | 5 |
|-------------------------------|---|----------|----------|----------|----------|----------|
| 16 | We always aspire to do better than our competitors. | | | | | |
| 17 | Quality products differentiate our products/service from competitors. | | | | | |
| 18 | We always strategize to dominate the market today and, in the future, to maximize future profit. | | | | | |
| 19 | Our pricing strategies are more market and customer friendly than competitors. | | | | | |
| 20 | We use more customer-oriented delivery channels than competitors. | | | | | |
| Risk Management | | | | | | |
| 21 | We will only implement plans if we know that they will work. | | | | | |
| 22 | We value an orderly and risk-reducing management process much more than using leadership initiatives for change. | | | | | |
| 23 | Our management style is to "play it safe". | | | | | |
| 24 | We believe we have identified and are aware of the major risks associated with our product/service in the market. | | | | | |
| 25 | We believe our business has robust contingency plans in place to manage potential market disruptions. | | | | | |
| Value Creation | | | | | | |
| 26 | We constantly think of possibilities to discover new sources of value for all our diverse stakeholders. | | | | | |
| 27 | To ensure successful superior performance, we carry out business activities that tend to cooperate with our suppliers, customers, competitors and staff. | | | | | |
| 28 | Our business is systematically conducted to accelerate firm growth through the positive relationships with our stakeholders. | | | | | |
| 29 | The philosophy of improved performance lies in part on the exploitation of our future competitive advantages by changing the game to benefits the business and our customers. | | | | | |
| 30 | Our stakeholders and Investors derive outstanding value from our organization as a result of our holistic approach to entrepreneurial marketing. | | | | | |

| Opportunity | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| 31 There is a significant demand for our product in the market. | | | | | |
| 32 Our product/service has a distinct competitive advantage over existing solutions in the market. | | | | | |
| 33 We have full confident in our estimates of the size of the potential market of our product / service. | | | | | |
| 34 We believe that customers are willing to pay for our product at the price point we have set. | | | | | |
| 35 We have the ability to scale our production/service to meet the market demand. | | | | | |
| Innovative Capability | | | | | |
| 36 We have the ability to extend the range of products. | | | | | |
| 37 We are able to develop environmentally friendly products. | | | | | |
| 38 We have the ability to improve our product design. | | | | | |
| 39 We have valuable knowledge on the best processes and systems for organization of work procedure. | | | | | |
| 40 We continually develop processes to reduce production costs. | | | | | |
| 41 We are able to replace obsolete products. | | | | | |
| 42 We are able to reduce the time to develop a new product until its launch in the market. | | | | | |
| 43 We manage production organization efficiently. | | | | | |
| 44 We assign resources to the production department efficiently. | | | | | |
| 45 We have valuable knowledge for innovating manufacturing and technological processes. | | | | | |

| Sustainable Competitive Advantage | | 1 | 2 | 3 | 4 | 5 |
|--|--|----------|----------|----------|----------|----------|
| 46 | The quality of the products or services that we offer are better than that of the competitor's products or services. | | | | | |
| 47 | We are more capable of research and development than the competitors. | | | | | |
| 48 | We have better managerial capability than the competitors. | | | | | |
| 49 | The corporate image of our firm is better than that of the competitors. | | | | | |
| 50 | The competitors are difficult to take the place of our firm competitive advantage. | | | | | |
| 51 | Our profitability is better than the competitors. | | | | | |
| 52 | Sustainability is important to our firm. | | | | | |
| 53 | We treats employees fairly such as involvement, reward, respect, participation in decision making. | | | | | |
| 54 | Our organization have manager/officer responsible for sustainability. | | | | | |
| 55 | Our organization have a sustainability plan (economic, environmental, and social) | | | | | |

APPENDIX B

Statistical Output

Regression Analysis Result for the Effects of Entrepreneurial Marketing on Sustainable Competitive Advantage

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .682 ^a | .466 | .384 | .27659 | 1.740 |

a. Predictors: (Constant), OppMean, ValMean, InnoMean, RMMean, ProMean, IntenMean, OriMean

b. Dependent Variable: SCAMean

ANOVA^b

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|-------|-------------------|
| 1 Regression | 3.066 | 7 | .438 | 5.726 | .000 ^a |
| Residual | 3.519 | 46 | .076 | | |
| Total | 6.585 | 53 | | | |

a. Predictors: (Constant), OppMean, ValMean, InnoMean, RMMean, ProMean, IntenMean, OriMean

b. Dependent Variable: SCAMean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 1.668 | .402 | | 4.154 | .000 | | |
| | OriMean | .238 | .131 | .306 | 1.817 | .076 | .410 | 2.441 |
| | ProMean | .154 | .121 | .215 | 1.275 | .209 | .407 | 2.457 |
| | IntenMean | -.112 | .101 | -.179 | -1.101 | .276 | .441 | 2.270 |
| | InnoMean | .120 | .102 | .173 | 1.181 | .244 | .539 | 1.856 |
| | RMMean | .022 | .069 | .043 | .317 | .753 | .621 | 1.610 |
| | ValMean | -.002 | .093 | -.004 | -.025 | .980 | .521 | 1.920 |
| | OppMean | .182 | .102 | .263 | 1.782 | .081 | .533 | 1.878 |

a. Dependent Variable: SCAMean

Regression Analysis Result for the Effects of Competitor Orientation on Sustainable Competitive Advantage

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .581 ^a | .338 | .325 | .28963 | 1.576 |

a. Predictors: (Constant), OriMean

b. Dependent Variable: SCAMean

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 2.223 | 1 | 2.223 | 26.505 | .000 ^a |
| | Residual | 4.362 | 52 | .084 | | |
| | Total | 6.585 | 53 | | | |

a. Predictors: (Constant), OriMean

b. Dependent Variable: SCAMean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 2.253 | .359 | | 6.276 | .000 | | |
| | OriMean | .453 | .088 | .581 | 5.148 | .000 | 1.000 | 1.000 |

a. Dependent Variable: SCAMean

Regression Analysis Result for the Effects of Competitor Orientation on Innovative Capability

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .584 ^a | .341 | .328 | .28996 | 1.269 |

a. Predictors: (Constant), OriMean

b. Dependent Variable: CapMean

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 2.258 | 1 | 2.258 | 26.852 | .000 ^a |
| | Residual | 4.372 | 52 | .084 | | |
| | Total | 6.630 | 53 | | | |

a. Predictors: (Constant), OriMean

b. Dependent Variable: CapMean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 2.247 | .359 | | 6.250 | .000 | | |
| | OriMean | .457 | .088 | .584 | 5.182 | .000 | 1.000 | 1.000 |

a. Dependent Variable: CapMean

Regression Analysis Result for the Effects of Competitor Orientation and Innovative Capability on Sustainable Competitive Advantage

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .649 ^a | .421 | .398 | .27345 | 1.613 |

a. Predictors: (Constant), CapMean, OriMean

b. Dependent Variable: SCAMean

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 2.772 | 2 | 1.386 | 18.535 | .000 ^a |
| | Residual | 3.813 | 51 | .075 | | |
| | Total | 6.585 | 53 | | | |

a. Predictors: (Constant), CapMean, OriMean

b. Dependent Variable: SCAMean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 1.458 | .449 | | 3.249 | .002 | | |
| | OriMean | .291 | .102 | .374 | 2.848 | .006 | .659 | 1.516 |
| | CapMean | .354 | .131 | .355 | 2.708 | .009 | .659 | 1.516 |

a. Dependent Variable: SCAMean

Regression Analysis Result for the Effects of Opportunity on Sustainable Competitive Advantage

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .560 ^a | .313 | .300 | .29494 | 1.440 |

a. Predictors: (Constant), OppMean

b. Dependent Variable: SCAMean

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 2.062 | 1 | 2.062 | 23.705 | .000 ^a |
| | Residual | 4.523 | 52 | .087 | | |
| | Total | 6.585 | 53 | | | |

a. Predictors: (Constant), OppMean

b. Dependent Variable: SCAMean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 2.572 | .315 | | 8.175 | .000 | | |
| | OppMean | .388 | .080 | .560 | 4.869 | .000 | 1.000 | 1.000 |

a. Dependent Variable: SCAMean

Regression Analysis Result for the Effects of Opportunity on Innovative Capability

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .567 ^a | .322 | .309 | .29402 | 1.330 |

a. Predictors: (Constant), OppMean

b. Dependent Variable: CapMean

ANOVA^b

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 2.134 | 1 | 2.134 | 24.691 | .000 ^a |
| Residual | 4.495 | 52 | .086 | | |
| Total | 6.630 | 53 | | | |

a. Predictors: (Constant), OppMean

b. Dependent Variable: CapMean

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|--------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 2.553 | .314 | | 8.140 | .000 | | |
| OppMean | .394 | .079 | .567 | 4.969 | .000 | 1.000 | 1.000 |

a. Dependent Variable: CapMean

Regression Analysis Result for the Effects of Opportunity and Innovative Capability on Sustainable Competitive Advantage

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .640 ^a | .410 | .387 | .27608 | 1.497 |

a. Predictors: (Constant), CapMean, OppMean

b. Dependent Variable: SCAMean

ANOVA^b

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 2.698 | 2 | 1.349 | 17.701 | .000 ^a |
| Residual | 3.887 | 51 | .076 | | |
| Total | 6.585 | 53 | | | |

a. Predictors: (Constant), CapMean, OppMean

b. Dependent Variable: SCAMean

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|--------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 1.611 | .444 | | 3.629 | .001 | | |
| OppMean | .239 | .091 | .345 | 2.644 | .011 | .678 | 1.475 |
| CapMean | .376 | .130 | .377 | 2.889 | .006 | .678 | 1.475 |

a. Dependent Variable: SCAMean