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Socio-Economic Theoretical Framework of Women Entrepreneurship Development in Bangladesh

By A.B.M Siddique
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Abstract- The paper aims to analyze the Socio-economic factors of Women Entrepreneurship Development in Bangladesh. The analysis is based on recent theoretical ideas that have been supported by empirical research findings conducted by the renowned academic researchers. The paper depicts a Socio-economic Framework of Women Entrepreneurship Development based on Institutional Theory, which focuses on three factors: Regulative, Normative, and Cognitive. Regulative factors refer to different rules and regulations of the Government that facilitate Women Entrepreneurship Development in Bangladesh. Normative and Cognitive factors include norms, rules, regulation, and values of society. Based on the analysis of these factors, the paper provides many significant policy implications on how to improve women entrepreneurship development in Bangladesh.

Keywords: *socio-economic, social stigma, cognitive, bwcci, SMES, CEDAW.*

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A.B.M Siddique

Abstract- The paper aims to analyze the Socio-economic factors of Women Entrepreneurship Development in Bangladesh. The analysis is based on recent theoretical ideas that have been supported by empirical research findings conducted by the renowned academic researchers. The paper depicts a Socio-economic Framework of Women Entrepreneurship Development based on Institutional Theory, which focuses on three factors: Regulative, Normative, and Cognitive. Regulative factors refer to different rules and regulations of the Government that facilitate Women Entrepreneurship Development in Bangladesh. Normative and Cognitive factors include norms, rules, regulation, and values of society. Based on the analysis of these factors, the paper provides many significant policy implications on how to improve women entrepreneurship development in Bangladesh.

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I. Introduction

Bangladesh is a developing country having 148.69 million population and half of them are women. Existing gender ratio in demographic structure of Bangladesh indicates that women comprise almost 50% of the total population. They are essential part of nation's human resources. Due to this demographic structure, the issue of the participation of women in mainstream economy is imperative. Without a meaningful and active participation of women, half of the total population, in regular economic activities, a dynamic and sustainable economy is impossible. A sustainable economy is pre-condition for national economic growth and prosperity. It is also impossible to achieve the target of poverty free society without incorporation of women in the mainstream economic activities, especially in entrepreneurial role.

Considering this issue, a special emphasis has been given by the government of Bangladesh, donor agencies like ILO, UNDP and other NGOs, business community and all other relevant stakeholders through different promotional and training programmes to ensure increased women's participation in formal economic sector, especially in Small & Medium Enterprises (SMEs). Bangladesh is one of the countries, which ratified the UN Convention on the Elimination of all forms of Discrimination Against Women (CEDAW). The constitution of Bangladesh also grants equal right to women and men in all spheres of public life Article 28(2) of our Constitution.

To reinforce this government of Bangladesh has also enacted the National Women Development Policy of 2011. The Industrial Policy of 2010 has also given top most priority to women entrepreneurs in Small & Medium Enterprises (SMEs) through SME Foundation, BSCIC and other Government and Non-Government Institutions.

Bangladesh is still a poor country, but she is rich in human resource. In Bangladesh women constitute slightly less than half the population. The majority of them are underprivileged, under nourished, illiterate and poor. According to the 1999/00 labour force survey (LFS), the labour force of Bangladesh was estimated at 60 million, more than 20 million being women. There are not enough employment opportunities for women. Therefore, economic activities, through self-employment have become essential for potential working women. As a matter of fact, women entrepreneurship or "women in business" is a very recent phenomenon in Bangladesh. Although women are taking to entrepreneurship in many challenging fields, their activities in Bangladesh are not that extensive. In spite of fewer opportunities, many women have succeeded in business, but they are still very small in number. The Begum (1993) stated that before 1985, Bangladesh had very few women entrepreneurs. Another study also shows that the number of women entrepreneurs is around 3000, representing only 2% of the total entrepreneurs in the country, although women constitute about 50% of the population (Ahmed). In fact women entrepreneurship started developing in Bangladesh after the liberation. Very few women entered the profession of business before the nineteen hundred seventies. According to the Bangladesh Economic Review 2009, around 6 percent of the country's $ 90 billion economy comes from SMEs, which is also the largest sector in terms of employment generation. (Daily Star December 29, 2009). Bangladesh is rightly dubbed as a country of the SMEs. Bangladesh industrial

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economy is thickly populated by these industries which amount for over 99 percent of the private sector industrial establishments and provide more than 80 percent of industrial employment. The relative SME shares in total GDP range between 25-30 percent and that in manufacturing value added vary between 40-45 percent (Ahmed Momtaz Uddin 2008). The sector is currently exhibiting notable dynamism by registering an average annual compound growth rate of over 7- 8 percent in their value added shares to GDP. However, their potentials contributions to the country's growth process vis-à-vis their numerical dominance in the economy continue to remain unveiled. Their financial insolvency because of restricted access to sources of institutional finance acts as a serious deterrent too the sector's prospective growth, expansion and dynamism. Various systemic and institutional barriers cutting across supply as well as demand related factors inhibit credit flows to the SME sector. In the context of a developing country like Bangladesh, where SMEs are the engine of growth, there has arisen a new class: SME women entrepreneurs. The urban and rural women of Bangladesh are now turning the situation as a crucial progress in national development. Though there has been substantial participation of women in the off-house activities of late, women are yet to assume a dominant role in mainstream economic activities.

SMEs constitute one of the major driving forces of economic growth in the developing countries. Self-employment and the creation of new employment through SMEs help to reduce disguised unemployment and under-employment in the farm sector. In a poor country like Bangladesh, poverty alleviation through economic growth, as well as employment generation on mass scale is heavily dependent on the development and expansion of SMEs. With increased family income for the poor, the income disparity in the society would reduce to certain extent. Rising rural income prevents migration of the rural poor to urban centres in search of jobs and reduces further burden on the already strained urban infrastructure. The micro-entrepreneurs and their families are able to explore utilization of the local resources in rural areas. As a result they help in creating a market for local products in villages and towns with new income and products. This is not limited to program participants, since indirect spill over, second-order effects spread through the entire locality due to an increase in economic activity

It is noticeable that entrepreneurship development and empowerment are complementary to each other. Women empowerment depends on taking part in various development activities. In other words, the involvement of women in various entrepreneurial activities has empowered them in social, economic and cultural fields. The power of and access to taking decision has increased for women in Bangladesh, within as well as outside the family. Yet, women entrepreneurship development varies across rural and urban areas.

II. Literature Review

A good number of studies have been conducted on entrepreneurship in Bangladesh. Habibullah (1987) showed that training is an effective tool for entrepreneurship development in Bangladesh. Rahman, Mian, Bhattacharjee and Khan (1979) critically appraised the impact of different programs and policies relating to entrepreneurship and small enterprises. Habibur Rahman (1995) emphasized the importance of project viability, collateral and entrepreneurial evaluation at the project appraisal level of banks. Saleh (1995) found inadequate cash flows, marketing inefficient and discriminating treatment from supportive service agencies to create obstacles to women entrepreneurship development in Bangladesh. Rahman (1999) examines women borrowers' involvement with the micro credit program of the Grameen Bank, and the grassroots lending structure of the bank. he facuses on the processes of village-level micro credit operation and addresses the realities of the day-to-day lives of women borrowers and bank workers and explains informant strategies for involving themselves in this micro credit scheme. The study also covers some power dynamics. Aktaruddin (1999) showed that personal attributes are key factors for entrepreneurial success or failure, while Aktaruddin (2000) focused on the social economic background of the entrepreneurs. Momen and Begum (2006) measured the impact BRAC's micro credit program had for the development of rural women entrepreneurship. Afrin, Islam and Ahmed (2008) aimed at identifying the factors related to the development of entrepreneurship among the rural women borrowers through micro credit programs. Using a multivariate analysis, they showed that financial management skills and the group identity of the women borrowers have significant relationship with the development of rural women entrepreneurship in Bangladesh. Most recently, Rotaru (2009) provided a case study on the Bangladesh Women Chamber of Commerce and Industry (BWCCI), which was established in 2001, as the country's first trade body working exclusively for women's economic and social empowerment.

The aim of this paper is to analyze the critical factors of Women Entrepreneurship Development in Bangladesh. The paper represents two types of such factors; one type can be characterized as facilitating factors, and the other one as stumbling blocking factors. Facilitating factors refer to those factors that ensure women entrepreneurship development, whereas stumbling blocking factors hindrance this development. The paper is structured as follows. the next section summarizes the concept and main features of entrepreneurship. The third section reviews the

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analytical framework of women entrepreneurship development based on institutional theory. The critical factors of women entrepreneurship development are then analyzed in details in the fourth section. The fifth section provides various policy implications before the last section provides some conclusions.

III. The Concept and Features of Entrepreneurship

An entrepreneur can be defined as one who initiates and establishes an economic activity or enterprise. Entrepreneurship thus refers to the general trend of setting up new enterprises in a society (Begum, 1993). The International Labor Organization (ILO,1984), cited in Islam and Aktaruzzaman, 2001) defines an entrepreneur as a person with a set of characteristics that typically includes self-confidence, result-oriented, risk taking, leadership, originality and future-oriented. Khanka (2002) referred to women entrepreneurs as those who innovate, imitate or adopt a business activity. given that entrepreneurship is the set of activities performed by an entrepreneur, it could be argued that being an entrepreneur precedes entrepreneurship. In any case, the entrepreneurial definitions described above highlight the aspects of risk-taking, innovating and resource reorganizing.

Box 1 : the features of Entrepreneurship

- *Being an Economic Agent:* Entrepreneurship is mostly an economic function because it involves the formation and maneuver of an enterprise. It is basically concerned with the production and distribution of services.
- *Being Creative:* Entrepreneurship is a resourceful response to changes in the environment. It involves innovation or introduction of something new and better. An entrepreneur is a change agent of the society.
- *Taking and Bearing Risk:* Risk is an inherent, intrinsic and inseparable element of entrepreneurship. An entrepreneur assumes the uncertainty of future. In the pursuit of profits there is every possibility of incurring loss.
- *Being Innovative:* Entrepreneurship is an innovative function as it involves doing things in new and better way. Innovation may take in several forms e.g. a new product, a new source raw material, a new market, a new method of production etc.
- *Being Dynamic:* Entrepreneurship is a dynamic function. Entrepreneurs thrive on changes in the environment that bring useful opportunities for business. Entrepreneurs always need to take different dynamic decisions. Thus entrepreneurship is a multi-dimensional concept. It is both an art as well as a science. But it is more an art than science. There are very few ground rules or principles that can be used to create and run business enterprises in a cast changing and heterogeneous environment.

IV. Framework of Women Entrepreneurship based on Institutional Theory

Institutions are multifaceted durable social structures made up of symbolic elements, social activities and material resources. Institutions exhibit distinctive properties: they are relatively resistant to change (Jepperson, 1991, cited in Scoot, 2001). Institutions exhibit these properties because of the processes set in motion by regulative, normative and cultural cognitive elements. these elements are building blocks of institutional structures providing the elastic fibers that resist change (Scott, 2001).

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Table 1 : Three Pillars of Institutions

	Regulative	Normative	Cultural-Cognitive
Basis of Compliance	Expedience	Social Obligation	Taken for granted and shared understanding
Basis of order	Regulative rules	Binding expectations	Constitutive schema
Mechanisms	Coercive	Normative	Mimetic
Logic	Instrumentality	Appropriateness	Orthodoxy
Indicators	Rules, laws, sanctions	Certification, accreditation	Common beliefs, shared logics of action
Basis of legitimacy	Legally sanctioned	Morally governed	Comprehensible recognizable and culturally supported

Source: Scott (2001)

Although rules, norms and cultural belief are central ingredients of institutions the concept most also encompass associated behavior and material resources. Rules, norms and meanings arise in interaction and they are preserved and modified by human behavior. Regulative pillar refers to rule setting, monitoring and sanctioning activities. In this conception regulatory processes involve the capacity to establish rules. Normative pillar refers to values, expectation. Values conceptions of the preferred of the desirable together with the construction of standards to which exiting structures or behavior compared and assessed. Norms specify how things should be done, they define legitimate means to pursue valued end. In the cognitive paradigm what a creature does is, in larger part, a function of the creature's internal representation of its environment (Scott, 2001).

V. Critical Factors of Women Entrepreneurship Development: an Analysis from the Viewpoint of Institutional Theory

Critical factors are defined as those factors that facilitate rural women entrepreneurship development in rural areas of Bangladesh. At the same time, the absence of these factors restrains women entrepreneurship development in rural areas of Bangladesh. Institutional theory is based on three main pillars. These are Regulative, Cognitive and Normative. Here the critical factors of women entrepreneurship development are analyzed on the basis of three main pillars of institutional theory.

a) Regulative Factors

Regulative factors refer to different rules of the Government that facilities women entrepreneurship development in rural Bangladesh. Regulation requires relatively clear demands, effective supervision and significant sanctions. Beyond this it also matters whether the mechanisms employed are mostly those of power involving obligation of authority where the coercive agent is viewed as a legitimate agent of control or whether they rely on the use of inducements (Scoot, 2001). The following discussion illustrates regulative factors that influences on women entrepreneurship development in Bangladesh.

i. *Government and institutional policies and rules*

The Government can influence both economic and non-economic field for the entrepreneurs though its actions. Any interested Government can help in economic development through different policies. Government can provide a facilitative socio- economic setting for women entrepreneurs. Such conducive settings minimize the risk entrepreneurs are to encounter. Compassionate actions of the Government can therefore be considered as the most advantageous for entrepreneurial growth. Similarly, negative governmental actions, such as colonial disruption, act as inhibiting factors of entrepreneurial development. Commitment of the Government can flourish entrepreneurship development in any country. However, women entrepreneurship was for a long time not considered to be important for economic development. Despite progress, there is still need and scope for the Government of Bangladesh to takes some rural entrepreneurship development policies and rules that would flourish women entrepreneurship.

The Government of Bangladesh has taken significant policies and rules for women who are taking part in different entrepreneurial activities. Over the past two decades, women development programs have gradually shifted from the consumption-oriented approach to the development-oriented approach. For the equal and full participation of women in all spheres of life, the Government established the Women Affairs Division in 1976. It was upgraded to a Ministry of Women and Children Affairs (MWCA) in 1978, mostly to deal with the developmental concerns of women. Article 28 of the constitution focuses equality of the rights of women in all areas of life and article 19 commits the government to the removal of social and economic inequalities between men and women. The Government has decided to reserve 10 percent of posts in all positions for women. All developmental Ministries have been asked to formulate Women in Development (WID)

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projects. Focal points in 30 relevant Ministries have been identified to ensure the inclusion of WID components in multi-sectoral projects (Goswami, 1998).

The Bangladeshi Government has set distinct strategies in its National Action Plan (NAP) for the development of women entrepreneurship that includes tax policy, tax holiday, gift tax, etc. The Beijing declaration Platform for Action (see United Nations, 1995) includes the right of women for credit as a basic precondition for the development of women influencing entrepreneurs is to analyze the extent to which the Government is a competitor with private sector entrepreneurs and initiatives. There are some private sector organizations that promote entrepreneurship development policies in Bangladesh. For example, Micro Industries Development Assistance and Services (MIDAS), a private sector organization, promotes development of small enterprises with a view to generate employment opportunities.

ii. *Policies of banks and other institutions*

A good number of bank personnel mentioned that they faced serious problems in identifying the right type of people with entrepreneurial skill. The responding bank personnel also stated that the problem of identifying the purpose of loans is more serious in the case of small entrepreneurs engaged in agricultural activities and small business activities. In Bangladesh, a special bank named BASIC Bank Limited (Bangladeshi Small industries and Commerce Bank Limited) had been established in 1988 with the mandate to finance Small and Cottage Industries sector. Their direct lending procedure is operated by NGOs. But unfortunately its mandate is not sufficiently utilized by the lending of NGOs. The bank's statistics from showed that out of 237 projects directly funded by the bank only two were women entrepreneurship related.

Generally, financial institutions and banks extend credit for women under micro credit programs for poverty alleviation. Based on the cost of the fund, the interest rates of these credits vary. For this purpose mainly donor supported project funds are used. Bangladesh's central bank, the Bangladesh Bank, also provides some funds. The Bangladesh Bank directs the commercial banks to lend at least 15 percent of their lending capital for the industrial sector, while 5 percent are expected to be spent for the Small Scale Industry (SCI) sector. Often development agencies operate these loans. Furthermore, as pointed out by an undated paper by the Dhaka Chamber of Commerce and Industry (DCCI) (p. 10), other than for poverty reduction project loan, there is no special regulation for credit for women entrepreneurs.*

The overlapping of policies and rules is one of the major constraints faced by branch mangers. Several Grameen Bank branch managers stated that different NOGs distribute loans among borrowers with utmost secrecy. In such a situation entrepreneurs may easily

* See United Nations (UN) Convention on the Elimination of All Forms of Discrimination against Women (2003), p.35.

divert their loan amounts for some unproductive purposes. Due to such diversion, they are then unable to generate the income for the repayment for the loan and become defaulters (Rahman, Hossain and Miah, 2000).

Personnel of the Bangladesh Krishi Bank (BKB), a 100% government owned specialized Bank in financing in the agricultural sector, have mentioned that most of the rural entrepreneurs come from farming, trading and service holder family and in some cases due to non-availability of suitable jobs. they typically have no previous entrepreneurial experience and due to their lack of entrepreneurial mentality, they are not willing to share more risk by investing their equity towards the rural agro based industries. Some entrepreneurs and interested in diverting the loan money to other purposes or they invest money in risky windfall activities. There are no special rules and regulations to supervise their activities (Islam and Aktaruzzaman, 2001).

b) Normative Factors

Normative systems are typically viewed as imposing constraints on social behavior. But at the same time they enable social action. they confer rights as well as responsibilities privileges as well as duties, licenses and mandates. Normative systems include both values and norms. Value is our judgment to differentiate between right and wrong, beautiful and ugly, desirable and undesirable etc. Norms refers to the socially standard pattern of behaviour. The following points depict normative factors of women entrepreneurship development in Bangladesh.

i. *Social stigma*

Social dishonour or disgrace of women, especially in rural areas, are a common societal norm in our society. The restricted values restrain female entrepreneurs mobility. This kind of pattern of societal behavior hinders women's open involvement in a variety of entrepreneurial fields. Women entrepreneurs constitute a vital segment of loaners of Grameen Bank. Reportedly, the women entrepreneurs operating in the rural areas are bounded by some social customs and strong religious misinterpretation creating difficulties in their operations. In view of this problem, it is somewhat difficult for the officials to perform their responsibilities smoothly, especially in dealing with women entrepreneurs working under severe social constraints (Rahmna, Hossain and Miah, 2000).

Rigid social customs misinterpretation in religious matters are creating difficulties for women entrepreneurs in operating their business (Hossain and Rahman, 1999). In Bangladesh women are socially

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neglected. Purdah(veil) prevents women to take part in different activities like social, economic, cultural and political. Male members of the family always want to keep their wife in home so that they would not participate in different entrepreneurial activities. Purdah(veil) is seen as norms that promote the seclusion of women. Bangladeshi fundamentalists have physically attacked women that can be transgressed sexual norms (Goswami, 1998).

Haider and Akhter (1999) conducted research in Baniachar village, where 84 percent of the women said that they felt that they had to work for survival. However, once they heard the words of fundamentalists, they stayed at home hungry and some NGO officials then helped them to get some food.

ii. *Availability of capital*

The norms and values of our society reveal that the male member of a family should take care of financial issue. So the monetary issues are usually remaining out of control of female members of a family, and hence, rural women entrepreneurs suffer from insufficient capital for their action. Lack of capital seems to be the key factor for women entrepreneurship development. Most of the women entrepreneurs of all categories of activities opined that they could not expand their business mainly due to shortage of capital. Most of them are not getting their desired amount of loan from Grameen Bank. Without sufficient fund no activities can be expanded. Thus finance is the core problem for expansion of activities in all categories of entrepreneurs. Rahman, Hossain and Miah (2000) found that the low level of financial assistance that has been sanctioned by Grameen Bank could only partly fulfill the needs.

Islam and Aktaruzzaman (2001) have depicted that only 5 percent entrepreneurs have capability to finance their business from own source in Jinaidah District. On the other hand, almost 95 percent of rural women entrepreneurs depend on the borrowed capital to run their small enterprises. Based on Hossain and Rahman (1999), the lack of working capital is considered as one of the most serious problems. About 60 percent women entrepreneurs in five villages of Noakhali district mentioned that they are suffering from problem of insufficient working capital.

iii. *Market contacts*

Production and marketing efficiency are important determinants of entrepreneurial success. Unfortunately many entrepreneurs cannot ensure their production and marketing efficiency due to their poor managerial and technical skills. Some of the women entrepreneurs suffered from operational inefficiency in rural areas due to the raw materials and traditional production processes. Consequently they created a problem in the marketing of goods. Islam and Aktaruddin (2003) conducted a research on rural entrepreneurs in Bangladesh. They conducted a research on Bangladesh Krishi Bank. Out of total 120 rural entrepreneurs, 76 percent faced marketing problems; 14.4 percent for undesirable competition in the market, 21.1 percent for pricing problem due to high production cost, and 11.1 percent for low demand of production. But in urban areas women entrepreneurs do not face much problem regarding marketing. They can take different risky decisions and maintain market contacts more easily than rural entrepreneurs (Shehabuddin, 1992) because in rural areas women are bounded by our societal norms that retrains them from involving market contacts.

c) *Cognitive Factors*

A third set of intuitionalists stress the centrality of cultural cognitive elements of institutions the shared conceptions that constitute the nature of social reality and the frames through which meaning is made (Scoot, 2001). Culture can be defined as the acquired knowledge that people use to interpret experience and generate social behavior. It is important to recognize that culture is learned and helps people in their efforts to interact and communicate with others in the society. Culture includes two major aspects one is what we are and the other is what we have. Again cognition can be simply defined as the act of knowing an item of information. Cognitions precede behavior and constitute input into the person's thinking, perception, problem solving and information processing (Luthans, 2005). Cognitive factors are associated with internal issues of women's life and their environmental interaction.

i. *Risk assessment capacity*

Capacity to assess risk in a facilitating factor for entrepreneurship development in any country. Modern development is the development of technologies. Production cannot meet the demand of the market unless its quality is up-dated every time with the up-dated technologies. It is obvious from a research that rural women entrepreneurs always depend on traditional technologies. They do not have much technical knowledge and they do not have the capability to take risk as well. The opportunities for introducing new technology in the country have increased considerably but such opportunities are mostly available for urban entrepreneurs. As compared to that their is very little scope for rural entrepreneurs to enjoy such facilities. Familiarity with these technologies inspires urban entrepreneurs to take risk. Whereas due to the shortage of knowledge rural women entrepreneurs cannot assess risk which is the key indicator of women entrepreneurship development (Rahman, Hosssain and Miah, 2000). As rural women entrepreneurs are in practice of using traditional technology, which ultimately results into increasing inefficiency.

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ii. *Education and access to information*

Education is very important cognitive factors of women entrepreneurship development in rural areas. Educated entrepreneurs can discharge the entrepreneurial responsibilities effectively. They can take risk more easily and have access to information regarding entrepreneurial activities. But in rural areas women do not have much opportunity to get education. Based on a sample by Hossain and Rahman (1999). 62 percent of the sampled entrepreneurs were illiterates (though they have acquired the ability to sign their names), 30 percent completed primary education, and the remaining 8 percent had education levels beyond primary school. It is tough for the illiterate rural entrepreneurs to have access of information regarding market contacts.

Another survey by Islam and Aktaruzzaman (2001) revealed that 76.3 percent of the rural entrepreneurs had no education at all, of which nearly 17 percent could neither read nor write and the other 59.3 percent where only able to put on their signature. This clearly shows a serious lack of basic education among rural entrepreneurs. Only about 7 percent of the rural entrepreneurs have secondary level education. Islam and Aktaruzzaman (2001) also analyzed the problems of rural women entrepreneurs in Bangladesh and found that the lack of education is major problem for them. In spite of extending credit facilities, most of the credit supplying institutions extended no basic education to rural women entrepreneurs. In Bangladesh, most of the rural entrepreneurs remained illiterate and had no concept about the market. Lack of education also restrains access to information.

iii. *Entrepreneurial training*

Entrepreneurial training is required for processing, manufacturing, livestock and fisheries activities. But such kind of training facility is available in urban areas. Lack of necessary training, lack of experience seriously affects the efficiency of the rural women entrepreneurs. Lack of training facilities adversely affects the opening of new line of business. Like technical knowledge, the opportunities for entrepreneurial training have increased considerably. But such opportunities are mostly extended to urban areas. Based on Rahman, Hossain and Miah (2000), it is evident that enjoying a certain volume of credit is not enough unless those rural entrepreneurs could also be offered adequate training facilities so as to utilize the available resource at the optimum level.

Islam and Aktaruzzaman (2001) conducted a research on the problems of rural women entrepreneurs in Bangladesh. They found from their research that only 8 percent rural women entrepreneurs have necessary training relating to their business. On the hand 92 percent entrepreneurs have no training related to their job at all. In consistent with lack of education and training, most of the rural women entrepreneurs have lack of experience in their business. The surveyed data reveals that nearly 78 percent women have experience less than three years. This is the existing culture in our society that the poor women of our society are the victims of deprivation. Rural women do not get enough training opportunities due to our social and cultural norms.

iv. *Business Knowledge*

Invisible culture refers to the norms, values, ideas, thoughts, knowledge which is the major pillar of institutional theory. One of the major problems of rural women entrepreneurs is lack of business knowledge. They have little knowledge about accounting and keeping record. Lack of knowledge in keeping accounts, estimating cost and profit and determination of price adversely affect their operations (Hossain and Rahman, 1999).

Islam and Aktaruzzaman (2001) declared from his research that most of the rural women entrepreneurs have lack of knowledge in their business. For example their surveyed data reveal that nearly 78 percent of the rural women had knowledge and experience less than three years. Only four rural entrepreneurs out of 59 sampled entrepreneurs had experience and knowledge more than seven years. Thus the lack of (i) basic education, (ii) knowledge, (iii) training, and (iv) experience seriously affects the efficiency of rural women entrepreneurs.

The lack of business knowledge is a barrier for expansion of business in the processing and manufacturing and livestock and fisheries. Rahman, Hossain and Miah (2000) observed that knowledgeable entrepreneurs in urban areas felt relatively more comfortable to expand their business in comprising to illiterate or less educated entrepreneurs in rural areas

VI. Policy Implications

There are various policy implications for improving women entrepreneurship in Bangladesh. The suggestions here are structured into five parts: (i) empathetic actions of government, (ii) attitudal recommendations, (iii) bank-related policy recommendation, (iv) training & consultancy related policy implications, and (v) other significant recommendations.

a) Empathetic Actions of Government

- Commitment of the Government can flourish entrepreneurship development, but such commitment would require establishing some rural entrepreneurship development policies and rules.
- The functions of Directorate of Women's Affairs and the Directorate of Social Welfare in each district have to be focused to the needs and problems of rural women. They must make a complete list of all

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rural women running any activity on commercial banks within the district and complement their activities with basic information, training and education. They should carefully monitor their business operations run by their credit.

- The Government needs to be more proactive in monitoring credit operations of various NGOs through proper audit and control system.
- Special attentions should be given to promote income-generating programs in rural areas. Programs need to be taken to train and literate the rural entrepreneurs and make them socially aware. Both electronic and print media can be used to create social awareness among rural population.
- Government needs to establish the rule of law by implementing the existing laws and create ethical code to gear up the active participation of people in economic development.
- Government should take necessary initiative to improve the infrastructure facilities such as communication, electricity, utility services (Fuel, gas and water) etc. This will certainly help to improve the socio economic conditions of rural entrepreneurs.
- Government needs to be aware of market instability. Government agencies and the bank authority can help to extend the marketability of the goods produced by the entrepreneurs through cooperative marketing policy the produces with the assistance of ministry of cooperative.

b) Attitudal Recommendations

- Social attitude towards the operation of women entrepreneurs needs to be changed. Sometimes rigid social norms, values and attitude act as a barrier in rural women entrepreneurship development. Our patriarchal society always focuses on their physical beauty. Their inner beauty and talent is often ignored. In rural areas different NGOs, banks and development organizations are working on women development by providing credit. They are working in order to change societal attitude towards women. Government and private organizations should come forward and take different awareness raising programs in order to change societal attitude towards women. In this respect necessary steps needs to be taken by the Government and non –Government organizations.
- Entrepreneurship courses should be introduced in both formal and informal educational institutions in Bangladesh so that underprivileged women are exposed to possibilities of job creators instead of job seekers. It will empower women with entrepreneurship skill. More practical and need oriented training program should be designed by the concerned Institute/Organization(like BSCIC & SME Foundation)for entrepreneurs.

c) Bank-related Policy Recommendations

- Banks should follow integrated and specific procedures for identification of potential rural entrepreneurs. After the identification the support and sustaining services must be extended to them for desired growth of rural entrepreneurship.
- The procedures of sanctioning loan should be simplified and loan application must be appraised as early as possible. The delay in processing loan needs to be reduced and specific time limit may be fixed to dispose of different aspects of loan processing.
- The rate of interest for loans to working capital should be reduced and loans should be invited on concession rates and rebate should be allowed to encourage timely return of loan.
- No collateral security should be imposed by banks for working capital loan to rural entrepreneurs. The margin of security should also be liberalized.
- Bank loan policy should be linked with industrial policy of the country. There should be an allocation of fund in the loan portfolio of bank to supplement the government development plan and industrial policy. Coordination is also required for proper allocation and distribution of fund to rural entrepreneurs.
- The bank authority can help to supply quality raw materials at the due time and to store raw materials for the future courses of action.
- Bank should maintain facilities for easy access of women within bank premises. The volume of works in each bank branch has been gradually increasing. In this situation number of bank officials should be increased to cope with the increasing volume of works. This will help them render effective services for entrepreneurship development in rural areas.

d) Training & Consultancy Related Policy Implication

- Training programs are needed for women entrepreneurs' development. Most of the women entrepreneurs use traditional technology-based manual skills in their business. Technology can play a role in saving money, increasing productivity, and increasing the quality of output. Training should be given to women entrepreneurs so that they can use technology effectively.
- Training may be imparted to the owners and workers in rural business management to acquaint them with techniques of proper planning, management and control to improve the overall management of their business. In this regard, bankers' activities in the concerned areas can

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provide advisory services to the rural entrepreneurs for profitable investment loan taken from them.

- Consultancy services can be provided to rural entrepreneurs. Banks may take immediate steps to prepare a list of volunteers and/or retired business executives in order to offer consultancy services.
- To establish rural Entrepreneurship Development Institution (REDI) in each Thana to provide well designed training program for the rural entrepreneurs by using BSCIC,s infrastructural facilities.
- The procedures of sanctioning loan should be simplified and loan application should be appraised as early as possible. The delay in processing loan processing loan should be reduced and specific time limit may be fixed to dispose of the different aspects of loan processing.

e) Other Significant Recommendations

- The need for marketing support for selling the output of rural entrepreneurs is a vital factor; channel of distribution should be built up with Government assistance(like Ministry of Cooperative can do it very effectively). Annual fair and exhibition of products can be arranged in regional, national and international levels in this case cooperative marketing * * *
- Rural entrepreneurs have severe problem of availability of raw materials in right time and at reasonable price. For this purpose communication system of different areas should be improved. So, in this case Government can provide this service through e-service centre very effectively.
- It is necessary to devise the credit extension system in keeping with genuine needs of entrepreneurs. The credit system should be capable of meeting short and long-term capital needs of the loan receivers on easier terms and conditions.
- Efforts should be made for proper marketing of products both in the domestic and foreign market. Banks and other development organizations may help the entrepreneurs to use co-operative idea in overcoming the marketing problems faced by the entrepreneurs. Moreover it may also take step to set up retail shop-cum display centre in different parts of its operational areas to facilitate the marketing efforts of the entrepreneurs.
- Existing credit sanctioning procedure should be changed. The field workers can help in fill upping forms and engaging the entrepreneurs in groups. The number of installments may be increased to repay the loan easily.
- All categories of entrepreneurs have been suffering form shortage of capital for expanding their activities. The amount of loan given by development organizations is not sufficient to meet their needs. Their requirements should be assessed properly and the required amount of loan should be disbursed accordingly. The credit limit should be adequate enough to the short and long-term financial requirements.
- In order to avoid overlapping, banks should co-ordinate their activates with other NGOs that are also engaged in delivering micro-credit among rural poor. Coordinated efforts with bank and other organizations may prevent switching over of the borrowers from one organization to another. It is also widely recognized that imposing around credit supervision system may solve the problem of fund diversions and improper utilization of money.
- Bank and NGOs may open sister organizations which would act as an insurance company for natural calamities. Such companies could provide crop insurance, poultry insurance, dairy insurance, other manufacturing and processing products insurance, and service insurance to protect the entrepreneurs against natural calamities and hazards.
- Natural disasters and the lack of training affect the expansion of business, especially in the case of livestock and fisheries. In this situation, the women entrepreneurs should be provided with sufficient informal training to improve their skills to take care of their poultry and fisheries. Bank officials may contact the Thana veterinary officers and fisheries officers to conduct training for all Bank loaners. It would be even better if bank authorities would appoint veterinary and fishery doctors for the concerned enterprises.
- Banks and NGOs may extent short-term seasonal financial support against product pledges so that the entrepreneurs are not forced to sell their crops immediately after the harvest, when prices are the lowest. In this regard, a cooperative marketing system may also help the entrepreneurs to get reasonable prices for their products. Moreover, bank and development organizations could establish warehouses in each of their operational areas to cover shortages of agricultural products by their borrowers

VII. Concluding Remarks

Entrepreneurship is the key to creation of new enterprises that energize and rejuvenate the economy. Entrepreneurship also plays a vital roe in economic development. Entrepreneurship serves as the catalyst in the process of industrialization and economic growth. The emergence and development of entrepreneurship largely depends on the supporting conditions for

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different factors such as institutional role, social, cultural, and psychological factors. Based on institutional theory, these factors can also be divided into regulative, normative and cognitive factors. Regulative factors refer to the rules and regulations of Government and other operational areas to cover shortages of agricultural products by their borrowers.

Our Government has adopted some policies regarding women entrepreneurship development in rural Bangladesh. But the complication arises at the time of implementation. Sometimes the services of Government are available in urban areas,

Whereas rural entrepreneurs are deprived of this services. In spite of having access to various micro credits, rural women receive almost no training from Government and non-Government organizations, which adversely affects their efficiency and performance.

Widespread illiteracy, lack of basic education, training and experience remain serious obstacles in rural women's entrepreneurship development. Besides the lack of awareness, social superstitious and the absence of the rule of law also affect the rural women's participation in economic activities outside the family. Since entrepreneurship development is very important to activate the economic development of Bangladesh, it would be of utmost importance to ensure the facilitating actor of women's development, especially in rural areas. If properly supported, the rural disadvantaged have a great opportunity to maintain their livelihood through engaging themselves in various types of income generating activities.

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The Study of the Brand Building Strategies in the Oil Industry and Related Industries

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Abstract- Employing branding strategies in the oil industry and the related industries helps Iran's oil industry to be better identified and creates a positive image of the industry inside the country and abroad. It will increase domestic and foreign investment through building a global brand and gaining the confidence of the customers and investors. Global brand of the oil industry will lead to economic boom in the mid-term and ensure security, economic prosperity and welfare provision of our country (Iran) in the long-term.

The study was aimed to identify brand building approaches in the oil industry and the related industries. It is a descriptive exploratory research in which a questionnaire was used to collect data. Its validity was confirmed by the experts and scholars and its reliability was approved (0.877) by Cronbach's alpha reliability determination. The data was analyzed by SPSS software version 19 using descriptive and inferential statistics.

Based on the research findings and findings from the research literature, factors such as strategic brand management, legal protection, proper distribution channels, innovation and expert human resources, play a significant role in building and strengthening a brand in oil industry and related industries and lead to the active participation of the industry in global markets through creating value added and offering competitive advantage.

Furthermore, according to the results of this research, strategic brand management is the most important branding policy in the oil industry in private sector. Yet, in public sector, legal protection is the most important policy to strengthen and promote the brand of the oil industry and related industries.

Keywords: *oil industry, related industries, brand, brand building.*

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The Study of the Brand Building Strategies in the Oil Industry and Related Industries

Zahra Ahmadi [α] & Vahidreza Mirabi [σ]

Abstract- Employing branding strategies in the oil industry and the related industries helps Iran's oil industry to be better identified and creates a positive image of the industry inside the country and abroad. It will increase domestic and foreign investment through building a global brand and gaining the confidence of the customers and investors. Global brand of the oil industry will lead to economic boom in the mid-term and ensure security, economic prosperity and welfare provision of our country (Iran) in the long-term.

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I. Introduction

International Energy Agency predicted that, with increase in production and consumption of natural gas, oil and gas share in the energy portfolio rises to 67% by 2044. This indicates that the share of oil and gas in the world energy supply will continue for decades. According to the estimates, this share is not going to be decreased, on the contrary, it is going to be increased. Oil and gas are essential for economic and social development of the countries. The attainment of the development and its achievement are in need of oil and gas to be pumped. On the one hand, oil and gas are energy resources and on the other, they are important sources of products essential for human civilization (Shiravi, 2014).

Today, oil is the most important and, at the same time, the most political commodity in the world. Therefore, oil policy in the oil-rich countries constitutes the major part of the national policy of these countries. In these countries, any plan is affected by the oil policies. This has doubled the attention to the oil industry (Qayyumi, Mobini- dehkordi and sharifian, 2011).

Located on enormous energy resources, particularly oil and gas, Iran is placed in a valuable and unique situation in the world and takes advantage of its political and economic geography. Protecting and safeguarding this special position is strategically important for Iran. Playing an essential role in world's energy supply, which in turn promises an adequate income for the country's development, will guarantee Iran's national security as well (Nobakht&Ghadimi, 2008: 140).

According to the draft document of Iran's oil industry perspective on the horizon of 2025, the industry is predicted to take the place of the following:

- The first manufacturer and producer of petrochemical products in terms of value in the region
- OPEC's second largest oil producer, with a capacity of 7% of the global market demand
- The third largest natural gas producer in the world with a share of 10% of global gas trade

Achieving this position necessitates the application of effective strategies in the oil industry so that it would be able to actively participate in the international markets.

II. Statement of the Problem

Iran holds the second largest gas reserves. It has the world's fourth largest oil reserves. Iran's oil industry is the key sector of the country's economy. It constitutes 80 percent of the country's economy and provides it with more than 98 percent of primary energy supply needed. As the factors of production, oil and gas are not only the major energy supplies, but they are also considered as capital, liquidity and wealth. They create the opportunity of and pave the way for superior

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technology transfer and knowledge. Oil and gas are capital, wealth and liquidity. Because, the foreign exchange obtained in this massive economic sector provides other sectors of the economy, such as industry and agriculture, with the required investment and the necessary funds and budgets. Any challenge to the validity of this sector is considered as a huge challenge facing general economic promotions and provision of basic needs of the country and even security and political affairs. Generally, the reduction in foreign exchange coming from the export of crude oil, leads to the deterioration of economic situation of the country, reduction in the imports of intermediate goods, reduction in production, drop in the imports of capital goods and reduction in investment. A recession in production and investment and the increase of unemployment and consequently, the reduction of labor income on the one hand and the reduction in the supply of goods and services on the other, adversely affect the social well-bring. In addition, the decline in oil revenues leads to the reduction of public funding and disturbs the budget balance, which inevitably increases the money supply and inflation (Nobakht & Ghadimi, 2008: 145).

The situation of the oil industry in the document of Islamic Republic of Iran's perspective by 2025, essentiality of the energy economy in the country's development, survival of the oil reserves with 97 years of age, continuity of gas supplies to several centuries and Iran's specific geo-economic, geopolitical and geostrategic situation call for enhanced effectiveness in regional management of energy (Yadghar & Tadayyon-Tahmasebi, 2006).

Factors such as the existence of the main resources in the country, rapid growth of developing countries, need for experienced and educated human resources, growth of the bargaining power of the Arab countries, poor access to the new technologies, oil and gas fields shared with neighboring countries and criticality of the rapid use of these shared resources lead to the need for strategic initiatives to realize the vision of the oil industry (Ghayyumi, Mobini-dehkordi and Sharifian, 2011). In order to achieve each of these comprehensive and long-term goals, we need strategic management in all sectors of the oil industry to support a balanced development. Industrial marketing environment is rapidly changing and any business that is not able to be adapted to these rapid changes, is inevitably excluded from the competition. Recent revolutions in the global economy, particularly the continuity of the economic crisis, have made the environment fiercely competitive and uncertain. So, industrial enterprises are faced with the need to differentiate products in industrial markets. In such circumstances, a business can be distinguished by building the brand and gaining competitive position in the market (Kotler and Pfoertsch, 2006). The suppliers of products and services in industrial markets seek to gain competitive advantage through strategic management and development of the brand value to remain in the competition (Haqiqi-nasab, Yazdani and Moradi, 2011). Building major brands is an investment. Its aims to create an intangible asset with a long life and ensures the future success of the company. Investing in branding paves the way –not a quick way but a beneficial way–for business to achieve long-term growth. Briefly, brand roles are: differentiation, business security in the future, creating brand loyalty, distinctive marketing efforts, creating preferences, price leadership, creating a brand image, increasing sales (Kotler and Pfoertsch, 2006).

Brand building can provide industrial products with a competitive advantage at quality, performance, price, delivery and reliability (Fraser, 2003). Other Factors affecting perception of the industrial buyer to assign values include time of delivery, degree of deviation from the promise of the day of delivery, number and quality of product failures and maintenance issues (Anderson & Narus, 1998).

Due to the limitations and because of the lack of a strategic perspective, a national brand is vulnerable and precarious. On the contrary, a global brand is emerged out of a wide horizon and looks to the international markets. Global brands create values worldwide. These brands go beyond their origins and build steady relationships with various customers worldwide.

A global brand has the following advantages:

- Lower marketing costs
- Creating economy of scale in production and distribution
- Quick identification and integration of innovations
- Creating opportunity for global expansion and taking larger share of the transnational markets
- Increasing international media reach
- Development and expansion of international trade (Strategic Brand Management and transnational horizon 2010).

A brand is built through a strategic process. Therefore, as a strategic phenomenon, brand has the characteristics of all-sided visionary and futuristic. Formation and, most importantly, strength of a brand depend on strategic management. Therefore, the imagery of the customers should be in line with the goals of the firm.

Physical environment factors, internal and external factors such as human resources, innovation, distribution channels as well as the social, political, economic, technological and demographic factors and the rules and regulations have great potentials of affecting competitive position of the companies' brand. These are to be considered in strategic management decisions (Thompson & Gamble, 2013: 63).

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Primary identity of a company's brand is established in accordance with the desired goals. With the change in their perspective and along the interaction with and reaction to people and customers, this identity can be changed over time. Therefore, identity evolution is realized by mark, logo and sign. For example, Land Rover Company (a professional and specialized company in global branding) improved the level of BP Company's brand and made it evolve from an average oil company into one of the leading global brands. Developing an integrated strategy and selecting of the slogan "Beyond Petroleum", the new brand of BP was introduced in July 2000, which is based on four values of performance, innovation, environmental protection and assertive approach. It was so that from 2001 to 2005, when most of the oil companies lost their customer's satisfaction, BP strength rose about 27% and the value of the intangible assets of the company increased more than seven billion dollars (by thirty percent) (Keller, 2012).

The comparison of the identity of the Iranian oil industry shows that there is no evidence of international orientation or work in a global context. Creating a global brand to compete in the international arenas require a global and international identity in all aspects (science, engineering, innovation, management, etc.) It seems that the time has come to review the identity of the oil industry and strengthen its brand by using effective strategies in brand management of the oil industry (Mehdizadeh, 2012). For the active participation of the oil industry and related industries in the global markets, it is essential to create a brand for private companies (which have recently been activated) and improve and strengthen the brand of the public companies (which have operated for decades). Having this need in mind and, given that many factors are involved in building and strengthening the brand of the oil industry and related industries, the question is that, what are the important strategies of building brand in the oil industry and related industries?

III. Importance of the Research

The importance of the research is driven from the significant role a global top brand plays in marketing strategies in the oil industry and related industries, i.e. in attracting, retaining and supporting industrial customers, which lead to sustainable economic growth and development. Since the industrial markets primarily involve functionality and performance, industrial products and goods are similar allover the world. Generally, all of customers of the industrial products and services hold the same expectations about the performance. Globalization, innovation in the field of logistics and transport and the advances in communication and information technology reduce the barrier of geographic distance between industrial enterprises in different countries. This means that the industrial companies must follow a global strategy and a global nomination (Kotler and Pfoertsch, 2010).

A brand has a strategic value. Brand management changes the strategy of the industry from "price-oriented" marketing into "value-oriented" marketing (Mohammadian&Ronaghi, 2011).

The major roles and functions of a brand in industrial markets include: information efficiencies, risk reduction, illustration of the benefits and added value, differentiation, business security in the future, creation brand loyalty, differentiation of marketing efforts, establishment of priorities, price increase, creation of the imagery of the brand and sales increase (Kotler and Pfoertsch, 2010).

Brand power is more important in industrial marketing because the industrial customers are more sensitive and less flexible (Sutton and Klein, 2003). Therefore, in industrial markets, customers can ensure the survival of a company or bring it down (Temporal, 2003). Costumer's mental associations of a brand can be shaped by different procedures such as personal experience, information gained, advertisement, customer perception of the brand, name, logo, manufacturer, country of manufacture, distribution network and the location of the company (Keller, 1391).

Internal and external physical environment factors, such as human resources, innovation, distribution channels as well as the political , economic, social, technological, demographic factors and rules and regulations, have great potentials for affecting the competitive position of companies and should be considered in strategic management decisions (Thompson & Gamble, 2013; 63). Due to the fact that competitive position of the industrial enterprises and their brands are affected by the above mentioned factors, it seems necessary to study these important factors to determine brand building strategies in the oil industry and related industries. The use of branding strategy in the oil industry and related industries helps Iran's oil industry to be better identified and creates a positive image of the industry inside the country and abroad. It will attract domestic and foreign investment through building a global brand and gaining the confidence of customers and investors. Global brand of the oil industry will lead to economic boom in the mid-term and ensure security, economic prosperity and welfare of our country (Iran) in the long-term.

Because of the importance of the issue and since there has not been conducted any research on building and strengthening a brand of oil industry and related industries in our country, the present study was carried out to determine the branding strategies in the oil industry and related industries.

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a) Research Background

In relation to the research topic, there found nothing in research activities. Yet, some studies on literal topics included.

In a research carried out in India as "oil marketing in India", factors such as branding through differentiation, creating added value by providing special services, fostering a relationship with customer, advertising and sales promotion, developing retail sales and conducting researches on market and customer behavior, are recognized as the significant strategies in oil marketing (Dugar, 2007).

In a research entitled the strategies of building industrial brands, Vallaster and Lindgreen (2011) studied the branding elements and situational factors of industrial brand building and concluded that situational factors are effective in branding.

Darren and his colleagues in a study entitled brand identity in industrial markets, studied brand identity in the industrial environment and identified its aspects. These aspects included: focus on customers and employees, brand identity, brand characteristics, continuous communication and innovation of human resources (Darren, Chernatony and Christodoulides, 2011).

In their research, entitled as the effect of brand on industrial customer's loyalty, Seyyed-javadein and Amini (2010) pointed to brand equity and trust as the most important factors affecting customer loyalty.

In 2008, a research entitled as the application of Keller's Customer-Based Brand Equity model in industrial market, was carried out. It was aimed to identify the important elements of brand building in industrial electronic systems. The results showed that from the viewpoint of the industrial customers, factors such as brand and reputation of the companies and their employees are of great importance and boost sales (Kuhn, Alpert and Pope, 2008).

Shiply& Howard (1993) found that brand and branding are essential for industrial producers and that, larger companies place more importance on brand and its benefits than do the smaller companies.

IV. Theoretical Framework

Branding is taking the advantages of a brand power for the benefits of the products and services. Branding generally refers to the creation of differences. The purpose of branding is to establish values that is not achievable other way (Chan-Olmsted, 2006).

Importance and power of the industrial brands: Brand is among the intangible assets of a company, which is the main source of value (Hoseini, Abolfazli and Rahimi, 2009). Specifically, brand and its power are more important in industrial marketing. This is where the costumers are highly sensitive. A smallest cutback leads to the loss of the all marketing efforts (Seyyedjavadein & Amini, 2010). Building strong brands is an investment, which aims to create an intangible asset with a long life and ensures the future success of the company. Investing in branding paves the way –not a quick way but a beneficial way–for a business to achieve long-term growth. Regarding that brands may be indicative of the financial and emotional value and since industrial costumers are not motivated only by financial information, brands can have a special role in industrial markets (Blomback&Axelsson, 2007).

Brand roles briefly include: information efficiency, risk reduction, value added creation, differentiation, business security in the future, creating brand loyalty, distinctive marketing efforts,
creating preferences, price leadership, creating a brand imagery, sales increase (Kotler and Pfoertsch, 2006).

Globalization of markets, new technologies and changes in working methods, are different facets which make institutional suppliers and buyers face with the need to differentiate products in industrial markets. Global players are busy creating a set of marketing strategies which are of great value to the costumers and meet customer needs (Drgi, 2012: 114). Building a brand for industrial products can offer a competitive advantage at quality, performance, price, delivery and reliability (Fraser, 2003). Other factors, affecting perception of the industrial buyer to assign values, include the time of delivery, the degree of deviation from the promise of the day of delivery, the number and quality of product failures and maintenance issues (Anderson & Narus, 1998).

Brand building in industrial markets: Branding can provide the companies with credit and create a positive image of them. Establishing such a reputation leads to more sales opportunities for the companies and the companies will be able to build more lucrative relationships with the others. Having a powerful brand can inspire a marvelous feeling of absolute trust on the side of the industrial buyers. This trust would change the fate of the companies. Therefore, powerful brands that are active in the field of industrial markets can enjoy double competitive advantages. The challenge facing many brands of industrial markets is to change the standpoints of the industrial costumers, make changes in the primary and general position of their products and services, and make difference by offering products and services (Keller, 2012: 20). The brand and its power are more important in industrial marketing because the industrial customers are more sensitive and less flexible (Sutton and Klein, 2003). Therefore, in industrial markets, customers can ensure the survival of a company or bring it down (Temporal, 2003).

Internal and external physical environment factors, such as human resources, innovation, distribution channels as well as the political , economic, social, technological, demographic factors and rules and regulations, have great potentials to affect the

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competitive position of companies and should be considered in strategic management decisions (Thompson & Gamble, 2013; 63). Here is summarized the importance of some of the factors:

Innovation, quality enhancement, product development, creating new markets, reducing production costs, improving production processes, manufacturing eco-friendly products, reducing energy consumption, creating competitive advantage and expanding market share (Hashemian-Esfahani et al. 2008; 2).

Expert human resources are the common element of the development cycle. They are categorized as entrepreneurs and expert individuals, managers of enterprises and organizations, knowledge resources and intellectual properties as well as the intellectual and intelligent policy-makers. By employing professional and competent human resources in all fields, the corporations not only can survive in the current turbulent and competitive market, but they can also take the lead of the business by making better use of their competitive advantage(Hashemian-Esfahani et al. 2008; 2).

Designing a proper distribution channel can pave the way for producers to achieve a sustainable competitive advantage. Many successful companies develop effective substantial distribution systems to strengthen their competitive position (Kamali and Delkhah, 2002). This is because, having an integrated distribution system and skilled intermediaries save companies' resources, result in distribution cost savings and reduce total cost of the output.

Transparency and legislative support increase investments in industrial companies and assist the brand of the industrial enterprise. The integrated system of strategic management of marketing and brand is one of the main pillars and principles of successful implementation of the energy industry projects on account of cost, time, quality and efficiency (Yadghar & Tadayyon-Tahmasebi, 2006).

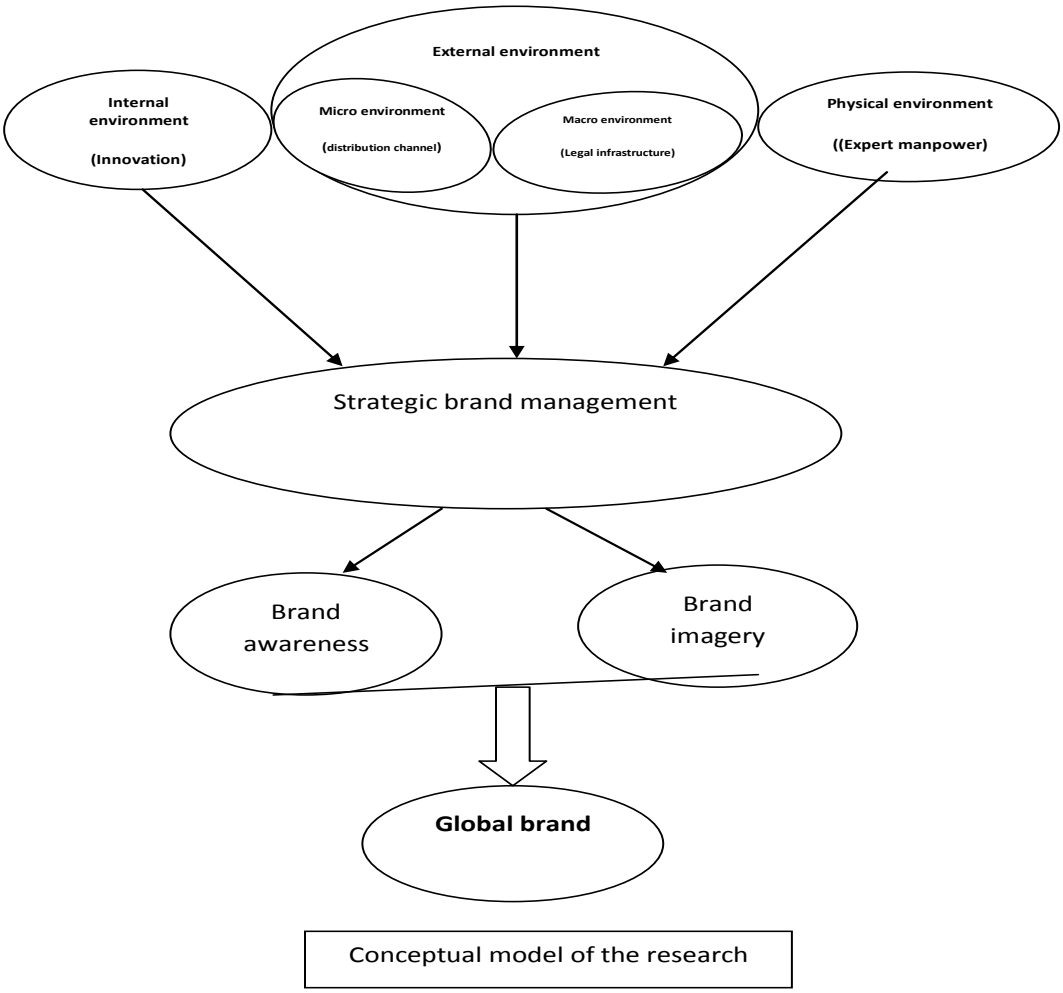
Brand-related marketing activities play the most important role in building a brand. Marketing plans can inspire strong, favorable and unique mental associations of the brand in the mind of the industrial costumers by different methods (Keller, 2012: 61, 20). This can be possible by using the main principles of branding, which include: a) awareness, and b) imagery

Awareness of the brand gives identity to the product by creating a link between the brand elements and product class and by involving the conditions of purchase and use. Also, awareness of a brand affects the formation and power of mental associations. In this way, it is effective on mental associations of industrial buyer. Brand imagery is a series of perceptions in the mind of the industrial costumer. It is proved that, positive brand imagery reduces the risk perceived by the costumer and increases his satisfaction and loyalty (Keller, 2008).

V. Methodology

Conceptual model and hypotheses: Conceptual design of the research was tested and studied based on the theoretical and empirical literature. It assumed conceptual design of brand management in the industry created by Hashem-Zadeh et al. as well as Keller's Brand Equity model in industrial market.

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Conceptual model of the research

VI. Hypotheses

1- Using skilled manpower is an important branding factor in the oil industry and related industries.
2- Innovation is an important branding factor in the oil industry and related industries.
3- There is no adequate legislative support to build brand in the oil industry and related industries.
4- Using proper distribution channels is an important branding factor in the oil industry and related industries.
5- The principles of branding are not considered in the oil industry and related industries.
6- Strategic Brand Management is an important branding factor in the oil industry and related industries.

VII. Method

The research method was descriptive exploratory. Statistic population included a set of the managers of public and private companies of Iran's oil industry in Tehran. The sample comprised of 61 people. Probability sampling and simple random sampling methods were employed in the research. A total of 65 questionnaires were distributed to senior managers. In the end, 48 completed questionnaires, were collected and analyzed.

Content validity of the questionnaire was confirmed by the experts and scholars and Cronbach's alpha was used to calculate reliability. For this purpose, a preliminary study, including 12 pre-test questionnaires, was conducted and then, the degree of reliability was calculated by using the data obtained from the questionnaires and statistical analysis software. Cronbach's alpha coefficient obtained at 0.877. This indicates that the inventory has the required reliability.

VIII. Analysis of Findings

a) The results of descriptive statistics

Public sector managers consisted of 85% men and 15% women and those for the private sector included 75% men and 25% women. In public sector, 80% of the manager had more than 15 years of service, 10% had between 10 to 15 years and 10% between 5 to 10 yeas of service. In private sector, 71.43% of the manager had between 10 to 15 years of service and

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28.57% between 5 to 10 yeas of service. Concerning the level of education, in public sector, 10% were Ph.D., 50% had master's and 40% had bachelor's degree. In private sector, 21.43% were Ph.D., 57.14% had master's and 21.43% had bachelor's degree. Regarding their age, in public sector, 80% aged over 45 years, 10% were between 40 and 45 years and 10% between 35 and 40 years old. In private sector, 71.44% aged over 45 years, 7.14% were between 40 and 45 years and 21.42% between 35 and 40 years old. Activities under the supervision of the managers in public sector involved 35% production, 25% marketing and 40% sales, and those in private sector involved 32.14% production, 25% marketing and 42.86% sales.

b) The results of inferential statistics (The results of hypotheses testing)

Variable	Mean	Standard Deviation	T-statistics	Degree of freedom	Significance level	Confidence distance	
						Lower bound	Upper bound
Hypothesis 1	4.39444	0.39444	18.662	47	0	0.948	1.177
Hypothesis 2	4.25	0.6755	12.821	47	0	1.05539	1.4461
Hypothesis 3	2.7083	0.6344	-3.185	47	0.003	-0.4759	-0.1075
Hypothesis 4	4.5625	0.3944	27.445	47	0	1.448	1.677
Hypothesis 5	2.6458	0.7217	-3.4	47	0.001	0.5673	0.1446
Hypothesis 6	4.6042	0.412	26.974	47	0	1.4845	1.7238

The results of the test of the first, second, fourth and six hypotheses show that firstly, the mean value obtained was higher than average assessed. In addition, null hypothesis, which means that the mean is equal to 3, is rejected (significance level is less than 0.05). Secondly, the value of t-statistic is larger by 1.96 than the critical value of one tailed. Therefore, one tailed test hypothesis is confirmed, say, it is larger than 3. Consequently, employing expert manpower, innovation, using proper distribution channels and strategic brand management, are the main branding factors in the oil industry and related industries. So, the hypotheses 1, 2, 4, and 6 are confirmed and they are significant by 95 percent.

The results of the test of the third and fifth hypotheses show that firstly, the mean value obtained was lower than average assessed. Besides, null hypothesis, which means that the mean is equal to 3, is rejected (significance level is less than 0.05). Secondly, the value of t-statistic is smaller by -1.96 than the critical value of one tailed. Therefore, one tailed test hypothesis is confirmed to be smaller than 3. It means that null hypothesis is not rejected by 95 percent. Consequently, it can be said that legal protections were not sufficient for branding in the oil industry and related industries. So, the third hypothesis is confirmed by 95 percent. Furthermore, the main principles of branding are not observed in the oil industry and related industries. So, the fifth hypothesis is confirmed by 95 percent.

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c) *The results of multi-way analysis of variance*

Source of changes	Hypotheses	Total squares	Degree of freedom	Mean square	F	Sig	Eta
Company	Hypothesis 1	2.189	3	0.73	6.265	0.001	0.299
	Hypothesis 2	3.093	3	1.031	2.472	0.074	0.144
	Hypothesis 3	2.811	3	0.937	2.56	0.067	0.149
	Hypothesis 4	1.032	3	0.344	2.409	0.08	0.141
	Hypothesis 5	1.367	3	0.456	0.868	0.465	0.056
	Hypothesis 6	0.246	3	0.082	0.466	0.707	0.031

In response to question 7 (is there a significant difference between managers of different companies?), the results of variance analysis and Eta correlation coefficient (Sig=0.001 F=6.265 Eta=0.299) indicated that between the four companies there is a significant difference in employing expert and skilled manpower in the oil industry (significance level was smaller that 0.05). The results of the mean response show that employing expert and skilled manpower in the oil industry and related industries had the most importance from the viewpoints of the managers of the Gas Company and it had the least importance from the standpoints of the managers of the Petrochemical Company. The results of the other hypotheses indicated that the there is no significant difference in each of the four companies by 95 percent.

d) *The results of multi-way analysis of variance*

Source of changes	Hypotheses	Total squares	Degree of freedom	Mean square	F	Sig	Eta
Sector	Hypothesis 1	766.801	1	766.801	4913.628	0	0.991
	Hypothesis 2	855.239	1	855.239	1983.421	0	0.977
	Hypothesis 3	333.929	1	333.929	900.923	0	0.951
	Hypothesis 4	976.763	1	976.763	6373.202	0	0.993

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	Hypothesis 5	325.072	1	325.072	612.661	0	0.93
	Hypothesis 6	989.001	1	989.001	5702.027	0	0.992

In response to question 8(is there a significant difference between perspectives of the managers of public sector and private sector?), the results of variance analysis and Eta correlation coefficient (0.991 - 0.977 - 0.951- 0.993 - 0.93- 0.992) indicated that, there is a significant difference in the viewpoints of the managers of both sectors regarding the all six hypotheses (significance level was smaller than 0.05). Given the value of Eta, we can say that the greatest difference between the two groups was about the hypothesis 4 and, the slightest difference between the two groups was about the hypothesis 5.

e) The results of multi-way analysis of variance

Source of changes	Hypotheses	Total squares	Degree of freedom	Mean square	F	Sig	Eta
Activity	Hypothesis 1	0.146	2	0.073	0.458	0.636	0.02
	Hypothesis 2	1.8	2	0.9	2.062	0.139	0.084
	Hypothesis 3	0.253	2	0.127	0.305	0.739	0.013
	Hypothesis 4	0.896	2	0.448	3.141	0.053	0.123
	Hypothesis 5	0.075	2	0.038	0.069	0.933	0.003
	Hypothesis 6	0.563	2	0.281	1.706	0.193	0.07

In response to question 9 (is there a significant difference between standpoints of the managers on production, marketing and sales?), the results of variance analysis and Eta correlation coefficient (0.02- 0.084- 0.013-0.123- 0.003- 0.07) indicated that, there is no significant difference in the viewpoints of the managers of production, marketing and sales (significance level was higher than 0.05 at all hypotheses).

f) The results of Friedman rank test in public sector

Priority	Factor	Rating average
1	Fixing legal gaps and offering adequate legal protection	4.58
2	Using proper distribution channels	4.52
3	Strategic brand management	4.35

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4	Innovation	3.30
5	Expert manpower	3.25

The results of Friedman rank test on main brand building factors (brand promotion) in the oil industry and related industries in public sector indicated that removing regulatory gaps or offering legal protection rated highly among the brand building factors (brand promotion). It followed by distribution channel, brand strategic management, innovation and skilled manpower respectively.

g) The results of Friedman rank test in private sector

Priority	Factor	Rating average
1	Strategic brand management	4.60
2	Fixing legal gaps and offering adequate legal protection	4.53
3	Using proper distribution channels	4.25
4	Expert manpower	3.40
5	Innovation	3.22

The results of Friedman rank test on main brand building factors in the oil industry and related industries in private sector indicated that brand strategic management rated highly among the brand building factors. It followed by fixing legal gaps and offering adequate legal protection, employing proper distribution channel, employing skilled manpower and making innovation respectively.

IX. Discussion and Conclusion

The results of the study showed that in general, the important policies in branding the oil industry and related industries are: Strategic Brand Management, legal support, proper distribution channels, innovation and specialized human resources.

Based on the research findings and findings from the research literature, factors such as strategic brand management, legal protection, proper distribution channels, innovation and expert human resources, play a significant role in building and strengthening a brand in oil industry and related industries. They, also, lead to the active participation of the industry in global markets through creating value added and offering competitive advantage.

According to the findings of the present research, the important approaches in branding the oil industry and related industries in private sector include: strategic brand management, legal protection, proper distribution channels, expert human resources and innovation. The most significant factor in branding the oil industry and related industries in private sector is strategic brand management. Strategic brand management takes priority and is essential for the private companies which have most recently started to work and which are at the stage of creating strong brands. It is because, strategic brand management, due to its holistic and futuristic features is universal. It is capable of affecting, coordinating and cooperating the branding elements and others to create competitive advantage and build a powerful global brand in the oil industry and related industries.

Based on the results of the research, the important policies in branding the oil industry and related industries in public sector include: legal protection, proper distribution channels, strategic brand management, innovation production and expert human resources. Legal protection is the most significant factor in branding the oil industry and related industries in public sector. Offering adequate legal protection takes priority and is essential for the public companies which are at the stage of expanding their activities to create the right atmosphere to improve and strengthen their brand. It is because, adequate legal protection not only provides appropriate and sufficient confidence for investment but also promotes the brand of the oil industry and related industries by attracting domestic and foreign investors and improving other factors.

In general, it seems that adopting policies consistent with the processes governing global markets and economic agencies as well as the strategic brand management, legal support, proper distribution channels, innovation, and expert human resources, play a decisive and key role in building and promoting a brand in the oil industry and related industries.
advantage and build a powerful global brand in the oil industry and related industries.

Based on the results of the research, the important policies in branding the oil industry and related industries in public sector include: legal protection, proper distribution channels, strategic brand

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management, innovation production and expert human resources. Legal protection is the most significant factor in branding the oil industry and related industries in public sector. Offering adequate legal protection takes priority and is essential for the public companies which are at the stage of expanding their activities to create the right atmosphere to improve and strengthen their brand. It is because, adequate legal protection not only provides appropriate and sufficient confidence for investment but also promotes the brand of the oil industry and related industries by attracting domestic and foreign investors and improving other factors.

In general, it seems that adopting policies consistent with the processes governing global markets and economic agencies as well as the strategic brand management, legal support, proper distribution channels, innovation, and expert human resources, play a decisive and key role in building and promoting a brand in the oil industry and related industries.

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Competitive Intelligence Contribution to Gathering Knowledge of Nation

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Abstract- In view of the fact that competitiveness of nations postulates the ability of nation to assure the best conditions to develop businesses and to enhance nation well being, it means that it is need to gather effort of nation to obtain good results, as well as to gather nation knowledge to elaborate goals and objectives of nation's competitiveness development. This paper brings to attention some aspects regarding how to organize a national body to summaries nation's knowledge necessary to formulate targets to enhance nation competitiveness. A part of this knowledge should be the contribution of competitive intelligence systems organized at national level at the government public institution sustaining decision makers with actionable intelligence about foreign environment and competitors.

In this respect, paper offer a general view about who is charged at national level to gather nation knowledge, how is possible to have the best results collecting knowledge and intelligence. Finally, paper propose a methodology to analyses competitive position of nation and information flow in rational decision making to elaborate competitiveness strategy and to implement policies at sector level.

Starting with cross transverse analyses in field of nation's competitiveness theory and practice in some countries found that valuing the advantages gained using the knowledge gathered institutionally by nation efforts and implying system and instrument of competitive intelligence means understanding the potential of knowledge as factor of production and as the most important element of a rational decision making.

Keywords: competitiveness, knowledge, competitive intelligence, government, public institution.

GJMBR - B Classification : JEL Code: P39



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Competitive Intelligence Contribution to Gathering Knowledge of Nation

Stefan Imre

Abstract- In view of the fact that competitiveness of nations postulates the ability of nation to assure the best conditions to develop businesses and to enhance nation well being, it means that it is need to gather effort of nation to obtain good results, as well as to gather *nation knowledge* to elaborate goals and objectives of nation's competitiveness development. This paper brings to attention some aspects regarding how to organize a national body to summaries nation's *knowledge* necessary to formulate targets to enhance nation competitiveness. A part of this *knowledge* should be the contribution of competitive intelligence systems organized at national level at the government public institution sustaining decision makers with actionable intelligence about foreign environment and competitors.

In this respect, paper offer a general view about *who is charged* at national level to gather nation knowledge, *how is possible* to have the best results collecting knowledge and intelligence. Finally, paper propose a methodology to analyses competitive position of nation and information flow in rational decision making to elaborate competitiveness strategy and to implement policies at sector level.

Starting with cross transverse analyses in field of nation's competitiveness theory and practice in some countries found that *valuing* the *advantages* gained using the *knowledge gathered institutionally* by nation efforts and implying *system* and *instrument* of *competitive intelligence* means understanding the potential of knowledge as *factor of production* and as *the most important element of a rational decision making*.

Presenting some nation's model *organizing* own competitiveness coordination, paper shows that *the role of state* as initiator is decisive. By actionable intelligence delivered to national competitiveness strategy makers, the role of the government's public institution which has own competitive intelligence system is *to facilitate the knowledge creation* necessary to finalize the fitted *competitiveness strategy*. The second role as facilitator of government's public institution consists in *implementation of policies* drawn from national competitiveness strategy assumed by the government.

Knowledge learned by analysis help to understand experience gained by other state's national competitiveness systems functioning, and as well as help to understand the logic of strategy elaboration in this field. Paper has a character of correspondence using knowledge of previous experiences and similar projects. Public information found represents only a kind of guide to design national competitiveness body and competitive intelligence system.

Keywords: competitiveness, knowledge, competitive intelligence, government, public institution.

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I. Introduction

Paper has two parts, the first is a critical analyze of nations practice in organizing national competitive systems and using competitive intelligence. Keeping the logic of best practices, the second part of paper presents general guide designing national competitiveness system for a fictive country. This part of paper has an exploratory character by designing analytical *system* and *pyramid* of competitiveness, showing *basic conditions* and *main determinants* of enhancing nation sustainable competitiveness.

Enhancing competitiveness of nation is a national effort influenced mainly by government. Following idea regarding to modernizing state apparatus using new conceptual elements and new mental models, systems and instruments of *management* science, as well as benchmarking with other states institution's best practices, paper examines through cross transverse analyze basic elements of nations competitiveness systems. This part of paper use knowledge of previous experience having a character of correspondence.

First of all using *competitive intelligence system* at state level is the role of government and should be part of the state modernization, but in the same time should put in work one of the most important productive force the knowledge. The main concept sustaining theoretical research on conceptual transfer of management systems to public institution is not novelty, it has theoretic base on some well-known remarks. One of this shown by Herbert Simon (1962) sustains that "the public institutions are similar entities like companies, eventually they have higher complexity." Following this logic, the public institutions management should use management systems and tools similar to the business organization. As it is known, public management and the new public management were only some attempts to change the administrative state without solving the main problems of state modernization, neither enhancing *procedures efficiency* or *implementing knowledge management*.

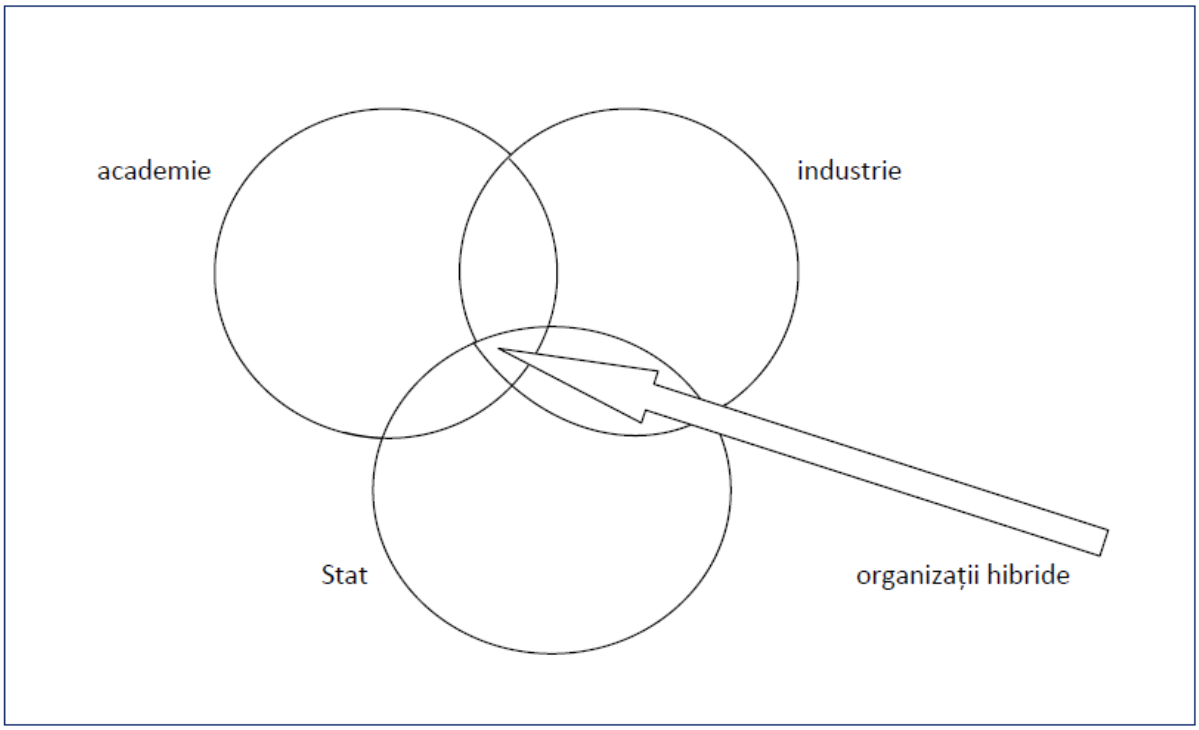
Paper sustains that implementation of competitive intelligence system at government entities should be an important step to the *state modernization*. The actionable intelligence produced by the competitive intelligence system at state level sustains *nation*

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competitiveness based on *contribution to the nation gathered knowledge*.

At organizational level, similar to the business organizations, competitive intelligence system at government's public institution collects information and performs analyses, delivering actionable intelligence to strategic managers. In capacity given by government, the public institution should deliver actionable intelligence to government and decision makers on national competitiveness strategy by using own competitive intelligence system. However, by paper opinion, using competitive intelligence system at government's public institutions is an *important change in modernization of government practice,* but it is not enough to enhance competitiveness of nation.

Paper in this context, agree arguments of Dou (2006) that support theoretically increasing national performance for competitive objectives by creating "public-private" partnerships between institutions, meaning by that the *joint organizational framework* between *state* representatives, *academia* and *industry* leadership which results "hybrid organization" (Fig.1).



Source: own design based on Due's concept where the state, academy and industry representatives should form hybrid organization.

Figure 1 : Appropriate domain for hybrid organization

Organizations established as "hybrid" meat the best domain at the intersection of *policies, research*, and *business*, drawing on the expertise of these areas. According to Dou (2006), government contribution is decisive to *develop* competitiveness body at national level to gather knowledge by national effort and to formulate goals and objectives of increasing competitiveness. The contribution of government should be the *initiative* founding competitiveness body, financing activities and research, as well as, implying government's competitive intelligence systems. These activities fall within the government's function as *facilitator* ensuring the best performance conditions to all entities, as well as national related systems.

This activities of government's public institution as *facilitator* contains two directions of movement of financial funds. On the one hand, *financing* research and *growing individual competence* turn into *knowledge,* facilitating innovation. On the other hand, integrating industrial *innovation* transforms knowledge into *financial values*. Summarizing, the mechanism described above facilitates the creation of clusters by creating knowledge and their integration into the economy, which inside of an economic sector is a pole of competitiveness. In this logic, organizing nation competitiveness system by national efforts at the intersection of shown three domain and using competitive intelligence system of government's public institution, as well as financing some activities by government seems to be a kind of national *pole of competitiveness.*

At the intersection of the three fields should find together the *necessary knowledge* to formulate national goals and objectives of competitiveness. The most effective national model uses for this purpose "hybrid organization" what is a legal entity of a non-profit organization. There are states using government agency

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charged to gather national representatives from academy and industrial business management in workshops. Whatever the legal entity has been to use nation's knowledge gathering, the role of this platform is the summation of *knowledge at national level*, including *competitive intelligence* and based on to formulate *goals* and *objectives* for competitiveness of nation. Government should contribute to enhance knowledge of the platform with *competitive intelligence* collected in foreign countries by public institution's competitive intelligence systems. Final product of national hybrid organization's activities should be the proposal for national strategy for competitiveness. Strategy assumed by government turns to implementation by policies for economic sectors when the government public institution has the role of managing policies of sector of its portfolio.

II. Models of National Competitiveness Organizations and Competitive Intelligence Practice

Accessible information gathered regarding references to national competitiveness organizations and competitive intelligence systems at state level show different systems in use depending on the type of the state structure. In France, references to national competitiveness bodies and competitive intelligence system at state level reflect the centralized state structure, the "omnipresence government" (Smith and Koussou, 2008). In smaller and more flexible states, such as the case of Ireland, the notion of "nation competitive system" relates to the existence of a national competitiveness council, consisting by *mixed structures* where is taking part national agencies, the private sector, non-government organizations (NGO) and members of the academy.

Specific local historian remarks the development of national systems of competitiveness, developed especially after 1980, marked by development of the concept of *competitive advantage* of nations in theory published by Porter (1980). One important aspect of the competitive advantage growth is related to the question how should the management use knowledge captured inside of value chain to enhance own company competitiveness. The knowledge collected, analyzed, and delivered, as actionable intelligence to decision makers about foreign competitors, it is known as competitive intelligence. The reforming term overshadows business intelligence express, used first by Luhn (1958) that understands on intelligence the ability of interaction of factors. The intelligence definition of Simon (1976) is more appropriate to competitive intelligence role, sustaining "*that intelligence is a stage of exploring the environment in the decision making process*". Theories and definitions of intelligence given global understanding and interpretation have different applications in countries, but all including concerns of the *competitive advantages due to contribution of competitive intelligence systems.*

Thus, in France there were surveillance systems to global technology development (Technology Watch). The "intelligence" captured contain a powerful technique used to *anticipate* the evolution of inventions and their spread in mass production. These issues revealed the interest to collect information about the advantages hold by competitors in mass production. Main targets have related to the emergence of unique and innovative technologies for the development of high-tech industries. The routine use of the concept and related activities neglected appearance of the English term of *competitive intelligence* and its contents. Evolution of activities in the French system gave a new dimension to the term renaming it as "economic intelligence". Content of term covers some other economic sectors not only technical ones, wearing a very practical message through actionable intelligence for research and technological development. Correa (2012) sustains that the system of economic intelligence is equivalent to that competitive intelligence used in English, without differentiating their content to the widely accepted today: *understanding phenomenon watched*, *to anticipate of its development* and *to design own actions*. These related issues are nothing else that shown by Simon (1976) in 1947 about "cognitive processes of making rational human choices". In this respect, intelligence gathered at national level from foreign environment sustains *choices* formulating national strategy of competitiveness.

Paper remarks on the practice of several states that national competitiveness bodies and competitive intelligence system use different type of organizational entities but having *common targets*, as *delivering intelligence to decision makers*. In this regard, firstly is important gathering national knowledge, implicitly by the competitive intelligence system and delivering the actionable intelligence from foreign countries. Some nations prefer to have permanent competitiveness body at the proper intersection of policies, science, and industry formulating competitiveness strategy, other use government institution for this purpose and gather national knowledge by annual conference. Both activities should contribute to the *state modernization* by using *public-private partnership* and some *management* instruments as well as, syntheses, comparative analyses, benchmarking, competitive intelligence instruments and other. This partnership may be beneficial for both parties, but from the point of view of paper, it continues traditional transfer of thinking and doing of the business activities.

As it is well known, strategic thinking and instruments used at nation level has origin in business strategic management. Correa (2012) shows that

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biggest companies nationally and globally without being aware of the *term* and *content* of competitive intelligence, gain experience in practice and earn competitive advantages using that. Private sector practice alongside theoretical research for own purpose of competitiveness and competitive intelligence surpassed the utilization of national structures of competitiveness, being this of state (France) or mixed (Ireland), or the type of non profit organization (USA, Japan, Germany). In this sense, national systems of competitive intelligence have developed practical models used in companies. Competitive intelligence delivered as actionable intelligence to national competitiveness body contributes gathering knowledge by national efforts including company's expertise and scientific proposal. In this sense, paper emphasizes that conceptual transfer of management from business organizations to government institutions *started without theoretical support* of state modernization. Working together as public entities and private ones means transfer implicitly of explicit and tacit knowledge, as we use to say, working together is the *base of co-evolution*. That is the main reason of the public-private partnership being a way of the state modernization.

Happening consciously or not, the importance of the emergence of national organizations for coordination and integration of nation knowledge and competitive intelligence is a qualitatively superior stage against discrete national programs carried out before. In this respect, the most eloquent conclusion on government activities enhancing competitiveness in France, between 1990 and 2002, shows that the poor national competitiveness performance is due to the insufficiency of SMEs support for economic growth and lack of knowledge coordination at national level (Martre, H. 1994). This report, edited by Office of Planning as a Department under the Prime Minister's Office, shows that there were no initiatives to capitalize knowledge of managers of large firms, the educational system did not integrated management system of economic intelligence, there were neglected global policies, knowledge capitalization by cluster have been neglected too and there were insufficient funding of competitive intelligence.

Remedy the situation led the French government and the French Presidency to establish the National Agency for *Competitive Intelligence as Department* in direct coordination of the Office of the Prime Minister. An important feature of a centralized state in the formation of national competitive intelligence is using the network representation of power in the territory and abroad, as well as the network representation of chamber of commerce. In France, the development of economic intelligence has been facilitate by the existence in economic field of branch network of *chambers of commerce* in counties and the presence of county *prefecture* as government representative. In this mode, there were establishing *territorial committees for competitiveness*. The internal network of chamber of commerce (153) have developed tools for monitoring regional development by providing information to the government, and in the same way external representations (112) provide foreign information about competitors. Territorial network structure "mobilize collective forces along with the necessary reform of the state apparatus and combine *knowledge management* with *competitive intelligence*" (Correa, 2012). The state structure facilitated the emergence in a conjugate mod of the foundation of *national system of competitive intelligence*. The system created delivers necessary intelligence elaborating the national competitiveness strategy and makes proposal for national targets upon comparative analyses of "competitors" as related to Great Britain, United States, Sweden, Germany, and Japan. In the same way, after understanding the phenomenon, system was able to "anticipate (the foreign) and influence the competitive environment" (Bournvis and Romani, 2000). As an important remarks formulating competitiveness strategy in France, is the fact that government's specialized agencies gather actionable intelligence and elaborate national competitiveness strategy. The final document has a public consultation and a debate at a *Grand Conference Sociale*, initiated by government and where are taking part trade unions, representatives of employers and managers.

The paradigm of French competitive intelligence system and elaboration of national competitive strategy has the specific of the grandiose centralized state apparatus and manifests itself in a suitable relational framework of high world powers.

Unlike the French system of national strategy of competitiveness formation, that of Ireland, developed by the Competitiveness Council includes government and private structures, characterized by ambitions of a relatively new state (independent since 1922), with modest resources and relating itself targets primarily to regional proximity, and the secondary to the US. In a coherent strategic thinking, Council Report from national progress relates targets and mobilizes internal latent potential for achieving them. A figure called pyramid of competitiveness shows logical scheme for activities taken for develop Competitiveness strategy and conditions to achieve targets. This pyramid chart is based on the basic conditions of developing competitiveness, as *physical infrastructure*, *knowledge infrastructure* and *business environment,* which can be influenced by regulations implemented by governmental actors. The next level includes the *main determinants* of enhancing competitiveness by *business performance*, *productivity*, *prices and costs,* respectively *supplying work* showing where the policies can operate.

National competitiveness bodies (agencies or non-profit organizations) use the actionable intelligence

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delivered by competitive intelligence systems organized at state level. Generally in Europe, national systems of competitive intelligence appeared in the first phase in reply to American intelligence agencies in many areas of interest since of the middle of the twentieth century. Large companies have developed their own intelligence structures tracking technological developments (Technology Watch) and competitive intelligence systems to provide actionable intelligence to strategic decision makers. The economic growth model facilitated by technology has involved intelligence agencies in the US. Focusing on collecting the most important inventions in the world and attracting scientists, the accumulation of knowledge in these forms in organized frameworks at university research centers has supported by external information collected through competitive intelligence system. In this process, two features stand out: the first is *taking best practices of large firms* and secondly US awareness of the importance of using *national competitive intelligence system in order to increase international competitiveness*.

European institutional reply to this targeted gathering knowledge potential to enhance economic growth and development is the Lisbon Agenda, issued in 2000. Today the most important competitiveness targets are shown at Strategy 2020. The European Commission coordinates the main competitiveness topics of Member States.

European states competitive intelligence systems at national level have no histories published, are less subject for public. We know only some aspects as trends and statements or adjacent functional aspects of use of competitive intelligence in government institutional environment. In this context, the German Institute for competitive intelligence supports in the field of competitive intelligence systems tailor-made design for business organizations and *public institutions* and training for increase *individual competences* without to be involved in enhancing the national system of competitive intelligence.

The importance of using national efforts to increase competitiveness by gathering knowledge at national level and implying competitive intelligence system is evident in the emerging economies evolution too. We know about particularly during economic ascendancy in South Korea from 1962 to 2000, with annual average growth rate of 8%, while it became from an agrarian country into an industrial one. The facilitator of results was the government, according to analysts, by sustaining the development of *incremental innovation* instead *creative imitation*, supporting technological developments at the state level alongside enhancing individual competencies.

China and Brazil have introduced competitive intelligence systems to government institutions (Dou, H. 2006). The literature notes the concern of emerging countries for training professionals in the field of competitive intelligence at MBA courses in Malaysia since 2000, or in institutions established for the purpose of competitive intelligence professional learning since 2007 in Indonesia, or mixing it with technological surveillance techniques in the Philippines since 2005 (Technological Watch) and Thailand since 2005. Other countries, such as Chile has adopted the French model of competitive intelligence.

a) Summing knowledge

Cross transverse analyses of all public information known until this time has shown that the *government is the main actor to initiate* national competitiveness strategy. Regardless of composition, public or private, the competitiveness body sums national *knowledge*, *efforts*, and *expertise* of government's institutions, managers of business organizations, and scientific representatives of academy. In this way, knowledge creation in field of national strategies of competitiveness should contain the best national goals and objectives. Best practices show that the state has supported the *foundation* of national structures of competitive intelligence, participating in their *financing* and *providing state structures* that have the expertise and capabilities to collect knowledge by internal and external network. The role of *facilitator* of national competitiveness is granted to government's agencies and departments, which have own foreign network and in this respect should collect the competitive intelligence abroad.

III. Logic of Actions to Elaborate National Competitiveness Strategy

Following theory of strategic management, all of actions taken in field of elaboration of national competitiveness strategy have to start with *analyses of competitive position of nation*. This should happen, consulting nation's competitiveness evaluators. Data captured in this way may show some relevant and objectively evaluated position of nation competitive position in top of states. Analyses reflect vulnerabilities and strengths of competitiveness of national level. The negative extremes have to be remedy in short time to start to enhance gradually nation competitiveness.

Next step in elaborating national strategy of competitiveness follows functionality of strategic mechanism through *decision* on objectives and targets, followed by *assumption* of development direction by Government, based on there should *elaborate* and *implement policies.* These are eloquent exercise of *state governance through partnership* in formulating policies on bottom-up axis. In logic shown, the government's public institution has a double role, as the *facilitator* in supporting and developing the essential conditions for sustainable growth of competitiveness, and twice *facilitator* implementing policies in economic sector of

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portfolio derived from the national competitiveness strategy.

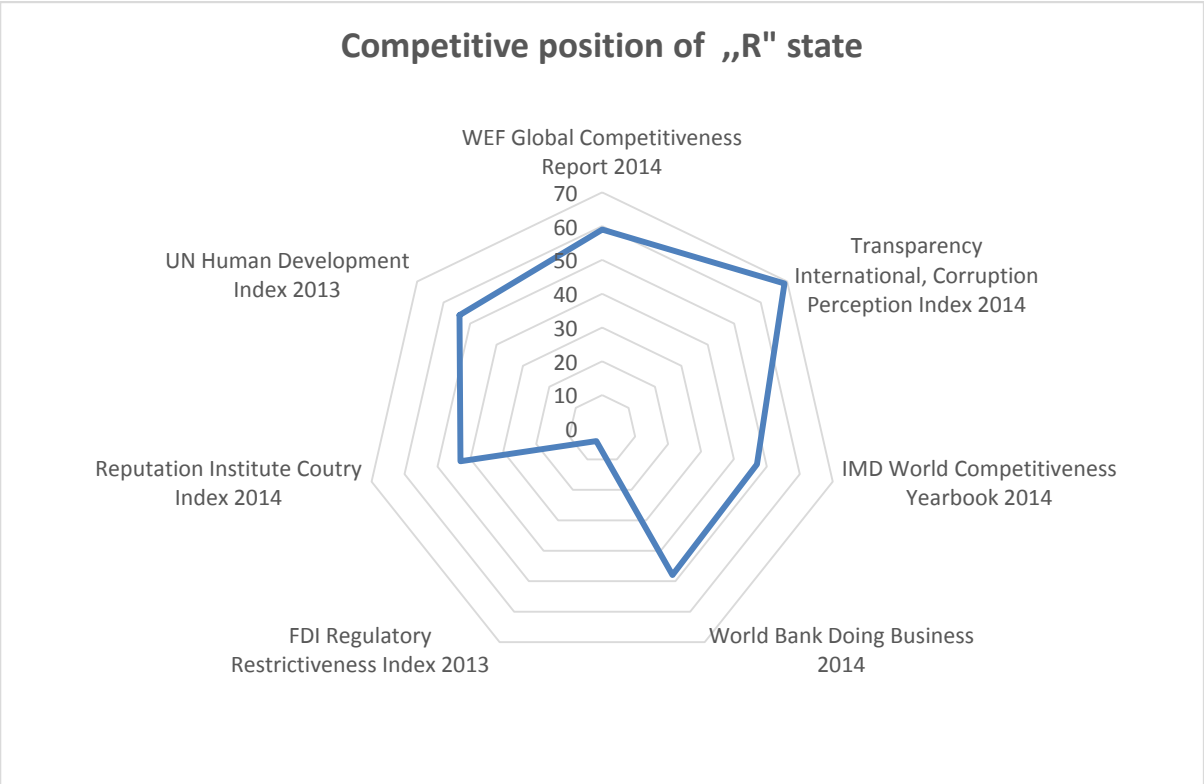
In parallel of actions showed, collecting knowledge together with private actors is the main *vehicle to transfer expertise* from this organizations working together, *knowledge* as well, and *models of thinking* toward strategy formulation and procedural efficiency. Working together facilitates important steps toward modernizing the neo Weberian state.

To exemplify those exposed paper shows a fictive analyses of a state competitive position. In this regard, paper has drafted the Competitive position of state ,,R" in seven perspectives following the lessons learned by other states practice. Competitive position of ,,R" state published by global institutions shows position occupied in nations top by criterion established. The Figure 2 contains graphics in clockwise order as follows:

- WEF Competitiveness Report 2014: position R 59th of 144 countries (59/144)
- International Transparency by corrupt Perception Index, 2014: 69/174
- IMD World Competitiveness Report 2014: 47/60
- World Bank, Doing Business in 2014: 48/189
- FDI Regulatory Restrictiveness Index 2013: 4/58
- Reputation Institute County at Ethical Index High Low Transparency and Corruption 2014: 43/56
- UN Human Development Index 2013: 54/198

Figure 2 shows that ,,R" state performance falls in 6 criterion inside of the first 60 countries in the World. The best position is held on showing conceptual opening strategy for attracting foreign investments ranking it at 4 position in the World. Weakest position hold is 69, corruption index. In order to increase the perception of R state on functional institutions, first need to act is to reduce corruption. A first step may increase dynamic discovery and trial of corruption cases, establishing by law to resolve these cases with maximum urgency.

By paper opinion, improving the competitive position of ,,R" state requires setting goals every criterion of competitiveness. First of all R state has to increase aggregate competitiveness treating two related topics, namely, increasing the *reputation of institutions*, which were presented for designing and monitoring of systems proposed strategy to increase competitiveness, respectively, increasing *human development* index by knowledge management in business organizations and public institutions. The implementation of these concepts in organizations and institutions developed for this purpose requires *policies* and *actions.*



Source: own design based on global publications

Figure 2

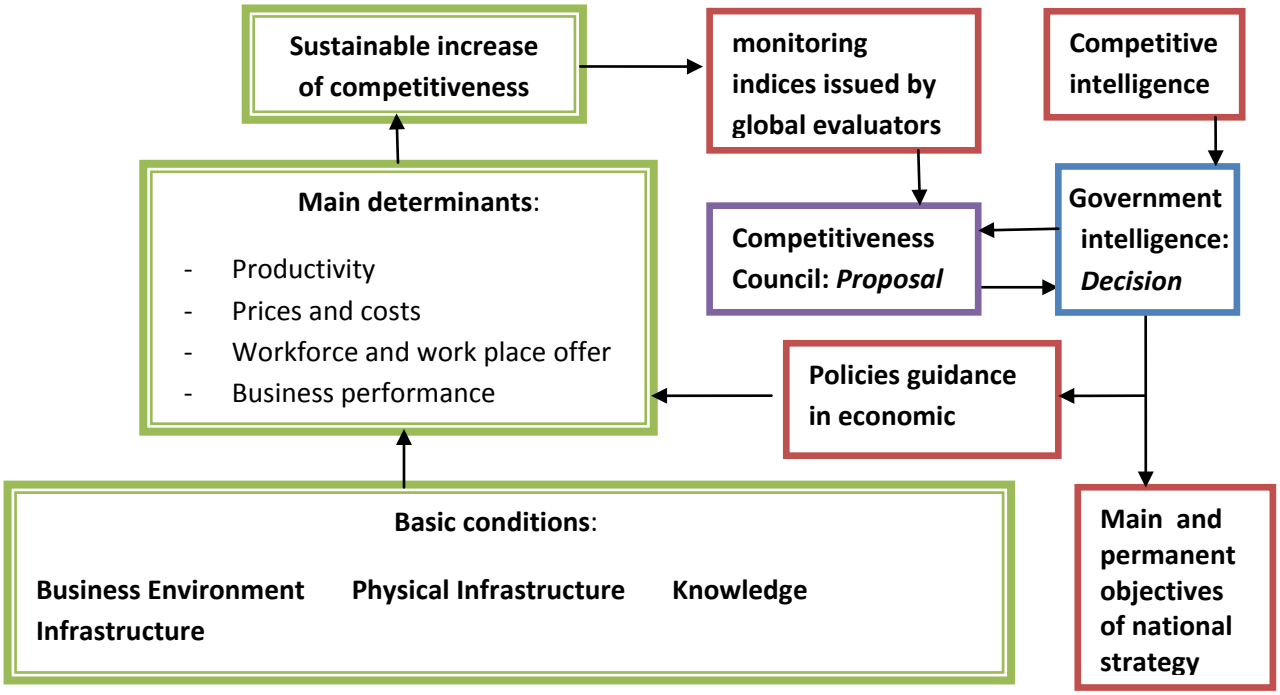
Based on logical scheme named competitiveness pyramid, proposed by the Irish Competitiveness Council, paper developed the actions flow: how targets and national objectives set have to sustain reflexive actions on nation strategy and policies. Repositioning on policies assure convergence of

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targeted outcomes of *basic conditions* and *main determinants* that will shape prerequisites for increasing the competitiveness (Figure 3).

Bottom-up logic of actions means to grant priority for the base of pyramid to enhance *business environment*, to develop *physical infrastructure* and *knowledge infrastructure*. On the next flat, according to theory, policies need to increase briefly *business performance*, *productivity*, to balance system of *price and cost*, and to assure *labor supply* (work force and work places).

Figure shows how the national *competitive intelligence* contributes to gathered knowledge. Government public institutions could deliver actionable intelligence to the *government* and so contribute to gather nation knowledge inside of national Competitive Council. Proposal made by the *Competiveness Council* for goals of nation competitiveness strategy are contained in national competitiveness strategy, which determines main *objectives* to enhance business infrastructure, physical infrastructure and knowledge infrastructure, and in the same time *policies* guidance in economic sectors.



Source: paper's design based on lessons learned by countries practice

Figure 3 : Pyramid of competitiveness and actions taken to enhance performance

Legend

Government's public institutions

Government body

Hybrid body: as competitiveness council or national conference on competitiveness

Pyramid of competitiveness

In this logic, the actions continue following functionality of strategic mechanism through *analysis – decision* on objectives and targets – *assumption* of development direction by Government - *implementing policies. The logical circle* assures *repositioning of targets, as objectives and policies.*

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IV. Conclusions

Governments treat confidentially national Competitiveness structure and Competitive intelligence systems used at national level. Public information shows only some information about structures and organizing nation competitive intelligence. Similarly, there are only some aspects about elaboration of nation's competitiveness strategy. Analyses have shown general principles how to *gather the nation knowledge* and use *competitive intelligence* to formulate goals and objectives of nation competitiveness strategy.

The *first* conclusion regarding organizing *competitive intelligence* system at national level by government in different states shows that actionable intelligence delivered about foreign economic environment and competitors to decision makers meets a *national body* (competitiveness council) used to formulate competitiveness strategy. This body should be a permanent council or a conference what gathers government's institutions, academy, and business. In this way, contribution of competitive intelligence system of government to the nation's knowledge has *direct contribution*.

Some information obtained from the public space show *diversity of functional models developed* at national level for gathering knowledge, according to national traditions and model of state system (centralized or decentralized). States support a *central body of national competitiveness* which activity contains evaluation and monitoring of progress of competitiveness, using *facilitators* from the government structure (agencies or departments) and *indices of competitiveness* of evaluation systems developed by global institutions.

The most important task in the process gathering national knowledge has the government: *has to organize national consultation* or national council to *analyzes, monitors* and *proposes* the direction of national strategy and policies for competitiveness. The government's public institutions having the role of facilitator of progress are dealing with complex activities using own *competitive intelligence system* and providing *competitive intelligence to government*, as well as to the *competitiveness body*. The assumed strategy of national competitiveness by the government follows actions at government's public institution by *policies implementation* in economic sector of portfolio. In this circle government *initiate* and *sustain* the activities gathering national knowledge to formulate goals and objectives of national competitiveness, and after assuming the strategy of competitiveness government as executive power in the state *apply sector policies* through government's public institutions.

Maintaining the above presented logic, based on nation's experience and good results enhancing competitiveness testify the best way in similar future practices.

Secondly, using management instruments from private companies by *conceptual transfer* and implementing them at government's public institution, as well as forming *partnership* with private organizations inside of national council for competitiveness are important steps for state structure modernization and steps to approach to participative democracy. Paper considers the most important gain in this direction is transfer of *way of thinking* from private companies following strategic mechanism through *analysis – decision* on objectives and targets – *assumption* of development direction and *implementing policies in this sense.* In the same time, public administration should learn about strategy formulation and procedural efficiency working together with civil organizations. These together are able to enhance *institutions functional competitiveness and quality of results*, and through them *nation competitiveness*. From the point of view of political sciences, steps made in direction to involve private actors in goals and policies formulation represent important evolution of future state administration, namely policies without politicians.

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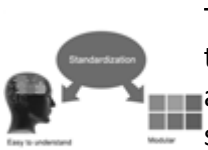
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10. Bookmarks are useful: When you read any book or magazine, you generally use bookmarks, right! It is a good habit, which helps to not to lose your continuity. You should always use bookmarks while searching on Internet also, which will make your search easier.

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18. Pick a good study spot: To do your research studies always try to pick a spot, which is quiet. Every spot is not for studies. Spot that suits you choose it and proceed further.

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21. Arrangement of information: Each section of the main body should start with an opening sentence and there should be a changeover at the end of the section. Give only valid and powerful arguments to your topic. You may also maintain your arguments with records.

22. Never start in last minute: Always start at right time and give enough time to research work. Leaving everything to the last minute will degrade your paper and spoil your work.

23. Multitasking in research is not good: Doing several things at the same time proves bad habit in case of research activity. Research is an area, where everything has a particular time slot. Divide your research work in parts and do particular part in particular time slot.

24. Never copy others' work: Never copy others' work and give it your name because if evaluator has seen it anywhere you will be in trouble.

25. Take proper rest and food: No matter how many hours you spend for your research activity, if you are not taking care of your health then all your efforts will be in vain. For a quality research, study is must, and this can be done by taking proper rest and food.

26. Go for seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.



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27. Refresh your mind after intervals: Try to give rest to your mind by listening to soft music or by sleeping in intervals. This will also improve your memory.

28. Make colleagues: Always try to make colleagues. No matter how sharper or intelligent you are, if you make colleagues you can have several ideas, which will be helpful for your research.

29. Think technically: Always think technically. If anything happens, then search its reasons, its benefits, and demerits.

30. Think and then print: When you will go to print your paper, notice that tables are not be split, headings are not detached from their descriptions, and page sequence is maintained.

31. Adding unnecessary information: Do not add unnecessary information, like, I have used MS Excel to draw graph. Do not add irrelevant and inappropriate material. These all will create superfluous. Foreign terminology and phrases are not apropos. One should NEVER take a broad view. Analogy in script is like feathers on a snake. Not at all use a large word when a very small one would be sufficient. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Amplification is a billion times of inferior quality than sarcasm.

32. Never oversimplify everything: To add material in your research paper, never go for oversimplification. This will definitely irritate the evaluator. Be more or less specific. Also too, by no means, ever use rhythmic redundancies. Contractions aren't essential and shouldn't be there used. Comparisons are as terrible as clichés. Give up ampersands and abbreviations, and so on. Remove commas, that are, not necessary. Parenthetical words however should be together with this in commas. Understatement is all the time the complete best way to put onward earth-shaking thoughts. Give a detailed literary review.

33. Report concluded results: Use concluded results. From raw data, filter the results and then conclude your studies based on measurements and observations taken. Significant figures and appropriate number of decimal places should be used. Parenthetical remarks are prohibitive. Proofread carefully at final stage. In the end give outline to your arguments. Spot out perspectives of further study of this subject. Justify your conclusion by at the bottom of them with sufficient justifications and examples.

34. After conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print to the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects in your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form, which is presented in the guidelines using the template.
- Please note the criterion for grading the final paper by peer-reviewers.

Final Points:

A purpose of organizing a research paper is to let people to interpret your effort selectively. The journal requires the following sections, submitted in the order listed, each section to start on a new page.

The introduction will be compiled from reference matter and will reflect the design processes or outline of basis that direct you to make study. As you will carry out the process of study, the method and process section will be constructed as like that. The result segment will show related statistics in nearly sequential order and will direct the reviewers next to the similar intellectual paths throughout the data that you took to carry out your study. The discussion section will provide understanding of the data and projections as to the implication of the results. The use of good quality references all through the paper will give the effort trustworthiness by representing an alertness of prior workings.

Writing a research paper is not an easy job no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record keeping are the only means to make straightforward the progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear

· Adhere to recommended page limits

Mistakes to evade

- Insertion a title at the foot of a page with the subsequent text on the next page
- Separating a table/chart or figure - impound each figure/table to a single page
- Submitting a manuscript with pages out of sequence

In every sections of your document

· Use standard writing style including articles ("a", "the," etc.)

· Keep on paying attention on the research topic of the paper

· Use paragraphs to split each significant point (excluding for the abstract)

· Align the primary line of each section

· Present your points in sound order

· Use present tense to report well accepted

· Use past tense to describe specific results

· Shun familiar wording, don't address the reviewer directly, and don't use slang, slang language, or superlatives

· Shun use of extra pictures - include only those figures essential to presenting results

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Abstract:

The summary should be two hundred words or less. It should briefly and clearly explain the key findings reported in the manuscript--must have precise statistics. It should not have abnormal acronyms or abbreviations. It should be logical in itself. Shun citing references at this point.

An abstract is a brief distinct paragraph summary of finished work or work in development. In a minute or less a reviewer can be taught the foundation behind the study, common approach to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Yet, use comprehensive sentences and do not let go readability for briefness. You can maintain it succinct by phrasing sentences so that they provide more than lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study, with the subsequent elements in any summary. Try to maintain the initial two items to no more than one ruling each.

- Reason of the study - theory, overall issue, purpose
- Fundamental goal
- To the point depiction of the research
- Consequences, including definite statistics - if the consequences are quantitative in nature, account quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

Approach:

- Single section, and succinct
- As a outline of job done, it is always written in past tense
- A conceptual should situate on its own, and not submit to any other part of the paper such as a form or table
- Center on shortening results - bound background information to a verdict or two, if completely necessary
- What you account in an conceptual must be regular with what you reported in the manuscript
- Exact spelling, clearness of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else

Introduction:

The **Introduction** should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable to comprehend and calculate the purpose of your study without having to submit to other works. The basis for the study should be offered. Give most important references but shun difficult to make a comprehensive appraisal of the topic. In the introduction, describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will have no attention in your result. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here. Following approach can create a valuable beginning:

- Explain the value (significance) of the study
- Shield the model - why did you employ this particular system or method? What is its compensation? You strength remark on its appropriateness from a abstract point of vision as well as point out sensible reasons for using it.
- Present a justification. Status your particular theory (es) or aim(s), and describe the logic that led you to choose them.
- Very for a short time explain the tentative propose and how it skilled the declared objectives.

Approach:

- Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done.
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- Present surroundings information only as desirable in order hold up a situation. The reviewer does not desire to read the whole thing you know about a topic.
- Shape the theory/purpose specifically - do not take a broad view.
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Procedures (Methods and Materials):

This part is supposed to be the easiest to carve if you have good skills. A sound written Procedures segment allows a capable scientist to replacement your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt for the least amount of information that would permit another capable scientist to spare your outcome but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section. When a technique is used that has been well described in another object, mention the specific item describing a way but draw the basic principle while stating the situation. The purpose is to text all particular resources and broad procedures, so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step by step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

- Explain materials individually only if the study is so complex that it saves liberty this way.
- Embrace particular materials, and any tools or provisions that are not frequently found in laboratories.
- Do not take in frequently found.
- If use of a definite type of tools.
- Materials may be reported in a part section or else they may be recognized along with your measures.

Methods:

- Report the method (not particulars of each process that engaged the same methodology)
- Describe the method entirely
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures
- Simplify - details how procedures were completed not how they were exclusively performed on a particular day.
- If well known procedures were used, account the procedure by name, possibly with reference, and that's all.

Approach:

- It is embarrassed or not possible to use vigorous voice when documenting methods with no using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result when script up the methods most authors use third person passive voice.
- Use standard style in this and in every other part of the paper - avoid familiar lists, and use full sentences.

What to keep away from

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings - save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part a entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Carry on to be to the point, by means of statistics and tables, if suitable, to present consequences most efficiently.You must obviously differentiate material that would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matter should not be submitted at all except requested by the instructor.

Content

- Sum up your conclusion in text and demonstrate them, if suitable, with figures and tables.
- In manuscript, explain each of your consequences, point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation an exacting study.
- Explain results of control experiments and comprise remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or in manuscript form.

What to stay away from

- Do not discuss or infer your outcome, report surroundings information, or try to explain anything.
- Not at all, take in raw data or intermediate calculations in a research manuscript.
- Do not present the similar data more than once.
- Manuscript should complement any figures or tables, not duplicate the identical information.
- Never confuse figures with tables - there is a difference.

Approach

- As forever, use past tense when you submit to your results, and put the whole thing in a reasonable order.
- Put figures and tables, appropriately numbered, in order at the end of the report
- If you desire, you may place your figures and tables properly within the text of your results part.

Figures and tables

- If you put figures and tables at the end of the details, make certain that they are visibly distinguished from any attach appendix materials, such as raw facts
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- In spite of position, each table must be titled, numbered one after the other and complete with heading
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Discussion:

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- Make a decision if each premise is supported, discarded, or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."
- Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work
- You may propose future guidelines, such as how the experiment might be personalized to accomplish a new idea.
- Give details all of your remarks as much as possible, focus on mechanisms.
- Make a decision if the tentative design sufficiently addressed the theory, and whether or not it was correctly restricted.
- Try to present substitute explanations if sensible alternatives be present.
- One research will not counter an overall question, so maintain the large picture in mind, where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

- When you refer to information, differentiate data generated by your own studies from available information
- Submit to work done by specific persons (including you) in past tense.
- Submit to generally acknowledged facts and main beliefs in present tense.

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Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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