

## **The Effect of Intangible Resources on Export Performance and Dynamic Capabilities**

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### **ABSTRACT**

The purpose of this study is to investigate the impact of intangible resources on export performance and dynamic capabilities in garment industry exporters in Khorasan Razavi province. The present study is applied in terms of purpose and field-survey data collection method. The statistical population is all exporters of clothing industry in Khorasan Razavi province (Mashhad, Neishabour, Sabzevar and Kashmar) which using random sampling of sample classes and based on Cochran's formula 130 questionnaires were printed and distributed among all exporters of clothing industry. Content validity and construct validity of the questionnaire were confirmed. Reliability was obtained using Cronbach's alpha coefficient for all variables above 0.7. Lisrel software and structural equation method were used to analyze the data. The results showed that intangible resources have a significant effect on export performance due to the mediating role of dynamic capabilities in the export of clothing industry in Khorasan Razavi province. Also, access to financial resources had a positive effect on dynamic capabilities in the export of clothing industry in Khorasan province and access to information resources had a positive effect on dynamic capabilities. On the other hand, access to communication resources has a positive effect on dynamic capabilities in the export of clothing industry in Khorasan Razavi province and dynamic capabilities have a positive effect on export performance in the clothing industry of Khorasan Razavi province.

**KEYWORDS:** Intangible resources, Export performance, Dynamic capabilities, Garment industry.

### **INTRODUCTION**

Considering the fundamental changes in economic structures and the increasing importance of innovation, innovation, and new products, the necessity of having an entrepreneurial attitude has become more evident. Ensuring and sustaining organizations' lives and survival requires finding new solutions and methods to deal with problems that depend on innovation and innovation, creating new products, processes, and new methods. Companies with high levels of entrepreneurial orientation are constantly monitoring the environment to find new opportunities. (Karami, 2018) These developments also show the necessity of using dynamic capabilities, which change the organization's essential resources. In the present era, organizations are increasingly faced with dynamic and changing environments, so to survive and dynamically, they have to adapt to environmental changes. The concept of dynamic capabilities as a source of competitive advantage has led to a wave of researches. (Teece, 2007). In other words, dynamic capabilities are evolutionary and develop through organizational learning. In a conceptual

definition, the dynamic capability is defined as an organization's capacity to create, expand and purposefully reform the basis of its resources.

Achieving a sustainable competitive advantage, on the other hand, requires the company to continuously restart new processes and strategies, launch new products, be active in the market, and tend to take high risks. Entrepreneurship is vital at this point. (Madsen et al., 2005) found that intangible resources work within the company with dynamic abilities to stimulate entrepreneurial strategies. The resource-based view emphasizes that ownership of strategic resources enables companies to enjoy a competitive environment and resources to intangible resources, which are more strategically important and more important for business (Bakar, 2010). However, understanding how to source resources from this competitive advantage remains unclear, and this has been shown as a missing link in the strategic management literature.

Export of textile and garment industries is considered as the third non-oil export commodity of the country. Textile industry exports in 2012, 10 to 15 percent of total exports of products, which with increasing exports brings high added value, on the other hand, in recent years, new export markets in central Asia, Caucasus and Eastern Europe, exporters have been opened to exporters following the independence of countries in these regions, which Iranian exporters can also consider as potential target markets. (Fahimifar, Fathi, 2001) About \$2 billion and \$600 million worth of clothing is directed to Iran annually, while 20,000 sewing guild units are operating in Iran, and these units have created jobs for 300,000 people who have to compete with foreign brands in unequal conditions. Let's not forget that clothing is the driving engine of the textile industry, and with the growth of the production of this field of industry, we will see more prosperity and prosperity of this sector's upstream fields in the industries of resin knitting, dyeing, printing, and completion. The textile industry and in parallel with the garment industry, more than any other industry in the world, has been affected by the process of globalization. Therefore, we have been asked to explain this industry's status, which is a driving force for upstream industries in the country, and the reasons for its lack of growth and development, as we should and perhaps examine (Haeri, 2013). Accordingly, this study aimed to investigate the effect of intangible resources on export performance and dynamic capabilities in the garment industry in Khorasan Razavi province.

## **Theoretical Foundations of Research**

### **Export Performance**

Export marketing includes measures that are stabilized through research in the market and are included in these cases—identifying the market and its characteristics, profit and quantity, competition, import laws, product sales development, advertising for sales development, and how these can be done efficiently by searching for different products in the market, limitations, opportunities resulting from them in the short and long term, pricing on products and services. The best description that can be provided is how to transfer the mechanism of production and sale of a product in the domestic market to foreign markets. This includes the announcement of the specifications of the product, the location of the sale, the price of the products and its advertising, and the critical point is that the supply of the product to the customer is following the needs, tastes, specifications, patterns, designs, and prices of the seller and the local commercial laws are fully respected by the seller (Averzamani, 2010).

Export performance is when the company achieves its goals when exporting its products to the foreign market. (Navarro et al., 2010). On the other hand, export performance is the extent to which the company's goals (including strategic goals and economic goals) for exporting a product are achieved through planning and implementing export marketing strategies. (Kavousgill and Zoe, 1994). Export performance measures are usually divided into economic and financial criteria, non-economic and non-financial criteria, and general criteria. Market-related benchmarks have been more reviewed than the other two, although in general, they have also been rarely researched. Performance criteria, including influence in export markets, can be called, which is the criterion of the number of countries, the export market has been examined the most. The product's criteria refer to the number of new products exported, the ratio of exports to product groups, and the ratio of exports to product development.

Some researchers have chosen a general approach to measure export performance, a general criterion, the degree of satisfaction of export managers, of the overall performance of exports to determine the outcome of export activities of related companies. Another criterion is the perceived export success and the degree to which the export goals

have been accomplished (Katsikas et al., 2000). Dadashi Jokhandan et al. (2015), in a study entitled "The effect of information resources components and government incentive policies on exports," findings show that programs of two independent variables cannot predict the dependent variable and are not significant. However, independent variable components have a positive correlation, no relationship, and no negative relationship with the dependent variable.

### **Dynamic Capabilities**

Teece (2009) states that dynamic capabilities represent innovation in the organization to identify opportunities, seize them, administer threats by combining and reconfiguring assets inside and outside the organization's borders (Nasehifar, 2018). The concept of dynamic capabilities as a competitive advantage source has led to a wave of research (Teece, 2007). The dynamic capabilities perspective seeks to explain the success of some companies in achieving competitive advantage in the variable environment (Zollo and Winter, 2002) define dynamic capabilities as an acquired and proven model of collective activity through which the organization systematically creates and adjusts daily operational activities to achieve higher effectiveness (Zollo, 2002). In other words, dynamic capabilities are complementary and develop through organizational learning. In a conceptual definition, Helfat et al. (2007) have defined dynamic capability as the capacity of an organization to create, expand and purposefully reform the basis of its resources (Helfat, 2007) here, the basis of tangible, intangible, and human resources, along with the capabilities that the organization either has, or has controlled, or accessed. In an article, Haqiq Kafash and Sayaf (2017) examined the company's dynamic capabilities and performance to achieve a competitive advantage. They stated that the theoretical and practical importance of developing and applying dynamic capabilities to improve organizations' performance in complex and highly variable external environments has made this the first subject of the research program of many researchers. Therefore, the dynamic capabilities approach is considered more and more, and these attentions focus on the organization's ability to renew its resources in line with changes in its environment.

### **Intangible Resources**

Studies show that unlike the decrease in traditional resources' efficiency (e.g., money and machinery), intangible assets have become a powerful resource for increasing business performance. According to a study with Rochelle at New York's Stern University, it was found that from 1929 to the present, different approaches have been made about investing in assets. The results show that in 1929, approximately 70% of U.S. companies' investments were allocated to tangible assets, and only 30% of the total investments were on intangible assets. Since 1990, this trend has been the opposite, and the ratio of tangible assets to intangibles has reached 37 to 63 (Brewer, 2015).

Intangible resources refer to a non-moneyed asset of an objective nature, which is maintained by a business unit for use in the production, supply of goods or services, rent to others, or for administrative purposes, as well as recognizable and acquired by a business unit to use over a financial period. (Karen and Harcher, 2005). The process and mechanism of the impact of employee relationships as the central part of intangible assets for creating value and consequently the presence of the organization in the competitive market also affects the activities of "knowledge sharing" and "participation in the facilities," i.e., knowledge management (Brewer et al., 2015). Moradi et al. (2015), in an article, investigated the relationship between intangible assets in each stage of life and stated that recognizing the impact of intangible assets on the value of the information provided by companies is becoming an important issue. This vital issue has become more critical with the increasing development of concepts such as knowledge management and intellectual capital.

### **Research Methodology**

The present study is a library method in terms of applied purpose and terms of a data collection method in theoretical discussions and research background, and in the central part of the research is a field-survey method. In this study, considering the research's time and place, the statistical population of all exporters of the garment industry in Khorasan Razavi province will be selected using a simple random sampling method. In this study, using random class sampling (Mashhad, Neyshabur, Sabzevar, and Kashmar), the sample was selected, and the questionnaires were presented to all exporters of the garment industry in Khorasan Razavi province.

Based on Cochran's formula, 130 questionnaires were published, and among all exporters of the garment industry in Khorasan Razavi (Sarakh, Neyshabur, Dogharoun, and Mashhad) were distributed by class randomly, the content and constructed content of the questionnaire were confirmed. Reliability is evaluated using Cronbach's alpha coefficient. In this section, the value of the obtained coefficient for the research variables after performing the narrative is presented as a table(1). Consider ing that for all variables, this value is above 0.7, it can be said that the tool has appropriate reliability.

Table 1. Cronbach's Alpha Coefficient of Research Main Variables.

Variables	Dimensions	Cronbach's Alpha Dimensions	Cronbach's Alpha
Intangible Resources	Access to financial resources	0.808	0.925
	Access to information resources	0.794	
	Access to communication resources	0.939	
Dynamic capabilities	-	-	0.815
Export Performance	-	-	0.820

In this study, LISREL software and structural equation method will be used for data analysis.

**Results**

Structural equations have been used to test hypotheses related to direct effects between variables; after ensuring the research tool's validity and reliability by analyzing the data of the questionnaire, the structural equation model (1) has been obtained.

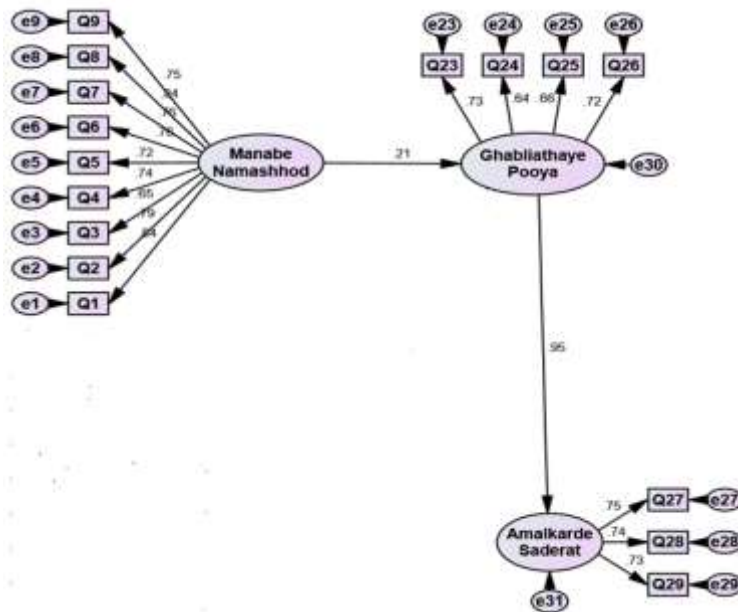


Figure 1. Fitting model of research.

Main hypothesis: Intangible resources significantly affect export performance due to the mediating role of dynamic capabilities in exports of the garment industry in Khorasan Razavi province.

Table 2. Regression coefficient and significant effect of intangible resources on export performance through dynamic capabilities

The main hypothesis	Direct Path	Path Coefficient	p-value	Significant number	Results
1	Intangible resources → dynamic capabilities → export performance	0.199	0.000	2.235	Significant

As can be seen in Figure 1, the path coefficient for the relationship between intangible resources and dynamic capabilities was 0.21 (standard error rate based on software outputs = 0.044), and for the relationship between dynamic capabilities and export performance was 0.95 (standard error rate based on software outputs = 0.095). It can be said that the indirect effect of intangible resources on export performance through dynamic capabilities is significant, and this hypothesis is confirmed. In other words, intangible resources can increase export performance in the export of garment industry in Khorasan Razavi province by increasing dynamic capabilities. It is worth noting that due to the lack of a direct relationship between intangible resources on export performance, it can be said that the role of dynamic capabilities variable is overall mediation.

$$t - value = \frac{0.21 * 0.95}{\sqrt{(0.21)^2 * (0.044)^2 + (0.95)^2 * (0.095)^2}} \rightarrow t - value = 2.235$$

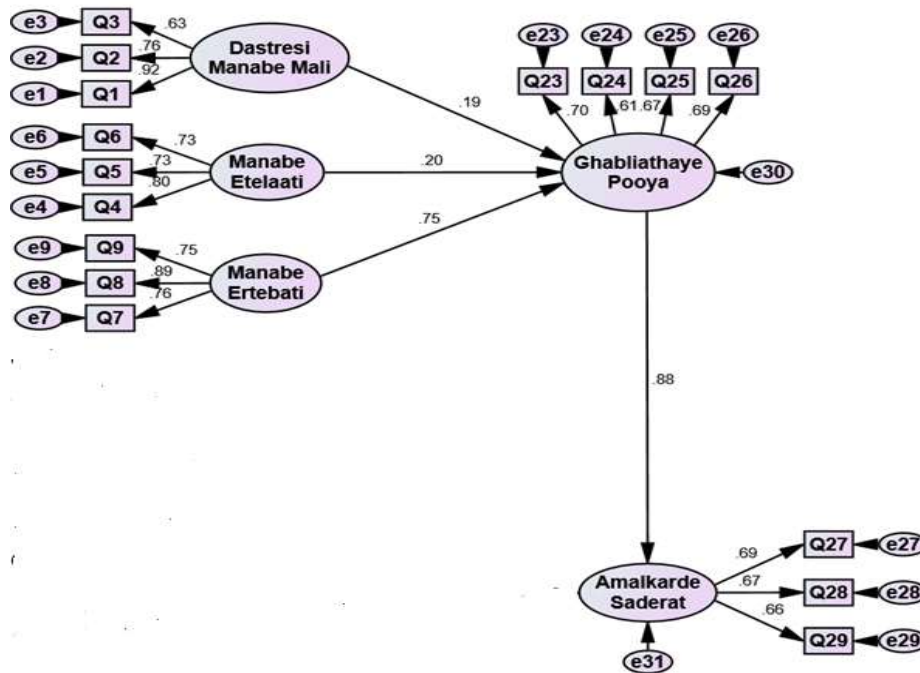


Figure 2. Structural model of research sub-hypotheses.

The first sub hypothesis: Access to financial resources has a positive impact on dynamic capabilities in exports of the garment industry in Khorasan Razavi province.

Table 2. Regression coefficient and significant effects of access to financial resources on dynamic capabilities.

Sub hypothesis	Direct Path	Path Coefficient	p-value	Significant number	Results
1	Access to financial resources → dynamic capabilities	0.19	0.000	2.885	Significant

The study of the effects of access to financial resources on dynamic capabilities in the export of garment industry in Khorasan Razavi province shows that this coefficient is estimated to be 0.19. Considering the amount of partial index (p-value), which is equal to 0.000, and also the significant number, which is equal to 2.885 and is less than 0.05 and more than 1.96, it can be concluded that this path coefficient is significant at the error level of 0.05, i.e., the effects of access to financial resources on dynamic capabilities in exporting garment industry in Khorasan Razavi province have a positive and significant effect.

Second sub hypothesis: Access to information resources has a positive impact on dynamic capabilities in exports of the garment industry in Khorasan Razavi province.

Table 3. Regression coefficient and significant effects of access to information resources on dynamic capabilities.

Sub hypothesis	Direct Path	Path Coefficient	p-value	Significant number	Results
2	Access to information resources → dynamic capabilities	0.20	0.000	3.013	Significant

The study of the effects of access to information resources on dynamic capabilities in the export of garment industry in Khorasan Razavi province shows that this coefficient is estimated to be 0.20. Considering the amount of partial index (p-value), which is equal to 0.000, and also the significant number, which is equal to 3.013 and is less than 0.05 and more than 1.96, it can be concluded that this path coefficient is significant at the error level of 0.05, i.e., the effects of access to information resources on dynamic capabilities in exporting garment industry in Khorasan Razavi province have a positive and significant effect. Third sub hypothesis: Access to communication resources positively impacts dynamic capabilities in exports of the Khorasan Razavi province's garment industry.

Table 4: Regression coefficient and significant effects of access to communication resources on dynamic capabilities

Sub hypothesis	Direct Path	Path Coefficient	p-value	Significant number	Results
3	Access to communication resources → dynamic capabilities	0.75	0.000	6.902	Significant

The study of the effects of access to communication resources on dynamic capabilities in the export of garment industry in Khorasan Razavi province shows that this coefficient is estimated to be 0.75. Considering the amount of partial index (p-value), which is equal to 0.000, and also the significant number, which is equal to 6.902 and is less than 0.05 and more than 1.96, it can be concluded that this path coefficient is significant at the error level of 0.05, i.e., the effects of access to communication resources on dynamic capabilities in exporting garment industry in

Khorasan Razavi province have a positive and significant effect. Fourth sub hypothesis: Dynamic capabilities have a positive impact on export performance in the garment industry of Khorasan Razavi province.

Table 5. Regression coefficient and significant effects of dynamic capabilities on export performance.

Sub hypothesis	Direct Path	Path Coefficient	p-value	Significant number	Results
4	dynamic capabilities → export performance	0.88	0.000	10.324	Significant

The study of the coefficient of dynamic capabilities effects on export performance in the export of garment industry in Khorasan Razavi province shows that this coefficient is estimated to be 0.88. Considering the amount of partial index (p-value), which is equal to 0.000, and also the significant number, which is equal to 10.324 and is less than 0.05 and more than 1.96, it can be concluded that this path coefficient is significant at the error level of 0.05.

## Conclusion

This study aimed to investigate the effect of intangible resources on export performance and dynamic capabilities (Case study: exporters of the garment industry in Khorasan Razavi province). Then, considering the obtained results, the main and sub hypothesis of the research was analyzed and compared the results of several similar previous studies with the present study results. According to the statistics obtained from the research findings, the evidence suggests that the amount of intangible resources affects the export performance due to the mediating role of dynamic capabilities. The amount of route coefficient for the relationship between intangible resources and dynamic capabilities is equal to 0.21, and for the relationship between dynamic capabilities and export performance is equal to 0.95, so it can be said that indirect effect of intangible resources on export performance through dynamic capabilities is significant, in other words, intangible resources can increase export performance in exports of the garment industry in Khorasan Razavi province by increasing dynamic capabilities. As a result, this hypothesis is confirmed by the research findings of Gharakhani and Dejahang (2019), Doroudi and Jafarli (2018), Nasehifar et al. (2018), Karami et al. (2018), Haqiq Kafash and Sayyaf (2017), Fayyaz and Alipour (2017), Dadashi Jokhandan et al. (2017), Dadashi 2015), Moradi et al. (2015), Alishiri and Shams Araghi (2013), Koed Madsen et al. (2018), Katerina Makri (2017), Wu et al. (2015). Research has found the following factors involved in rooting out this: expanding legal protections for patents: increasing the number of standards that support patents has increased the likelihood of negotiations and transactions in this area, thus supporting the expansion of transactions in such particular markets and attracting attention. Because the owners can benefit from ownership or assignment, export marketing experts believe that "identifying the determinants of export performance" to increase export performance and achieve desirable levels is an important and vital issue for companies in today's competitive market, dynamic garment capabilities can be a combination of complex resources to mimic the company, dynamic capabilities can be key to competitive advantage and have identified structures, processes, impacts, and contributions of dynamic capabilities in the strategy. Based on this study's results, it was found that access to financial resources has a positive and significant effect on increasing dynamic capabilities. And the correlation coefficient between these two variables is 0.19, considering the value of the partial index equal to 0.000 and is less than the significance level of 0.05 and the significant number equal to 2.885 and less than the number 0.05. It can be concluded that this route coefficient is significant at the error level of 0.05, i.e., access to financial resources has a positive and significant effect on increasing dynamic capabilities; in other words, the more access to financial resources increases, the more dynamic capabilities in garment exports. This result is consistent with the findings of Droudi and Jafarli (2018), Nasehifar et al. (2018), Aghigh Kaffash ; Sayyaf (2017), Moradi et al. (2015), Alishiri and Shams Araghi (2013), Wu et al. (2016). In explaining this hypothesis, it can be stated that the financing debate, especially in developing countries, is of double importance, and developing countries need a lot of financial resources to make progress in various economic fields. In these countries, some projects can be done with domestic financing in the garment industry to develop infrastructure; having foreign resources is very serious; in other words, allocating money to the

property is called financial action. The company's financial capabilities and capabilities can be effective in various company operations such as production, sales, investment, and supply of specialists, resulting in an impact on the company's final performance. The company's financial ability shows the company's strength and capacity to increase assets by attracting customers, reasonable pricing and revenue, the amount of profitability of the company, return on capital, accurate analysis of the market situation and forecasting the future of the market and the power to compete with competitors in communication with customers. The more capable the company is in these areas, the more it can be concluded that it will acquire more financial assets. Based on the results of this study, it was found that the effects of access to information resources on dynamic capabilities in the export of garment industry have a positive and significant effect. And the correlation coefficient between these two variables is 0.20, considering the amount of partial index, which is equal to 0.000 and is less than the significance level of 0.05 and also the significant number which is equal to 3.013 and from The number 1.96 is higher, it can be concluded that this path coefficient is significant at the error level of 0.05, i.e., access to information resources has a positive and significant effect on dynamic capabilities, in other words, the more the effects of access to information resources increase, the more dynamic capabilities will be.

This result is due to the findings of Doroudi and Jafarli (2018), Nasehifar et al. (2018), Aghigh Kaffash ; Sayyaf (2017), Moradi et al. (2015), Alishiri and Shams Araghi (2013), Wu Et al. (2015) is consistent. Due to the large and increasing volume of information and the emergence of information in different locations, forms, and places, one of the main and important issues of this period is access to all kinds of information through different channels and methods, to access the information resources desired by the users, different relationships in different types of routes and canals according to the profession. And the job, the causes of the users' needs for information, and the characteristics and position of their words are investigated, and this, in turn, is achieved by recognizing the types of access methods and channels, the maximum and minimum amount of use of printed and electronic information resources by the users, the most common methods of obtaining information and, more commonly, the most commonplace for providing information. The findings of this study show that there is a direct and significant effect of access to communication resources on dynamic capabilities in the export of the garment industry. Also, the correlation coefficient between these two variables is 0.75, so the intensity of this relationship is relatively strong, and this shows that or in other words, the greater the access to communication resources, the more dynamic capabilities in the export of the garment industry.

The results of analyzing this hypothesis are consistent with the findings of Droudi and Jafarli (2018), Nasehifar et al. (2018), Aghigh Kafash ; Sayaf (2017), Moradi et al. (2015), Alishiri and Shams Araghi (2013), Wu et al. (2016). In explaining this hypothesis, it can be stated that the wider the communication resources in the organization, the broader and more information resources in the company will have access to the dynamic capability of the solution or the spontaneous reaction. The dynamic feature must contain several patterned elements, i.e.; it must be repeatable. Condos and Deborah point out that the capability is dynamic, stable and that an organization that adapts to a set of crises creatively but discreetly does not employ dynamic capability. Other definitions also clearly show that dynamic capability does not arise through luck, and it is clear that the use of dynamic capabilities requires determination and thought and is associated with strategic change but is not synonymous with each other. Therefore, the approach of dynamic capabilities is considered more and more, and these attentions focus on the organization's ability to renew its resources in line with changes in its environment. If a company with very dynamic capabilities can quickly face significant changes in the external environment, it can create a competitive advantage and increase its market value. However, it is challenging to build a new capability because it requires organizational processes for new learning. Integration capability: The ability to gather knowledge with new operational capabilities is unit. Ability to measure: The ability to identify, interpret and track opportunities in the environment. The findings of this study show that there is a direct and significant effect of dynamic capabilities on export performance in the garment industry. Also, the correlation coefficient between these two variables is 0.88, so the intensity of this relationship is relatively strong, and this shows that or in other words, the higher the dynamic capabilities, the higher the export performance of the garment industry.

This result is consistent with research findings: Gharakhani, Dejahang (2019), Doroudi ; Jafarli (2018), Nasehifar et al. (2018), Karami et al. (2018), Haqiq Kaffash ; Sayyaf (2017), Fayyaz and Alipour (2018), Fayyaz ; Alipour (2018). 96), Dadashi Jokhandan et al. (2015), Koed Madsen et al. (2018), Katerina Makri (2017), Wu et al. (2006) are consistent. An entrepreneur needs a calculated and coherent way to make decisions. Entrepreneurial behaviors are unique, and its acquired aspect is essential in direct relation to their learning and performance of these behaviors



as skills and capabilities for starting a business with different existential parties. Dynamic individual capabilities evolve simultaneously or gain experience.

According to the results, access to financial resources affects dynamic capability. Therefore, managers are suggested to increase access to capital in garment exports and have access to additional financial resources to use them if necessary. Managers are suggested to be aware of market information and obtain this information easily and know how much customer knowledge is in the export market and have access to the information of export competitors in the market. It is also suggested that managers have cordial relations with distributors and close contracts with current distributors for more extended periods, as well as managers pay attention to the needs and changes of the market and have the possibility of responding to the changing environment to adapt quickly to these changes. Finally, according to the results, dynamic capability has an impact on export performance. Therefore, it is suggested that managers be aware of the prevailing conditions of exports and consider whether exporting garments is harmful to them or profitable and their export performance has been satisfactory; managers should pay attention to the needs and rapid changes.

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