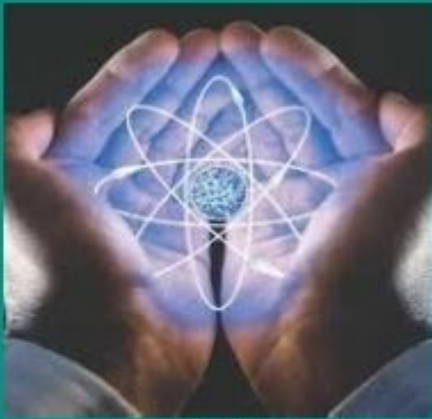

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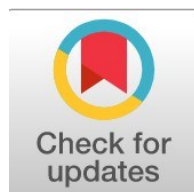
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The Role of Entrepreneurship in Competitive Advantage

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Abstract

General Background: Entrepreneurship has emerged as a fundamental driver of economic development and organizational sustainability in increasingly competitive global markets. **Specific Background:** Contemporary organizations face mounting pressure to integrate entrepreneurial principles—including innovation, opportunity recognition, and dynamic capabilities—into their strategic frameworks to maintain market relevance and achieve superior performance. **Knowledge Gap:** Despite the recognized importance of entrepreneurship in modern economies, a significant disconnect persists between theoretical entrepreneurial concepts and their practical application within organizations, particularly regarding how entrepreneurial activities generate sustainable competitive advantage through the integration of innovation, market responsiveness, and sustainability practices. **Aims:** This study provides a comprehensive analytical examination of entrepreneurship's role in building sustainable competitive advantage by exploring how entrepreneurial initiatives, innovation processes, market opportunity exploitation, and dynamic organizational capabilities collectively contribute to long-term institutional superiority and resilience. **Results:** The analysis demonstrates that organizations adopting entrepreneurial thinking with integrated innovation and sustainability principles exhibit superior adaptability to changing economic conditions, enhanced market positioning, and stronger competitive performance compared to traditional institutions, with entrepreneurial ecosystems—encompassing investors, educational institutions, and support networks—providing essential infrastructure for fostering entrepreneurial capabilities and strategic decision-making. **Novelty:** This research advances understanding by establishing entrepreneurship not as a complementary organizational function but as an essential strategic framework that synthesizes innovation, sustainability, and capability-building for achieving enduring competitive advantage. **Implications:** Organizations seeking resilience and growth in dynamic environments must adopt comprehensive entrepreneurial approaches that balance economic objectives with environmental and social considerations, supported by robust entrepreneurial education systems and ecosystem development.

Keywords : Entrepreneurship, Competitive Advantage, Innovation, Sustainability, Market Opportunities

Highlight :

- Innovation-driven practices enable organizations to create long-term value and respond effectively to market dynamics.
- Opportunity investment and dynamic capabilities strengthen organizational adaptability amid economic and environmental change.
- Integrated ecosystems involving education, investors, and institutions support sustained growth and organizational resilience.

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The Research Problem

The research problem lies in the fact that there is a clear gap between the growing importance of entrepreneurship in building modern economies and the ability of many organizations to apply entrepreneurial concepts in a way that enables them to achieve a sustainable competitive advantage. These organizations face challenges related to the lack of ability to innovate, lack of effective investment of market opportunities, and the limited adoption of entrepreneurial strategies capable of dealing with rapid changes in markets.

The Importance of Research

The importance of this research is evident in the fact that it provides a comprehensive analytical reading that links the theoretical concepts of entrepreneurship with the real-world practices of institutions in rapidly changing environments, and contributes to shedding light on the foundations of sustainable competitive advantage and the factors that enhance the organization's ability to survive and develop. The research also gains its importance in its quest to demonstrate the deep relationship between entrepreneurship and sustainability, which has become an essential part of global competitiveness standards, making the results provided by the research valuable to researchers, decision-makers, and institutions seeking to develop their strategic capabilities.

Research Objectives

1. Clarify the essential role that entrepreneurship plays in building and enhancing the sustainable competitive advantage of organizations by analyzing entrepreneurial principles and market dynamics.
2. Demonstrate the impact of innovation, market opportunities, and dynamic capabilities in supporting institutional excellence and raising the ability of organizations to face economic challenges and changes.
3. Analyze the role of the entrepreneurship and entrepreneurial education system in developing the entrepreneurial skills of individuals and enhancing the ability of organizations to adopt innovative and effective practices that contribute to achieving sustainability and long-term growth.

Entrepreneurship

Entrepreneurship is a term that refers to the creation of new business in environments of uncertainty or innovation in order to increase the productivity of an existing organization. It is defined as creating value by seizing opportunities using unique resources. An entrepreneurial organization innovates new things that competitors cannot reach, and creates wealth through risk-taking. Entrepreneurial behavior requires going beyond traditional methods, continuous improvement, predicting developments, discovering strong opportunities, and creating a work environment that is in line with the organization's vision. Entrepreneurial behavior is different from a manager. He is the person who starts the organization from its inception, takes risks, takes the initiative in change, works to seize opportunities, and is often the owner of the organization with the goal of generating wealth[1].

Entrepreneurship is one of the most important elements of modern economic dynamics, as the ability to achieve a sustainable competitive advantage has become a vital issue from the perspective of both individual and institutional entrepreneurs, and the nature of entrepreneurship – in addition to creativity, risk-taking, and seizing opportunities – requires that this process be integrated with the values of sustainability. Entrepreneurs also need to be sensitive to environmental and social impacts, not only to ensure the continuity and success of their businesses, but also to build a sustainable future. Its great impact on creative thinking and the production of innovative solutions. The process of entrepreneurship contributes to the economic growth of societies, but it also requires taking into account elements such as social responsibility, moral values, and the public good. [2].

"Sustainable competitive advantage" refers to the important characteristics that enable an industrial or service facility to achieve long-term success compared to its competitors under market conditions. This can be achieved when entrepreneurs adopt innovative and creative strategies, manage resources effectively and efficiently. For example, if an entrepreneur invests in environmentally friendly technologies, it reduces costs and creates social value at the same time, allowing them to gain a sustainable competitive advantage. Their businesses should not only focus on economic gains, but also on contributing to the well-being of society, this approach not only ensures the growth of their business, but also creates a process that serves the public interest, and through this thinking, institutions can enhance their continuity in the market, and move sensitively towards the needs of society, which opens new horizons for growth, no matter what the strategy followed by the entrepreneur, sustainability must be at the heart of his plans, and he must keep the structures they build in a state of constant development and change. Through this approach, pioneering projects as part of the ecosystems to which they belong contribute to achieving an environmental, social and economic balance for a more sustainable world. [3].

This introduction will generally address the topics that enable the analysis of the impact of entrepreneurship on achieving a sustainable competitive advantage, and the focus will be on how entrepreneurs' strategies – which take into account the environmental, social and economic aspects of their transformation in practical life, and the impact of this change on market dynamics. By seizing the current opportunities, but also acting responsibly and effectively for the sake of future generations as well[4].

The Concept of Competitive Advantage

Competitive advantage is a positive indicator of an organization's quest to occupy a strong position in the market by gaining a larger market share than its competitors, which means that it has more loyal customers and the competitive advantage helps to improve the organization's ability to adapt to environmental and technological changes, which ensures its continuity as well as positively affects the performance of employees and the percentage of profits, and thus the overall performance of the organization. Innovation, excellence, and speed of delivery, through the adoption of pioneering strategies that enhance the value of what is offered to the customer, and these strategies express the ability to create a difference in value between costs and profits, and leadership in cost and product excellence are among the most prominent forms of entrepreneurship. In light of the importance of talent management, entrepreneurship and competitive advantage in all sectors today, and with the intensification of competition between local and international pharmaceutical companies in the Iraqi market, these aspects have become more important in this sector, not only to meet the needs of customers, but also to attract them[5].

The Role of Entrepreneurship

The role of entrepreneurs varies from economy to economy and is influenced by factors such as financial resources, the industry climate, and government policies. It should be noted that some classical economists such as Adam Smith and David Ricardo did not give much importance to the role of entrepreneurship in economic development, but rather focused on factors such as capital formation and savings. However, entrepreneurs are often seen as the primary driving force of innovation, and their ability to discover opportunities that others do not see as essential components of economic development.

Economists such as Schumpeter, Parsons, Smelzer, Harbison, and Sayeg emphasized the importance of entrepreneurship as an engine of innovation and economic development. There is a growing consensus that entrepreneurship is a dynamic force that is indispensable for sustainable economic development.

Entrepreneurship is a vital component of economic development, and the role of entrepreneurs goes beyond just establishing new companies to include innovation, discovering opportunities, and pooling resources for growth. The view of entrepreneurship has shifted from being a secondary element in economic development to its main driver.

The Role of Entrepreneurship in Economic Development: Entrepreneurship plays an important catalytic role in the economic development of a region or country. Entrepreneurial activities create a chain reaction that leads to a range of economic impacts.

Contributions of entrepreneurship to economic development:

Chain Reaction:

1. The establishment of a new company stimulates production operations.
2. This process creates a demand for input from different types of companies.
3. The company's outputs become inputs to other companies.
4. This leads to increased demand and accelerates the overall development of the region through the establishment of new companies.

Entrepreneurs are expanding their activities, creating an atmosphere of enthusiasm in the region and giving it momentum in development. [6]

Definitions of Entrepreneurship

The word "entrepreneur" is derived from the French word "entreprendre" which means "to do something" [7]

There are many definitions of entrepreneurship in the literature.

Schumpeter (1951/1976) defined entrepreneurship as: doing things that are not usually done in the natural routine of work;

Later, [8] entrepreneurship was defined as: a dynamic process of vision, change, and creativity.

It entails using energy and passion to create and implement new ideas and innovative solutions.

Provide an interdisciplinary interpretation of entrepreneurship by identifying four key areas that need to be addressed at the same time:

Unique Markets – Entrepreneurs identify new market segments.

Unique people – Entrepreneurial initiatives rely on the special abilities of one or more individuals.

Unique Product – Creating new products or services that target new or existing markets.

Unique resource – the ability of entrepreneurs to use resources (land, labor, capital, raw materials) in the long term.

Based on this framework, an entrepreneur is defined as someone who discovers and evaluates opportunities; transforms these opportunities into actionable or marketable ideas; adds value through effort, money, and skill; takes on competitive market risks to implement these ideas; and reaps the results of his efforts (Drucker, 1985). [9]

The Importance of Innovation

Innovation is a continuous process that involves discovering, learning, and applying new technologies and methods from multiple sources and depends on several factors such as:

1. The Company's Technological Capability
2. Education System
3. Research Infrastructure
4. Capital Markets Work
5. Basic and Applied Innovation

Innovation Operations

Innovation processes are a critical element to enable organizations to create continuous value and gain a competitive advantage. These processes include the stages from the birth of the idea to its arrival at the stage of commercial marketing. According to Schumpeter, the products that will be introduced to the market go through three stages:

1. Discovery (Invention)
2. Production (Implementation)
3. Deployment (product reach to the end user)

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4. Each stage requires different management skills and strategies, and the effective management of these stages by entrepreneurs can directly affect the overall innovation capacity of the organization[10].

The discovery phase is the stage in which new ideas and opportunities are identified, entrepreneurs analyze market needs and technological developments to identify potential areas of innovation, while in the development phase, the specific opportunities are worked on in detail: creating prototypes, conducting concept tests, and developing strategies to overcome potential obstacles.

As for the implementation stage, it is the stage in which the marketing process begins through the implementation of innovative ideas. It focuses on market entry strategies, production operations, and distribution channels.

In the deployment phase, innovation is extended to a wider audience, while ensuring its sustainability and improvement when needed.

Each of these stages plays an important role in the dynamic nature of entrepreneurship.

The success of the innovation process enhances the ability of organizations to respond quickly and effectively to market demands, as well as increases the likelihood of acquiring new customers and maintaining the loyalty of existing customers [11].

Market Opportunities and Entrepreneurship

Market opportunities are one of the basic dynamics of entrepreneurship, as they allow the successful implementation of innovative entrepreneurial initiatives.

These opportunities are identified through a detailed and extensive study of market needs, monitoring consumer behavior, and in-depth analysis of market trends.

Especially since technological developments and global economic changes provide a fertile and rich ground for entrepreneurs to move towards new fields.

For example, digital transformation allows opportunities in many sectors to be updated on an ongoing basis, enabling entrepreneurs to strategically enter these areas and gain a competitive advantage.

Since the business model that an entrepreneur designs determines how they will exploit these opportunities, clearly identifying and analyzing opportunities is a critical step.

In order for entrepreneurs to effectively take advantage of market opportunities, they must carefully consider these factors, as they play an important role in achieving success and sustainability.

By carefully analyzing opportunities, it is possible to achieve business sustainability and reach long-term growth goals.

These analyses also contribute to a better understanding of market dynamics and strong strategic decision-making [12].

Because of the uncertain and risky nature of entrepreneurship, the ability to deal with these elements is of great importance.

Thanks to the ability of entrepreneurs to adapt to changing market conditions, they can turn challenges into opportunities in their favor.

Elements such as environmental sustainability, societal impact, and ethical practices have become key factors that entrepreneurs must consider.

It not only enhances the competitiveness of the entrepreneur in the service market, but also plays a role in improving the overall well-being of the community.

Entrepreneurs' focus on these topics does not only affect their projects, but also extends to the society and the environment around them. [13]

Because the entrepreneurial spirit requires quick decision-making and forward-thinking in a complex management environment, the constant pursuit of learning and innovation is crucial, when all of these factors come together, an environment that enables entrepreneurs to contribute not only to increasing profits, but also to the effective development of their communities and environments. [14]

Market Opportunities and Entrepreneurship

Market opportunities are one of the basic dynamics of entrepreneurship, as they allow the successful implementation of innovative entrepreneurial initiatives, these opportunities are identified through a detailed and extensive study of market needs, monitoring consumer behavior, and analyzing market trends in depth, especially that technological developments and global economic changes provide a fertile and rich ground to direct entrepreneurs towards new fields, for example, digital transformation allows the updating of opportunities in many sectors continuously, which enables entrepreneurs to enter these fields strategically Having a competitive advantage, and since the business model that the entrepreneur designs is what determines how he will exploit these opportunities, clearly identifying and analyzing opportunities is a crucial step, in order for entrepreneurs to effectively benefit from market opportunities, they must take these factors into account accurately, because they play an important role in achieving success and sustainability, through accurate analysis of opportunities, it becomes possible to achieve business sustainability and reach long-term growth goals, and these analyses contribute to understanding market dynamics better and make strong strategic decisions [15].

Because of the uncertain and risky nature of entrepreneurship, the ability to deal with these elements is of great importance.

It is worth noting that elements such as environmental sustainability, societal impact, and ethical practices have become key factors that entrepreneurs should take into account, as they not only enhance the entrepreneur's competitiveness in the service market, but also play a role in improving the overall well-being of the community. Because the entrepreneurial spirit requires quick decision-making and forward-thinking in a complex management environment, the constant pursuit of learning and innovation is crucial, when all of these factors come together, an environment that enables entrepreneurs to contribute not only to increasing profits, but also to the effective development of their communities and environments[16].

The Entrepreneurship System

The entrepreneurship ecosystem is a dynamic structure that contains multiple elements that support entrepreneurial activities, this system includes a group of actors that contribute to the development of projects, create an environment for the implementation of innovative ideas, and play a decisive role in creating sustainable competitive advantages, the supporting institutions form the backbone of this system, while investors, entrepreneurs, and other relevant parties continue to form and develop this structure, as the basic components of the entrepreneurship ecosystem are essential to understand the current situation and develop effective future strategies.[17].

A. Investors and entrepreneurs

Investors and entrepreneurs form the backbone of the entrepreneurial ecosystem. The relationship between these two actors plays a crucial role in delivering innovative ideas into real projects and achieving sustainable competitive advantages. Investors are generally defined as individuals or institutional entities that provide financial support to entrepreneurial projects. For example, angel investors are individuals who use their savings to support early-stage startups, while venture capital firms provide greater funding to companies with high growth potential through a structured investment process.

Entrepreneurs are individuals who develop innovative ideas and turn them into projects that generate economic value. A successful entrepreneur's role is not only to build a good business model, but also to understand market dynamics, make strategic decisions, and achieve sustainable growth.

Investors develop various strategies to help entrepreneurs achieve their goals, particularly through mentoring, networking, and management consulting.

These interactions allow entrepreneurs to maintain their competitive advantage and give investors opportunities to increase their potential returns.

The relationship between investors and entrepreneurs is a dynamic structure that enhances the ecosystem's ability to innovate and supports economic growth.

When entrepreneurial ideas are combined with financial support, a shared energy is created that transforms not only individuals, but also the industry and society as a whole. Therefore, the complementary relationship between investors and entrepreneurs is an essential element in creating and sustaining competitive advantage.

B. Entrepreneurial Education Models

Entrepreneurial education helps individuals acquire important competencies such as creativity, crisis resolution, and leadership, and different educational models determine the impact and effectiveness of this pathway. While traditional approaches often focus on theoretical information, modern models of entrepreneurial education rely on applied methods and projects. In this context, methods such as case studies, simulations, and business plan development allow participants to address real-world problems and develop solutions to them. Thus, academic knowledge is combined with practical skills with the aim of preparing individuals capable of achieving a sustainable competitive advantage.

Experiential learning includes processes in which participants actively participate within a predetermined framework. Within this model, participants participate in business development processes or entrepreneurial projects, which gain knowledge and skills, and enhance their ability to take risks and decisions. In addition, support structures such as mentorship and mentoring are strengthened. These relationships help in transferring experiences from experienced entrepreneurs and support the development of strategic thinking and increasing self-confidence in new entrepreneurs.

Technology-based educational models are particularly prominent today. Distance learning tools, virtual classrooms, and e-resources provide flexibility for learners and facilitate the understanding of complex concepts in entrepreneurship. Digital media and social networks provide opportunities to apply entrepreneurial education not only at the local level, but also globally. Thus, the educational model serves not only the development of individuals, but also contributes to societal innovation and economic sustainability. Given the dynamic nature For entrepreneurship, this diversity underscores the need for an educational model that is constantly evolving to suit the needs of individuals and the demands of the market.

Although there is no complete consensus on the promotion of entrepreneurial education, the literature confirms that it promotes knowledge, skills, and entrepreneurial attitudes. Its integration into higher education is also important, as universities can become engines of technological development and economic growth. Universities encourage students to start companies through various programs and role models, and successful examples can positively influence people's attitudes and intentions. [18]

Competitive Advantage

A. Concept of Competitive Advantage

Competition refers to the conflict or competition between individuals or forces with the goal of achieving a common goal, and also includes producers and merchants seeking to win customers and overcome the impact of alternative products. Definitions of competitiveness are complex due to a diversity of perspectives, but company managers usually focus on elements such as price, quality, and cost as key determinants of competitiveness. Competitiveness is measured by comparing an organization's performance in the market with that of its competitors, or by assessing its ability to continuously improve performance.

There are two main types of competition:

Direct competition between institutions within the same sector.

Indirect competition for available resources.

Competitiveness is classified into several types, including:

Product competitiveness, institutional competitiveness, perceived competitiveness (as seen by customers), and time-related competitiveness (e.g., delivery speed). Competitive advantage is defined as the characteristics or attributes that give a product or brand an edge over the competition,

and arise from the discovery of more effective ways or innovation. Types of competitive advantages include:

Achieving lower costs in design, production, or marketing compared to competitors, or offering a different, unique product that carries a high value for the customer[19].

B. Sources of Competitive Advantage

The sources of competitive advantage are a set of factors that give an organization an advantage over its competitors, and these sources can be categorized into internal and external. Internal resources include the resources and capabilities that the organization possesses such as technology, human capital, innovation, organizational knowledge, and corporate culture. External sources include the environmental conditions that the organization can benefit from, such as geographical location, economic conditions, and opportunities offered by the markets.

According to the Resource-Based View (RBV), an organization that has scarce resources, cannot be imitated, cannot be replaced, and has value, is able to create a sustainable competitive advantage. These resources must be integrated with the organization's strategies to achieve effective results in the market.

Dynamic capabilities are also important sources of competitive advantage, and they refer to an organization's ability to quickly adapt to changes in the business environment through continuous learning, innovation, and restructuring of internal resources.

On the other hand, Porter believes that competitive advantage can be achieved through three main strategies: cost leadership, differentiation, and market concentration (differentiation within a specific segment). Cost leadership enables an organization to offer its products at low prices, while differentiation is based on offering unique products, and market concentration means targeting a specific segment with specialized services or products.

In short, competitive advantage is achieved not only through the acquisition of resources, but also through the effective and strategic use of these resources in accordance with market requirements [20].

C. Factors affecting competition

This advantage is gained through. Competitive advantage represents the fundamental strength that organizations need to meet the challenges of markets and competitors. Developing the organization's capabilities to meet its future needs using unique technologies and skills that are difficult to imitate, and enabling them to adapt to changing opportunities. Successful organizations stand out by finding sophisticated and original models rather than relying on traditional models known by competitors [21].

In order to survive in a competitive market, organizations need to adapt to the surrounding environment, but the current circumstances make it difficult to achieve a sustainable competitive advantage by relying solely on the company's internal resources. Managers must develop strategies that are in line with technological and industrial changes, otherwise stagnation and lack of innovation can weaken the organization and leave it underdeveloped. A competitive advantage refers to a situation in which an organization is able to offer higher or different value compared to other companies that offer similar products or services. This advantage enhances an organization's ability to compete within a particular market, and is often based on strategies such as cost leadership, differentiation, or focus and includes factors that create value in the eyes of customers: Better quality, innovative features, customer service, or the most affordable prices. Organizations must use their resources effectively and make strategic decisions in order to gain this advantage. Thus, it can achieve superiority in target markets, gain more customers, and increase its market share. Sustainability is reflected in the dynamics that prevent the erosion of competitive advantage over time, and even allow it to persist for years. This advantage is often acquired through the organization's core competencies, such as patents, brands, and strong customer relationships. Taking advantage of new opportunities in an ever-changing business environment, organizations striving to maintain their competitive advantage requires fostering innovation and the ability to respond quickly to market pressures. Competitive advantage is essential not only for short-term gains, but also for ensuring long-term success[22].

D. Defining Competitive Advantage

Although competitive advantage provokes the desire of other successful companies to emulate their strategies, these strategies have over time developed contradictory tactics in different industries, the sustainable competitive advantage aims to enable the organization to maintain its competitive position, survive and achieve long-term success by implementing strategies that enable it to make optimal use of its current capabilities and competencies compared to local and regional organizations operating in the same field. He explains that investing in economic opportunities raises the efficiency of the financial sector, which is directly related to the concepts of entrepreneurship. [23]

To ensure continued profitability and outperform competitors, companies need to focus on all dimensions of competition, including price, quality, customer responsiveness, and innovation, which gives them the ability to continue to lead the market. [24]

E. Sustainable Competitiveness Advantage

The Sustainable Competitiveness Advantage is a set of characteristics and strategies that differentiate companies from their competitors and ensure their long-term success and continuity in the market. This advantage achieves goals such as improving financial performance in the long term, enhancing customer loyalty, and expanding market share, and entails continuous innovation and differentiation in the key elements of competition. In today's dynamic business environment, it is not enough for companies to use current resources effectively, but also to anticipate future opportunities and develop strategic plans. This reflects the role of entrepreneurial traits in enhancing competitiveness, highlighting the relationship between leadership and building a sustainable competitive advantage within service organizations. [25]

This advantage is created by diversifying the unique skills and capabilities of organizations through integrated strategic means. For example, providing high-quality products and services, effective customer relationships, and creating a strong brand image can all enhance the company's position in the market. This advantage can also be strengthened through innovation resulting from technological investments, shifting towards environmentally friendly production processes, and social responsibility projects., a purely profitable view is no longer enough, but it has become necessary to adopt an approach that takes into account the environmental and social dimensions.

As a result, the sustainable competitiveness advantage is a shield that protects companies and ensures their long-term success. This advantage is achieved through the implementation of diverse business models and innovative strategies, with the importance of proactively monitoring the market and the ability to adapt to changing economic conditions. Thus, the advantage of sustainable competitiveness becomes a critical factor not

only in the face of current challenges, but also in the face of future uncertainty. By emphasizing the role of the rational regulatory environment in achieving a sustainable competitive advantage. It also points out that strategic decisions based on accurate information lead to improved institutional performance. [26]

The Sustainable Competitiveness Advantage (SCA) is central to strategy, and is often defined as actions that create a lasting advantage over competitors. However, its clear definition is surprisingly rare, and many assume that it cannot be easily defined.

Strategies should determine whether there is indeed a sustainable competitive advantage and understand its consequences for the strategy. Competitive advantage stems from the differentiation that customers perceive and value in the market. This differentiation must be reflected in the characteristics of products or services that are basic criteria for purchasing and create customer loyalty. The internal characteristics of the product only become important when they turn into perceived differences in the product or service.

Product or service characteristics include: price, quality, aesthetics, functionality, availability, awareness, visibility, and service – that is, everything that affects customer perception and accessibility. Business advantages such as lower costs are not considered a competitive advantage unless they are reinvested in enhancing the characteristics of the product or service.

Achieving competitive advantage requires not only producing more resources, but also using them effectively. An important strategic advantage stems from the positive differentiation in a key buying criterion for a particular market segment, without negative compromises in other criteria. Therefore, competitive advantage is not only related to isolated factors such as price or quality, but also to the sum of the net differences in all important product or service characteristics. Basic purchasing criteria vary by industry and category; for example, technical features may be important to professionals, but they are irrelevant or even annoying to casual users who prefer simplicity.

Texas Instruments' entry into the watch market demonstrates the importance of understanding basic purchasing criteria, as its focus on price leadership failed because consumers were more concerned about aesthetics.

There are four reasons why competitors don't move to fill a capacity gap, allowing the company to maintain a competitive advantage:

Competitors may see bridging the gap as creating greater disadvantages elsewhere in the market.

There may be "counter-consequences" that make the advantage sustain temporarily, but its continuation depends on the attractiveness of other markets to competitors that may be deterred by fears of retaliation from the leading company, but this long-term precarious situation may be deterred by administrative inertia resulting from poor judgment or lack of will, energy, or efficiency, but relying on this weakness is risky. [27]

Conclusion of the study

The results of this research show that entrepreneurship is no longer a complementary option for institutions, but has become an essential element in building sustainable competitive advantage, as the analysis proved that innovation represents the driving force behind the development of products and services capable of responding to market demands, and that the investment of opportunities contributes to opening new areas for growth. In light of the above, it is clear that institutions that adopt entrepreneurial thinking and integrate innovation and sustainability will be better able to overcome challenges and achieve excellence in a highly competitive market, and that entrepreneurship represents today one of the most important pathways of economic and social development.

Research Results

1. Entrepreneurship is an essential element in supporting economic growth through its ability to create new value and provide innovative solutions that meet market needs more effectively.
2. The results indicate that institutions that adopt the principles of innovation and opportunity investment are better able to adapt to changing economic conditions compared to traditional institutions.
3. The research has proven that market opportunities are a fundamental base for the growth of entrepreneurial projects because they provide a wide scope for the development of new products and services that match the actual demand of consumers.
4. Dynamic capabilities within the organization such as resource restructuring and organizational skills development have been shown to directly contribute to building a sustainable competitive advantage over the long term.
5. The results show that the entrepreneurial ecosystem that includes investors, supporters, and educational institutions provides a strong foundation for the growth of enterprises through enhanced mentorship, funding, and training.
6. The study proved that entrepreneurial education plays an important role in developing the innovative abilities of individuals and improving strategic thinking skills, thus enhancing entrepreneurial performance in organizations.
7. The results indicate that the integration of environmental and social dimensions within entrepreneurial activities enhances the mental image of the institution, supports the community's acceptance of projects, and contributes to achieving economic and social sustainability.
8. The results show that innovation at all stages from the project idea to implementation and expansion is the main driver for achieving institutional excellence and increasing competitiveness.

Conclusions

1. The research concludes that achieving sustainable competitive advantage cannot be separated from adopting a comprehensive entrepreneurial approach based on innovation, flexible regulatory capabilities, and effective investment of market opportunities.
2. It is clear that organizations that integrate leadership and sustainability are better able to adapt to changes and are better able to face ongoing competition by offering long-term value-added products and services.
3. Research shows that developing an effective entrepreneurial support system that includes education, funding, incubation, and mentorship contributes to the development of entrepreneurial projects and enhances their ability to achieve sustainable success in a dynamic and constantly

changing work environment.

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