

A CONCEPTUAL MODEL OF STRATEGIC ENTREPRENEURIAL CAPABILITY AND SERVICE SUCCESS

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ABSTRACT

The business environment is changing constantly. The success in business environments, such as in results through strategic entrepreneurship, has become particularly important to survival and competitive advantage. This addresses issues of interest to search. Therefore, is conceptual paper aims at investigating the relationship of strategic, entrepreneurial capability and service success. There are five dimensions of strategic entrepreneurial capability that includes: proactive business operation, free enterprise creation, effective risk management, new ideas generation, and competitive mindset enhancement. Consequently, the outcome of this strategy is that service creativity, service innovation, service excellence, service competitiveness, and service success all assume a positive relationship with the construct. In future investigation, research should be based on the recommendations of this paper. Interestingly, as the service businessis about evidence, it will be obvious that the investigations of the SEC covers the success of service.

INTRODUCTION

Now, the business environment has transformed dramatically and the competition has become more intensive (Smirnova et al., 2011). In the competitive worldwide economy, firms have been challenged by the internet, technology, and globalization, which lead to a dramatic move in strategy toward the entrepreneurial capability to better attend to customer needs (Frels, Shervani & Srivastava, 2003). Business corporations in the world face speedy changes in complexity, uncertain requirements, high rivalry in, and customer needs both the service sectors and manufacturing. The services business in various nation states makes up the mainstream of the economic basis and advance potential (Sundbo & Gallouj, 1998). The service business makes up more than 70 percent of the world's advanced economies' gross domestic product (GDP). The nature of the service businesses is classically intangible, which means that the new service analysis is challenging (Mohammed & Easingwood, 1993). Service businesses attempt to change them in order to continue competing in today's market. Another way to subsist in the market is to strategic entrepreneurial capability. In addition, the new way that employs to manage the present business is strategic entrepreneurial capability.

The importance of strategic entrepreneurial capability is a principal role in determining a strategic plan, direction, strategic practice, evaluation and control, which produce firm performance (Gilson & Shalley, 2004). Previous studies indicated that strategic entrepreneurial capability leads to efficiency and effectiveness. The majority of the studies on strategic enterprises involve the creation of wealth and growth. (Amit & Zott, 2001; Hitt, Ireland, Camp & Sexton 2000; Hitt, Ireland, Camp & Sexton, 2001). Some of these studies have proposed that

strategic entrepreneur attention on newness and novelty in the form of new processes, new products, and new markets are the drivers of wealth creation (Sharma & Chrisman, 1999; Lumpkin & Dess, 1996; Daily, McDougall, Covin & Dalton, 2002; Smith & Di Gregorio, 2002). Certainly, the capability to create additional wealth accrues to businesses as well as higher skills in sensing and seizing entrepreneurial opportunities (Teece, Pisano & Shuen, 1997). Also, many researchers (Hitt & Ireland, 2000) debate that entrepreneur is increasingly viewed as an incentive to wealth creation, initially in advanced economies, as an outcome of the actions of businesses. Likewise, strategic entrepreneurial capability is involved in understanding the causes for differences among firms' wealth creation in several economies (Teece, Pisano & Shuen, 1997). The concept of the strategic entrepreneur is combined with that of strategy and entrepreneurial capability (Entrialgo, Fernandez & Vazquez, 2001; Ireland & others, 2001).

In the review of the literature, previous studies on strategic entrepreneurship have been concerned with many aspects, such as, entrepreneurial leadership, entrepreneurial culture, entrepreneurial mindset, strategically managing resources, developing innovation and applying creativity (Hitt & others, 2001; Ireland & others, 2001; Ireland, Hitt, & Sirmon, 2003; Schumpeter, 1934; Smith & Di Gregorio, 2002). More surprisingly, there is only a little empirical research on service business strategic entrepreneurial capability. Consequently, the main purpose of this paper is to examine the relationship of strategic entrepreneurial capability and service success. Furthermore, the specific research objectives of this paper are as follows:

1. To examine the effects of each dimension of strategic entrepreneurial capability (proactive business operation, free enterprise creation, effective risk management, new ideas generation, and competitive mindset enhancement) on service creativity, service innovation, service excellence, service competitiveness, and service success,
2. To investigate the relationships of service creativity among service innovation, service excellence, service competitiveness, and service success,
3. To investigate the influence of service innovation and service excellence on service competitiveness and service success, and
4. To investigate the influence of service competitiveness on service success.

Specifically, the research questions of this study are the following:

1. How does each dimension of strategic entrepreneurial capability have an influence on service creativity, service innovation, service excellence, service competitiveness, and service success ?
2. How does service creativity affect service innovation, service excellence, service competitiveness, and service success?
3. How does service innovation and service excellence have an influence on service competitiveness, and service success?
4. How does service competitiveness have an influence on service success?

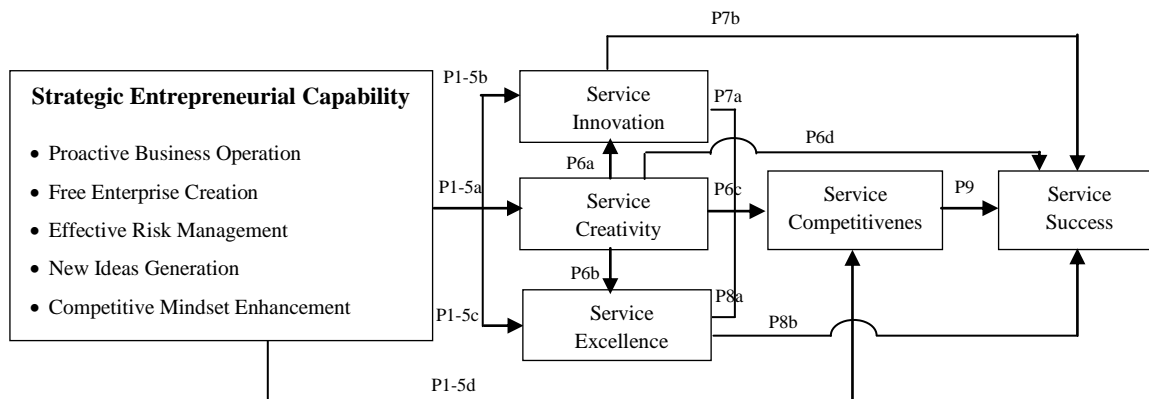
The next section reviews the literature, and specifies and describes the conceptual model. Also, the link between the construct of the each variable is established, and develops the related proposition for the study. The sections on contributions describe suggested directions for future research, and managerial contributions. Finally, the paper proposes the conclusion section.

LITERATURE REVIEWS AND CONCEPTUAL FRAMEWORK

In this study, a conceptual model of strategic entrepreneurial capability and service success is obviously discussed and elaborately surveyed. Hence, the conceptual, linkage, and research models are provided in Figure 1.

The subsequent conceptual model shown here includes one main construct; namely, strategic entrepreneurial capability proposed in five dimensions. These elements of strategic entrepreneurial capability are a composite of proactive business operation, free enterprise creation, effective risk management, new ideas generation and competitive mindset enhancement. Furthermore, the consequent factors of strategic entrepreneurial capability are service creativity, service innovation, service excellence and service competitiveness. This affects service success.

Figure 1
CONCEPTUAL MODEL OF STRATEGIC ENTREPRENEURIAL CAPABILITY AND SERVICE SUCCESS



Strategic Entrepreneurial Capability

Strategic entrepreneurial capability is an important component of this study. The term “capability” highlights the role of strategic management in integrating, appropriately adjusting, and reconfiguring external and internal organizational resources and the capability to match the requirements of the changing environment (Teece, Pisano & Shuen, 1997). Hence, entrepreneurial capability is dependent on the ability of a firm to integrate, search, utilize, and set a unique action. In this study, strategic entrepreneurial capability refers to the ability of a firm to be successful in a business operation, now and in the future under existing competitiveness. Consequently, these reflect that resources and capabilities are main success factors for sustainability competitive advantage (Barney, 1991); and strategic entrepreneurial capability becomes an increasingly key element of business success (Kroes & Ghosh, 2010). Also connected to the literature of strategic management and strategic entrepreneurial capability is an important choice to manage that can be explained by the performance of different firms within the industry (Easterby-Smith & Prieto, 2008; Zott, 2003). The strategic entrepreneurial capability is regarded as an antecedent of organizational innovation(Zott, 2003).

This research proposes five dimensions of strategic entrepreneurial capability with in the literature. This is applied to the entrepreneurial orientation of Lumpkin & Dess (1996). Those five distinctive dimensions consist of proactive business operation, free enterprise creation, effective risk management, new ideas generation and competitive mindset enhancement. A more detailed discussion of these dimensions is provided below.

Proactive Business Operation

Proactive business operation in an organization is increasingly important to an organization's success. This is a high-leverage concept that is more than just another management business that can affect increased organizational effectiveness (Crant, 2000). Today, the environment has become more complex and turbulent. In order to guarantee the success of the organization in the long term, organizations need to be proactive business operations in the ongoing (Dencker & others, 2009). Proactive business operation is managing the organization with regard to the situation in the future. It can be defined as the company actively seeking to opportunities predicted to develop and introduce new products or product improvement, causing a change in the current strategy, and monitoring future developments in the market. Hence, acting as a leader not as a follower, proactiveness has the will and foresight to seize new opportunities, even if it is not continually the first to do so (Lumkin & Dess, 1996).

Proactive business operation is usually trying to find an opportunity and exploitation of resources that can be a source of innovation, service creativity, service excellence, service competitiveness and competitive advantage in the market place (Eggers et al., 2013; Ireland et al., 2006). Another way of looking forward is positive thinking that can help organizations use technicality or the development of advanced knowledge employed to help overcome the changes that are always happening. Proactive business operation is expected to be important in the treatment of the superior performance of the firm (Baker & Sinkula, 2009). According to the study of Nieto et al., (2013) it was found that the PBO can be driven to lead innovation to meet customer needs. LaPort & Consolini (1991) show that the proactive business operation is better than working in a reaction, which way affects the response function with different performance. Moreover, as to the effects of proactive business operation that were different to the performance of the firms, it was found that proactive business operation is becoming increasingly important for the success of the firms with a more dynamic working pattern (Lin & Carley, 1993; Crant, 2000). It enables firms to respond effectively to the changing environment and to introduce new products and services. The firms will enhance the skill and knowledge of an existing proactive business process. They also improve the services creative design that recognized and expanded product and service excellence, which increases their service competitiveness (Chang & Hughes, 2012).

Service creativity, service innovation, service excellence and service competitiveness that completely rely on the use of proactive business operation can be considered through prototyping, testing, research and discovery. The service business as a proactive business operation is likely to cause change in new products and services by using new technology and information to improve the performance of the firms. For this reason, a service business with such potential can have service creativity, service innovation, service excellence and service competitiveness in more operations than those lacking proactive business operation. Based on the foregoing, the proposition is:

Pl-a-d Proactive business operation will have a positive influence on (a) service creativity, (b) service innovation, (c) service excellence, and (d) service competitiveness.

Free Enterprise Creation

Free enterprise creation refers to the capability of organizations to improve management operations independently, in order to positively affect the organization. Independence or the

freedom of the necessary operations to grow the business is the driving force in creating strategies that work to succeed (Burgelman, 2001). Free enterprise creation is an important process of leveraging the strengths of existing firms to create operations that are beyond the current capabilities of the organization and promote the development innovation and/or improve work to achieve competitive advantage (Lumpkin, Cogliser, & Schneider, 2009). Many scholars have suggested that free enterprise creation is essential to creativity without causing innovation and is considered to be the feature of strategic entrepreneurial capability (Antoncic & Hisrich, 2003).

In order to encourage free enterprise creation, business operations will use both “top-down” and “bottom-up” approaches. The top-down approach includes management support functions, providing incentive to encourage the workforce climate, and support for effective decision-making (Dess & Lumpkin, 2005). Dess et al., (2003) suggests that the design features of businesses are critical to strategic entrepreneurial capability. To promote the free enterprise creation from the bottom-up, one needs to have a special motivation and designed structure to develop and support operations. In addition, many businesses have been involved in actions such as flathierarchy and decentralized operating units. These moves are intended to promote the free enterprise creation (Mumford, Scott, Gaddis & Stange, 2002). Therefore, the relationship between the free enterprise creation and firm performance are positive including innovative (Casillas & Marena, 2010) and creative implementation (Gürbüz & Aykol, 2009). Previous research (Rauch et al., 2009; Brock, 2003) also supports the view of free enterprise creation that encourages innovation, promotes the emergence of new products, and enhances the competitiveness and performance of the business.

Therefore a service business is operated as free enterprise creation, and the nature is likely to support service creativity, service innovation, service excellence and service competitiveness. Based on the foregoing, one thus propositions the following:

P2a-d Free enterprise creation will have a positive influence on (a) service creativity, (b) service innovation, (c) service excellence, and (d) service competitiveness.

Effective Risk Management

Strategic effective risk management suggests a willingness to agree to greater levels of uncertainty about the result of some action. Effective risk management defined by Dewett (2004) is the uncertainty about the scope of the potential signification, and/or to realize the deplorable results of the decision. Mullins & Forlani (2005) say that risk characteristics are both the potential to perform too rapidly on unsubstantiated opportunity or a potential, or waiting too long before taking action. Effective risk management will serve to eliminate losses, but it also attempts to identify, develop and exploit the opportunities (Andersen, 2006; Slywotzky, 2007). It allows the firm to respond to the effects of various environmental risks, and furnish a stream of business opportunities that altogether will reduce variability in the profitability of the firm and stakeholders who have relied upon the long-term (Smith, 1995). The inclusion of effective risk management as a separate managerial function entails many advantages, and is a strategy in general, controlling tasks that help to increase value (Suranarayana, 2003). Baird & Thomas (1985) suggest three dimensions of strategic effective risk management: venturing into the unknown, committing a relatively large portion of assets, and borrowing heavily. Although virtually all decisions include uncertain consequences, some decisions involve superior risk because a firm's entrepreneur may not understand what resources are essential to perform a decision. Businesses may find it difficult to imitate a competitor because they do not know what

aspect of the competition to imitate. To succeed in the future organizations must have effective risk management (McGrath & MacMillan, 2000).

According to the study of Andersen (2009) one finds that effective risk management is related to performance and has a superior sound, like a positive innovation. Jorion (2001), said that the success of the organization depends on effective risk management. It can also help reduce the volatility of revenues, adding value to shareholders, enhance security in the workplace, and have the financial stability of the organization. As an outcome, operational excellence increases competitiveness (Lam, 2001). The firm has features with the ability to have effective risk management that is likely to experiment with new technology, is eager to seize market opportunities, and is ready to run the risk (Lumpkin & Dess, 1996). The cause of such behavior in the creative can make innovation, service excellence, and competitiveness. Thus, several researchers agree that effective risk management is critical to the success of the organization (Rauch et al., 2009; Wiklund & Shepherd, 2005). Then, effective risk management reflects the ability of the firm to seize opportunities that ensure successful consequence. It is about managing uncertainty and threat in the activities and resources to the firm related to superior outcomes (Hughes & Morgan, 2007).

Therefore a service business is operated by an effective risk management nature that is likely to be supportive in service creativity, service innovation, service excellence and service competitiveness. Based on the foregoing, one thus propositions the following:

P3a-d Free enterprise creation will have a positive influence on (a) service creativity, (b) service innovation, (c) service excellence, and (d) service competitiveness.

New Ideas Generation

New ideas generation refers to the competency of a firm to create new operational processes, promote staff for new concepts and knowledge increase, and support a financial plan for the creation of new ideas to increase the potential, effectiveness, and efficiency of the businesses (Grandi & Grimaldi, 2005; Howell & Boies, 2004). Kamm & Nurick (1993) suggest that the procedure through which the primary business concept is changed into a service/product prepared for commercialization, turns primary informal social group into an entrepreneurial group. In addition, there is general literature on organizational aspects, supporting success in innovative processes in industrial contexts, from the generation of new ideas to their commercial exploitation (Roberts & Fushfeld, 1981). The previous study of Foo, Wonga & Ong (2005) reveals that business effectiveness is the effect of the quality of a plan and the quality of new ideas generation. McFadzean, O'Loughlin & Shaw, (2005) state that new ideas generation tends to support novelty, testing, and the creative method that may result in the outcome of a new product/new service, able to meet the market demand, including increased competitiveness. It will contribute to changes in the products and services to a variety of businesses in the market and proved to be a source of significant potential advantage of strategic and competitive advantage (Schilling, 2005).

Most studies have found a positive relationship between new ideas generation and Innovation, creativity, excellence in business performance, competitiveness and growth (Rauch et al., 2009; Morena and Casillas, 2008; Subramanian & Nilakanta, 1996). As a result, there is greater recognition that new ideas generation has become a source of sustainable growth, competitiveness and richness (Drejer, 2006). According to Wiklund & Shepherd (2003) confirm

that business has new ideas generation can generate extraordinary results of operations and has been described as the engine of economic growth.

Therefore service business is new ideas generation likely to be supportive service creativity, service innovation, service excellence and service competitiveness. Based on the foregoing, one thus propositions the following:

P4a-d New ideas generation will have a positive influence on (a) service creativity, (b) service innovation, (c) service excellence, and (d) service competitiveness.

Competitive Mindset Enhancement

Competitive mindset enhancement refers to an attempt of a firm to challenge the competitors and compete intensely to develop as superior position over competitors in same industry. Competitive mindset enhancement the intention to reflect the outstanding development and operational improvements that can respond to the competitive environment now and in the future, which will help respond to compete effectively in all situations (Lumpkin & Dess, 2001). Including this, the business is focused on personnel who have studied and understand were the competitive environment is going, allows it to determine the direction of better performance, and results in competitive advantage. The company has more competitive mindset enhancement actions to be a competition barrier, and therefore, creates its own advantage (D'Aveni, 1994). The literature suggests that competitive mindset enhancement behavior is related to firm performance (e.g., Lumpkin & Dess 2000; Chen & McMillan, 1992). Chen & McMillan (1992) show that competitive mindset enhancement behavior is directly associated with performance, as evidenced by increases in market share. As a result, scholars argue that competitive mindset enhancement typically encapsulates sales orientation (e.g., Lumpkin & Dess, 2001), and this is highlighted in its emphasis on market share gains for improved performance (Chen & Hambrick, 1995). Lumpkin & Dess (2001) found that high, competitive mindset enhancement levels are positively related to an improvement in market position.

Hence, firms with high levels of competitive mindset enhancement should be more capable of activating resources to directly attack or overcome competitors to increase performance (Morgan & Strong 2003). Therefore, service business is a competitive mindset enhancement, likely to be supportive of service creativity, service innovation, service excellence and service competitiveness. Based on the foregoing, one thus propositions the following:

P5a-d Competitive mindset enhancement will have a positive influence on a) service creativity, b) service innovation, c) service excellence, and d) service competitiveness.

Service Creativity

Service creativity refers to the research, trial, initiative, and developing of a service model that is unique, stands out superior over the competitors, and is responsive to customer requirements (Woodman et al., 1993). Zhou & Shalley (2003) state that service creativity refers to both processes of implementation and the results. Service creativity is what customers are looking for and need. So, if the firms have created a service that will lead to service excellence which will help bring happiness to customers and a good memory, it can also create innovative services such the applying technology for service to achieve operational efficiency. The current complexity and changes as well as the intense competition show that firms with service creativity can have an important stimulus for operational management efficiency. Lee et al., (2004)

surveyed service creativity and service innovation in Korean companies, and they found that the generation, communication, and the implementation of services creativity it had a positive effect on corporate core competencies and innovation. In addition Guenzi & Troilo (2007) indicated that service creativity is important to service success and competitive advantage.

However, based on the literature review, service creativity might be obtained from using strategic entrepreneurial capability. A firm's processes can create service creativity to provide a new service model that is different from past service. After that, a firm with high service creativity efficiency is likely to have a positive influence on service innovation, service excellence, service competitiveness and service success. Based on the foregoing, one thus propositions the following:

P6a-d Service creativity will have a positive influence on (a) service innovation, (b) service excellence,(c) service competitiveness, and (d) service success.

Service Innovation

Service innovation refers to innovation taking place in the various contexts of service, including the introduction of new services or incremental improvements of existing services (Durst, Mention, & Poutanen, 2015). Whilst service innovation is especially important for business operations and results in a sustainable competitive advantage (Miller et al., 2007), it enables service organizations to be superior over their its competitors (Cainelli et al., 2004), increases opportunities to generate quality and efficiency in the delivery process, and supports the idea of providing new services (Van der Aa & Elfring, 2002). Service innovation not only involves new services, but also new technologies, new organizational forms, new methods, systems, new leaders, and new business models (Edvardsson & Enquist, 2011).

Service innovation is a key issue in businesses performance as an outcome of the growth of the competitive environment (Wheelwright & Clark, 1992; Newey & Zahra, 2009). The significance of service innovation for good long-term firm outcomes is now widely recognized and has been extensively reported in the literature. Consequently, service innovation efficiency is considered to have a direct effect on businesses performance (Wheelwright & Clark, 1992; Renko, Carsrud, & Brännback, 2009; Baker & Sinkula, 2009). Walker & Ruekert (1987) debated that service innovation can generate service competitiveness through the high quality of products that are generated by worthy service at premium prices. The businesses have a strong service innovation to help ensure the ability to create a competitive advantage. The organization will have the ability to develop new services to market to build the capacity of competition in services and excellent performance outstanding the competition, how to work and working patterns of potential and service equality (Wang et al., 2006). However, for service innovation to increase new customers, the performance is on target as planned, has client acceptance, and receives in come from operations that were worth it (Merrilees, Rundle-Thiele & Lye, 2011).

Therefore the review of the literature ensures that service innovation is likely to be supportive of service competitiveness and service success. Based on the foregoing, one thus propositions the following:

P7a-b Service innovation will have a positive influence on (a) service competitiveness, and (b) service success.

Service Excellence

Globalization has encouraged business services to increase their capacity to provide services that can meet the needs of customers through service excellence, which gives them to have service competitiveness and established relationships with customers in the long-term (Gouthier, Giese & Bartl, 2012). Horwitz & Neville (1996) said that service excellence follows when customers have been aided by over-expectation. Service excellence can develop a critical achievement factor for businesses. Service excellence refers to presentation of the service model, new opportunities in business and excellent performance above the expectations of the customer (Dobni, 2002; Khan & Matlay, 2009; Edvardsson & Enquist, 2011). Crotts & Ford (2005) believe that firms with policies and have a procedures that are consistent with external systems are working well and competitive advantage through excellent service. Firms with explicit targets and excellent delivery services support the system, policies and procedures that will enhance the success of the firm's efficiency and profit that grows steadily. According to Schneider et al., (2003), the systems, policies, procedures, functions are focused on the same goal. They will help reduce the loss of resources for work; and will enhance quality services to respond to expectations of customers and customer loyalty, which lead to a competitive advantage.

However, based on the literature review, it is shown that service excellence has a positive influence on service competitiveness and service success. Consequently, firms with high service excellence tend to attain greater service competitiveness and service success. Based on the foregoing, one thus propositions the following:

Pa-b8 Service excellence will have a positive influence on (a) service competitiveness, and (b) service success.

Service Competitiveness

Service competitiveness is defined as the sustained capability to gain, improve, and maintain profitable market share advantages that are possessed by a certain firm over other firms in a related industry, and in financial performance (Ussahawanichakit, 2007). Service competitiveness is able to understand the business strategies that have led to the process and outcome of the process, leading to the business results (Mayer et al., 1999). In sustaining service competitiveness, firms must improve quality management, which emphasizes social relationship considerations, core business processes, association with partners and competitors (Loch, Chick, & Huchzermeier, 2007), or cooperative networks (Álvarez, Marin, & Fonfría, 2009). On the other hand, for useful service competitiveness action, firms focus to change the business environment in the industry. For instance, when a firm accelerates launching service innovation to the marketplace, it provides a faster product cycle presaging new service variants, increased customers' needs, and increases sustainable consumption (Sonntag, 2000). Similar to Santos, Wennersten, Oliva, & Filho (2009), it is suggested that firms can improve their environment by improving core internal processes, which focus on information and communication service to interface with customers for creating sustainability.

Therefore, the review of literature ensures that service competitiveness is likely to be supportive of service success. Based on the foregoing, one thus propositions the following:

P8 Service competitiveness will have a positive influence on service success.

Service Success

Service success is the extent to which the outcome of strategic entrepreneurial capability can be included in the market share, recognized by customers and increased profits. Turner & Crawford (1998) argued that service success is impacted by capabilities, both individual and organizational. They further discussed that an organization needs to be intelligent to manage both change and current business to succeed sustainable growth; and that capabilities obligatory for the management of change and current business, vary (Turner, 2000). Especially, they demonstrated that the consequent change in management is illustrious by the capabilities of engagement and development; while capabilities in marketing and selling the technology are peculiar to the industry, and is important for the management of the present business. Service success outcomes depend on effective in organization. Thus, service creativity, service innovation, service excellence and service competitiveness affect service success.

CONTRIBUTIONS

Theoretical Contribution

This paper purposes to more clearly understand the relationships between strategic entrepreneurial capability and service creativity, service innovation, service excellence, service competitiveness, and service success. Moreover, this paper emphasize five dimensions of strategic entrepreneurial capability; specifically, proactive business operation, free enterprise creation, effective risk management, new ideas generation, and competitive mindset enhancement. Additionally, this paper also has suggested that its consequence that will influence service success.

Managerial Contribution

This paper provides useful contributions and implications to the researcher, managing director managing, partner, general manager and interested parties who should be involved in strategic entrepreneurial capability in the organization. The strategic entrepreneurial capability is related with the operation to be successful under competition, both now and in the future. Currently, strategic entrepreneurial capability has received attention as well. Although the strategic entrepreneurial capability recognized the trend to have a positive impact on the operational outcomes of firms, this association will have to check a wider dimension, and in the middle, between strategic entrepreneurial capability and firm performance. Thus, the strategic entrepreneurial capability will, as a guide line of operations for organization, improve its business growth and will be able to leverage and increase business potential.

SUGGESTIONS AND FUTURE RESEARCH DIRECTIONS

This paper suggests an obvious understanding of relationships between strategic entrepreneurial capability and service success. Nevertheless, while depend on the literature review look all are positively associate with each dimension of strategic entrepreneurial capability and it consequent. The empirical investigation at the firm level that is one that is known of as the unit of analysis which is essential to be obvious.

A future research idea for proposes that the spa business should be the most appropriate to evidence this conceptual model for which there are four reasons: First, the spa business is

important to this nation's is economic development; it can help generate a national economy. Second, the spa business is a corporate service, primarily about generating competitive advantage and mostly meeting the needs of consumers. Third, the recent environment has changed above the years to modify firm business strategies for business survival. Finally, rivals arrive on the market with new adaptive services to meet the needs of consumers in the form of a diversity of activities. Therefore, future research should involve in verifying and expanding astudy hypothesis with empirical research in the spa business.

CONCLUSION

The study of strategic entrepreneurial capability has become an area that is important for business success. This is because the strategic entrepreneurial capability relates to the adaptation to suit, integrates, and configures both internal and outside enterprise resources, and the ability to respond to a changing environment. Each organization attempts to fulfill the organization's ability to achieve competitive advantage. Included is on attempts to create service creativity, service innovation, service excellence, and service competitiveness to meet the needs of customers and provide customer satisfaction. This will result in service success. The importance of the above leads to the presentation of the conceptual framework of the relationships between each dimension of strategic entrepreneurial capability and service success. The results of the literature review on such relationships expect that when the organization has strategic entrepreneurial capability, it is likely to have service creativity, service innovation, service excellence, and service competitiveness. All this leads to service success.

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