Effects customer Collaboration in the innovation process on customer knowledge management and marketing results in active Business enterprises in Fars province

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Abstract:
This study aims to influence customer cooperation in the innovation process based on customer knowledge management and marketing results in business and active business in Fars province. This study was descriptive correlation that 290 trade unionists and business card holders active in Fars province were selected by convenience sampling. Data were collected by using standard questionnaires. The validity of the content validity and Cronbach’s alpha was used to measure the reliability coefficient was .80 for the total questionnaire. By using Spss 22 software by using regression test and structural equation model (path analysis) by Amos18 software confirm or refute the hypothesis of the research. According to the results, orientation innovation, had direct and positive impact on customer knowledge management and in regression equation innovation in product and process innovation could explain changes in knowledge management. Also, collaboration and customer collaboration in the innovation process had the positive and direct on customer knowledge management and also, customer collaboration in the innovation process had a direct and positive impact on marketing results (performance). Also, the dimensions of customer knowledge management in innovation projects include: knowledge for customer, knowledge about customer and collaboration in the creation of knowledge could predict changes in performance or marketing results. Also, results showed a orientation innovation, marketing outcomes (performance) had a direct and positive impact and administrative innovation and process innovation could predict the changes of marketing results (performance). Finally, according to the results of the investigation, was approved the conceptual model.

Keywords: orientation innovation, collaboration and customer collaboration in the innovation process, customer knowledge management, marketing results, business and trade active province.
Introduction:

In the organization, the most important question is that what are the key factors for the success of organizations? Because it is important for the psychological aspects of jobs (Suzuki et al., 2015). Today, knowledge is one of the most important and most fundamental factor for the competition. In particular, implicit knowledge can be a unique source of competitive advantage (Zack, 1999).

Knowledge management process helps to organizations and important unstructured information and expertise that the part of organization's memory, identify, select, organizing, publishing and transferring. In fact, knowledge management is innovation supporting, creating new ideas and exploitation the power of thinking organization. Innovation is the process of using the new ideas of creativity that can be a new product, new service or new solution for new jobs, in fact, a crucial factor for companies is for creating value and maintaining advantage in today's competitive and highly complex and dynamic environment (Sarvari Ashliki, 2012).

However, working by alone knowledge cannot guarantee a strategic advantage and in later years the companies by creating new knowledge and operate it effectively and efficiently and they can succeed in creating a competitive advantage (Ershadisi et al., 2014; Zack, 1999).

The studies in consumers' willingness to innovate is very new, but has been good progress made in this regard, but many managers still do not know what variables can help to successfully knowledge managers in improving innovation and outcomes and organizational performance. In this process, orientation innovation, collaboration and customer collaboration in the innovation process play an important role.

In this study, we seek to test a hybrid model of effects customer collaboration in the innovation process on customer knowledge management and marketing results in active Business enterprises in Fars province.

Literature review:

Innovation can be original mover in the development of modern companies. The power of innovation leads that the organizations able to adapt to changing environmental conditions for increasing the efficiency of their business. The companies that invest in knowledge and innovation management, and their performance establish and improve and were more likely to maintain their competitive advantage (Pil & Holwelg, 2003), knowledge management identifies as a Important strategic source in creating sustainable competitive advantage (Eisenhardt and Martin, 2000).

This approach was according to a logical framework for partnership and the service-dominant logic (SDL) framework (Fidel et al., 2015). In accordance with the approach of SDL, collaborative competence highly determines a firm's ability to acquire the knowledge for a competitive advantage (Lusch et al., 2007). Customer participation in IT projects refers to "information and feedback on specific topics" and "extensive discussions with users through interviews and with focus team and group discussions" (Alam, 2002). Hurley and Hult (1988)
define orientation innovation as organizational culture that its members lead by encouraging creativity, participation, and testing new ideas at working to innovate.

Many researchers with their studies showed that innovation has a direct impact on performance that can point out Fidel et al (2015), Vazifehdoost et al. (2014), safarzade (2012), Lopez-Nicolas & Merono-Cerdan (2011), Carmen and Jose (2008) and Akgün et al (2009). In other words, innovation is an important force for the development of enterprises and improve their performance and the ability of innovation is the most important characteristic defining performance (Cooper, 2000; Garcia, 2004; mono et al., 1998). On the other hand, researchers have emphasized on the key role of knowledge management especially in creating a internal working environment that supports creativity and innovation (Mirfakhredini, 2010).

Knowledge management involves identifying and determining the intellectual capital in an organization, generating new knowledge for maintaining its competitive advantage, providing access to volume to a lot of information, sharing best performance by using technology that makes it possible to achieve all the above (Barclay and Murray, 2006).


Lusch et al (2007) claim that the qualification and interoperability of the Company's ability to acquire knowledge and using it as a competitive advantage. In this regard, Fang et al (2008) showed that customer collaboration in the innovation process has positive effect in new product development and in the sharing of knowledge and the effectiveness of coordination and cooperation.

Vorhies and Morgan (2005) have suggested that the results of marketing (or market performance) measures the degree of Companies achieving to business objectives on markets. This measurement includes measurements of market share, incomes, customer acquisition, and customer retention. Some of studies, such as Santos et al (2013) showed empirically customer collaboration positively affect on behavioral outcomes such as customer loyalty, customer satisfaction, and value-added and subsequently the business results such as sales and market share. Fidel et al. (2015), Ballantyne et al. (2008) and Vargo and Lusch (2004) demonstrated that customer collaboration has a positive impact on business performance and results.

Finally, in further studies such as Fidel et al (2015), Lopez et al (2011), Massey et al (2002), Mirfakhredini et al (2010), Zack et al (2009) reported a positive relationship between knowledge management and organization's performance. Also, economists have reported a positive relationship between knowledge management and financial results, such as sales, market share, and profitability (Huang & Shih 2009; Chadam & Pastuszak, 2005).
This Research, Effects customer Collaboration in the innovation process on customer knowledge management and marketing results by combining three separate theory (theory-based source for trends, innovation, partnership and collaboration client SDL theory, resource-based theory for innovation in knowledge management and Customer knowledge management (CKM) has provided the conceptual model.

These theories provide framework for test of the knowledge about the effect of customer collaboration, orientation innovation, and the CKM on marketing results. Also, empirically this study, the based of Lusch (2007) studies, we customer collaboration into this model and specifies that "customer collaboration is the first factor that will determine the Companies use the power of knowledge to achieve their competitive advantage" (collaboration and customer collaboration in the innovation process).

This model has shown in Figure 1 and it's consistent with Fidel et al (2015). Meanwhile, according to studies, the direct effect of innovation on marketing results (performance) will be examined to answer the following question:

Does the customer Collaboration in the innovation process and orientation innovation, customer knowledge management Effect on marketing results?

Figure 1 . Proposed model

Statistical Population and Statistical Sample

Statistical population in this study is consisted of 1135 agribusiness trading companies of Tehran Province. Sampling was performed with available sampling method achieved from managers of these companies. Since this study was a non-experimental survey research, the sample size was determined using the following formulas (Sarmad et al., 2006):

\[ n_0 = \frac{Z^2pq}{d^2} \]
\[
n = \frac{n_0}{1 + \frac{n_0}{N}}
\]

\(n_0\): sample size which is 1135 here.

\(n\): sample size

\(d^2\): it is the amount of error whereas the probability is considered 95%, the probability of error occurrence is placed at level of 0.05.

\(Z\): it is the amount of normal variable corresponding to the confidence level of \(1-\alpha\), which is equal to 1.96.

\(P\): it is selection success rate; in fact it is the estimation of variable trait proportion using previous studies (victory is considered 0.5 in this study).

\(q=1-p\): it is the failure rate in selection which is 0.5 regarding the \(P\) amount. In this case, the amount of variance reaches its maximum, namely 0.25.

The above formulas were used since the population variance was unknown. According to calculations, 290 individuals were considered as the sample from 1135 individuals of statistical population.

**Measuring instruments:**

The questionnaire consists of existing scales measuring the constructs of interest. All responses were measured on 5-point Likert scales (1 = strongly disagree, 5 = strongly agree). The measuring of customer collaboration in the innovation process was performed by using the scale defined by the Kalantari et al (2010). This questionnaire has 27 questions. To measure orientation innovation was used. Questionnaires of Jimenez-Jimenez et al (2008), Prajogo et al (2006). This questionnaire by 17 questions consisted of three dimensions: product innovation, process innovation and business innovation (HamidZadeh et al., 2014).

Also, customer knowledge management questionnaire has been confirmed by Arya manager research and Industrial Engineering project management and software-based operator of this field of specialization with permission from the Department registration of Companies and the Islamic Guidance. Also, it has been used in various studies that has been confirmed reliability and validity. This questionnaire has 27 questions, which is considered one of the most Measures. The scale of the questionnaire included knowledge of customer, knowledge for customer, knowledge about customer, cooperation in the creation of knowledge. For measuring the performance (results) marketing standard questionnaire that has 15 questions and its main purpose is to evaluate marketing performance of the three different objects of efficiency, effectiveness, adaptability.

To confirm the validity and reliability of the questionnaire at the article of a Hosseini (2011), the questionnaire was approved by several university professors for face validity and accuracy.
questions. These are standard questionnaire validity and reliability they have been approved. In addition, the study's validity were approved by using formal and conceptual methods.

Pre-test was performed on 30 participants of statistical population, and Cronbach’s alpha was used to obtain credit of the questionnaires. The amount of Cronbach’s alpha coefficients was obtained according to Table 1, and since it was more than 0.70, it can be concluded that the questionnaires had high confidence.

Table 1-Cronbach’s alpha coefficient

<table>
<thead>
<tr>
<th>Cronbach’s alpha coefficient</th>
<th>Question for every sub-scale</th>
<th>Sub-Scale</th>
<th>Question for every scale</th>
<th>Scale</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0/88</td>
<td>-</td>
<td>-</td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0/8</td>
<td>6-1</td>
<td>knowledge of customer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0/82</td>
<td>14-7</td>
<td>knowledge for customer</td>
<td>27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0/86</td>
<td>20-15</td>
<td>knowledge about customer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0/87</td>
<td>27-20</td>
<td>cooperation in the creation of knowledge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0/88</td>
<td>1-10</td>
<td>efficiency</td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0/82</td>
<td>11-12</td>
<td>effectiveness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0/81</td>
<td>13-15</td>
<td>adaptability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0/79</td>
<td>5, 4, 3, 2, 1, 7, 6</td>
<td>product innovation process</td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0/8</td>
<td>12, 11, 10, 9, 8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Research Methods:

The statistical tests used in this study are Statistical Package for the Social Science (SPSS) 20 and Structural Equation Modeling (SEM) with AMOS 18.

Results and Findings:

Structural Equations Model (SEM) or distinctively Structural Models (path analysis) were used by AMOS software. Variables distribution normality is the most important pre-assumptions in the regression.

Since, normality of variables distribution in regression is one of the most important pre-assumptions. Before examining the research hypothesis, normality hypothesis of distribution of obtained data related to each variable was investigated using non-parametric Kolmogorov-Smirov test. In all the performed tests in this study, α as much as 0.05 is considered as the significance level of the test. The obtained results of Kolmogorov-Smirov test, which are written as follows, are summarized in Table 2:

H₀ (Null Hypothesis): distribution of data is normal.
H₁ (Alternative Hypothesis): distribution of data is not normal.
TABLE 2 - One-Sample Kolmogorov-Smirnov Test

<table>
<thead>
<tr>
<th></th>
<th>Innovation</th>
<th>KM</th>
<th>Marketing Result</th>
<th>Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>290</td>
<td>290</td>
<td>290</td>
<td>290</td>
</tr>
<tr>
<td>Normal Parameters&lt;sup&gt;a,b&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>2.9202</td>
<td>3.1279</td>
<td>2.6738</td>
<td>2.9222</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>.42979</td>
<td>.37902</td>
<td>.56519</td>
<td>.37073</td>
</tr>
<tr>
<td>Most Extreme Differences</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Absolute</td>
<td>.081</td>
<td>.074</td>
<td>.081</td>
<td>.069</td>
</tr>
<tr>
<td>Positive</td>
<td>.081</td>
<td>.070</td>
<td>.060</td>
<td>.069</td>
</tr>
<tr>
<td>Negative</td>
<td>-.063</td>
<td>-.074</td>
<td>-.081</td>
<td>-.057</td>
</tr>
<tr>
<td>Kolmogorov-Smirnov Z</td>
<td>1.388</td>
<td>1.256</td>
<td>1.382</td>
<td>1.168</td>
</tr>
<tr>
<td>Asymp. Sig.  (2-tailed)</td>
<td>.342</td>
<td>.085</td>
<td>.054</td>
<td>.131</td>
</tr>
</tbody>
</table>

<sup>a</sup>. Test distribution is Normal.
<sup>b</sup>. Calculated from data.

The obtained significance level for all variables is a number greater than 0.05, there is no reason to reject the null hypothesis, thus normality hypothesis is approved for all the variables.

With respect to non-parametric Kolmogorov-Smirnov test, this assumption is confirmed for all the variables, (Table 2).

Table 3. Results of regression analysis the impact of orientation innovation, customer knowledge management and customer Collaboration in the innovation process on the Customer Knowledge Management

<table>
<thead>
<tr>
<th>Variable</th>
<th>β</th>
<th>t</th>
<th>p-value</th>
<th>R</th>
<th>R²</th>
<th>F</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>1.979</td>
<td>15.522</td>
<td>0.000</td>
<td>0.594</td>
<td>0.353</td>
<td>52.013</td>
<td>0.000</td>
</tr>
<tr>
<td>product innovation</td>
<td>0.335</td>
<td>0.52</td>
<td>9.564</td>
<td>0.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>process innovation</td>
<td>0.09</td>
<td>0.144</td>
<td>2.588</td>
<td>0.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>business</td>
<td>0.03</td>
<td>0.044</td>
<td>0.889</td>
<td>0.374</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
According to Table 3, the result showed that regression is significant. The adjusted coefficient of determination obtained from 0.353 to suggest that 35.3 percent of the changes related to knowledge management by product innovation and process innovation respectively. According to β coefficients:

\[
(\text{Process innovation}) + 0.09 \times (\text{product innovation} = 1.979 + 0/335 \times (\text{KM})
\]

Also, according to Table 3, the result showed that regression is significant. The adjusted coefficient of determination obtained from 0.534 to suggest that 53.4 percent of the changes related to knowledge management by customer Collaboration in the innovation process. According to β coefficients:

\[
(\text{customer Collaboration in the innovation process}) \times 834 + 0/628/0 = \text{KM}
\]

Table 4. Results of regression analysis the effect of each variable customer Collaboration in the innovation process, customer knowledge management and orientation innovation on market results (performance)

<table>
<thead>
<tr>
<th>Variable</th>
<th>( \beta )</th>
<th>( t )</th>
<th>( p)-value</th>
<th>( R )</th>
<th>( R^2 )</th>
<th>( F )</th>
<th>( p)-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>1.972</td>
<td>6.585</td>
<td>0.000</td>
<td>0.138</td>
<td>0.019</td>
<td>5.559</td>
<td>0.019</td>
</tr>
<tr>
<td>customer Collaboration</td>
<td>0.234</td>
<td>0.138</td>
<td>2.358</td>
<td>0.019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.4</td>
<td>5.676</td>
<td>0.000</td>
<td>0.518</td>
<td>0.269</td>
<td>26.172</td>
<td>0.000</td>
</tr>
<tr>
<td>knowledge of customer</td>
<td>0.186</td>
<td>0.165</td>
<td>1.648</td>
<td>0.100</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
According to Table 4, the results showed that regression is significant. The adjusted coefficient of determination obtained from 0.019 to suggest that 1.9 percent of the changes related to marketing results (performance) by customer collaboration in the innovation process. According to β coefficients:

) customer collaboration in the innovation process \times \left( \frac{234}{0} \right) = \frac{1}{79} + 0 \text{/marketing results (performance)}

Also, according to Table 4, the result showed that regression is significant. The adjusted coefficient of determination obtained from 0.269 to suggest that 26.9 percent of the changes related to marketing results (performance) by customer knowledge management in innovation process, including: knowledge for customer, knowledge about customer and collaboration in the creation of knowledge. According to β coefficients:

) collaboration in the creation of knowledge \times \left( \frac{234}{0} \right) + 0 \text{/knowledge about customer \times \left( \frac{551}{0} \right) \text{/knowledge for customer} \times \left( \frac{399}{0} + \frac{4}{1} \right) = \frac{1}{79} \text{/marketing results (performance)}

Also, according to Table 4, the results showed that regression is significant. The adjusted coefficient of determination obtained from 0.199 to suggest that 19.9 percent of the changes related to marketing results (performance) by process innovation and business innovation. According to β coefficients:
business innovation × (22) + 0/process innovation × (28 + 0/053 = 1/marketing results (performance)

In this section, structural equations model or specifically structural model (path analysis) using AMOS is made benefit of. The normality of variables distribution in regression is one of the most important hypothesis and with respect to the obtained results from non-parametric Kolmogorov-Smirov test (Table 2). This hypothesis is approved regarding all the variables. Figure 1 shows the obtained results of using structural equations model (path analysis). This chart shows estimation of standard coefficients of the model which are standardized coefficients (beta) in multiple regression analysis. Variables and factors in this model have been named as Figure 1:

![Figure 1](image-url)

Figure 1.Standard coefficients related to structural equations model (path analysis)

Result (Default model)

Minimum was achieved
Chi-square = 110.656
Degrees of freedom = 1
Probability level = .000
Standard coefficients are used for comparison of the effects of each model components. Whatever the absolute value of the coefficient is larger, it means the influence of the independent variable on dependant variable is greater.

Regarding direct effect of AMOS path analysis, t-statistic is used to assess the significance of the model coefficients. Since, the presumed significance level is equal to 0.05; so the obtained coefficients will be significant if the corresponding statistic amount is greater than 1.96 and/or smaller than -1.96. Whatever the absolute value of the statistic amount is more than 1.96, it will represent higher and more powerful impact of independent variables on dependent ones. As can be seen, all of the variables are significant.

Direct and indirect effects, as well as significance level are also listed in Table 5.

Table 5-Regression Weights: (Group number 1 - Default model)

<table>
<thead>
<tr>
<th></th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>K M &lt;--- innovation</td>
<td>.266</td>
<td>.043</td>
<td>6.143</td>
<td>0.000</td>
</tr>
<tr>
<td>K M &lt;--- collaboration</td>
<td>.327</td>
<td>.050</td>
<td>6.513</td>
<td>0.000</td>
</tr>
<tr>
<td>M R &lt;--- collaboration</td>
<td>-.551</td>
<td>.082</td>
<td>-6.709</td>
<td>0.000</td>
</tr>
<tr>
<td>M R &lt;--- K M</td>
<td>.262</td>
<td>.090</td>
<td>2.920</td>
<td>.004</td>
</tr>
<tr>
<td>M R &lt;--- innovation</td>
<td>.719</td>
<td>.070</td>
<td>10.211</td>
<td>0.000</td>
</tr>
</tbody>
</table>

M R = marketing results (performance)
K M = Knowledge Management

Table -6 - Variances: (Group number 1 - Default model)

<table>
<thead>
<tr>
<th></th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1</td>
<td>.137</td>
<td>.011</td>
<td>12.021</td>
<td>0.000</td>
</tr>
<tr>
<td>E2</td>
<td>.184</td>
<td>.015</td>
<td>12.021</td>
<td>0.000</td>
</tr>
<tr>
<td>E3</td>
<td>.100</td>
<td>.008</td>
<td>12.021</td>
<td>0.000</td>
</tr>
<tr>
<td>E4</td>
<td>.233</td>
<td>.019</td>
<td>12.021</td>
<td>0.000</td>
</tr>
</tbody>
</table>

According to Table 5 and Table 6, some items are presented: regression weights, estimated amount, significance level as well as coefficient of variations obtained from estimated amount divided by standard deviation which indicates changes rate of each variable compared with changes of one unit of the dependant variables. Based on the significance level, there is a positive and significant relationship between investigated variables at significance level of 0.01.

According to Table 7, Chi-square test and RMSEA index are applied as goodness index of the model fitting path analysis. The best suited index is the value rate of Chi-square statistic to its
degree of freedom; namely \( \frac{\chi^2}{df} \). If this ratio is less than 3, the model shows better fitting.

RMSEA index is the same as mean squared errors of the model. The index is made based on the model errors. The index limit is 0.8. If RMSEA value is below 0.8, it is acceptable and if the value is below 0.5, it is considered so desirable.

Table 7. Goodness Index of Model Fitting in Path Analysis

<table>
<thead>
<tr>
<th>Mean squared errors of the model</th>
<th>Chi-square Test</th>
<th>( \frac{\chi^2}{df} )</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMSEA</td>
<td>Degree of Freedom</td>
<td>Statistic Value</td>
</tr>
<tr>
<td>( \chi^2 )</td>
<td>( df )</td>
<td></td>
</tr>
<tr>
<td>110.656</td>
<td>1</td>
<td>110.656</td>
</tr>
</tbody>
</table>

Since the value of RMSEA index (mean square errors of model) is less than 0.5, the model has a very good fitting. This indicates that adjusted relationships between variables are reasonable on theoretical basis of the research.

Conclusions:

The results showed that the orientation innovation has direct and positive impact on customer knowledge management and the regression is significant. As a result, product innovation and process innovation could predict to change in knowledge management.

These results obtained from the analysis of this theory with research Fidel et al (2015), Vazifehdoost et al (2014) and Mirfakhredini et al (2010) have similarity. In fact, process innovation provides the development of new techniques and creating the business strategies, solutions, new products and services, added value and the degree of novelty for organizations, companies, suppliers and customers (McFadzean et al., 2005). It can be the basis of cost, quality, productivity, relevance, knowledge of the market, competition, discipline and innovation (Barden, 2008). So, according to the results of this study can be expected that the oriented innovation can demonstrate direct and positive impact on customer knowledge management.

Based on the results of data analysis showed that collaboration and customer collaboration in the innovation process impact positive and direct on customer knowledge management and so, the hypothesis was confirmed. The results obtained from the analysis of this hypothesis have similarity with research Fidel et al (2015), Sarvari Ashiliki (2012) and Khiyabani (2008).

In fact, the results showed that the relationship between collaboration and customer collaboration in the innovation process and customer knowledge management is strong and nearly direct relation to the collaboration and customer collaboration in the innovation process.
and Performance or marketing results. Fidel et al (2015) found in their study that a relationship between collaboration and customer collaboration in the innovation process, customer knowledge management and performance or marketing results.

In addition to these findings, the results show that collaboration and customer collaboration in the innovation process has directly affected on marketing results. This affect is more than the affect of customer knowledge management on marketing results. Also, the analysis of data showed that by customer knowledge management, collaboration and customer collaboration in the innovation process has an indirect relationship with marketing results.

Also expected that the collaboration and customer collaboration in the innovation process leads to that they show a greater willingness to learn and use of knowledge management. Because collaboration and customer collaboration in the innovation process and involving them in the process of innovation and exchange to feel the need for more knowledge and knowledge management will be higher and so, confirm a significant positive relationship between two components.

In fact, the knowledge management supports innovation, creating new ideas and exploit the power of organizational thinking. Innovation is the process of creativity that by using the new ideas product a new product, new service or a new solution to perform the activities, which is considered a crucial factor for companies in order to create value and sustain competitive advantage in today's dynamic and extremely complex environment (Sarvari Ashliki, 2012). So, collaboration and customer collaboration in the innovation process can have a direct and positive impact on customer knowledge management.

Based on the results of data analysis showed that collaboration and customer collaboration in the innovation process has positively and directly impact on marketing results (performance) and thus the hypothesis was confirmed. The results obtained from the analysis of this hypothesis have similarity with researches Safari and Ghare-Bashlony (2014).

We can state that at the present time, information and knowledge management, based in dynamic and innovative organizations become even more competitive in the markets and trade marketing and to achieve at results or performance, subject to acquiring, developing and updating personal knowledge and institutional - and of course the collaboration and customer collaboration in the innovation process -. So, collaboration and customer collaboration in the innovation process is considered an integral part of the capital. So, management decided to use partnership and cooperation more and better for uncertainty factors, the preservation and creation of innovative opportunities to increasing market results or performance. Also, as results of this study shows that collaboration and customer collaboration in the innovation process can have a positive effect incrementally on marketing results (performance). On the other hand, the results of marketing or organizational performance broad concept about the production of company and its encompasses.
Based on the results, there is direct and positive relationship between customer knowledge management in innovation process and marketing results (performance). Thus, this regression is significant.

Also, the dimensions of customer knowledge management in innovation projects include: knowledge for customer, knowledge about customer and collaboration in the creation of knowledge could predict changes in performance or marketing results. The results obtained from the analysis of this hypothesis with research Fidel et al. (2015), Vazifehdoost et al (2014), Ahmadi et al. (2014), Lopez et al (2011), Carolina and Angel (2011), Safar Zadeh et al (2012), Xu and Li (2009), Johannessen (2008), Mirfakhredini et al (1389), Darroch (2005) and Cho et al. (2003) have similarity.

Knowledge management improves opportunity to the performance of human resources and competitive advantage with the necessary tools. On the other hand, flexibility and quick reaction to changing environment, better use of human resources and knowledge available to them as well as make better decisions, achievements, knowledge management for organizations and deal intelligently with knowledge resources, effective factor is important to the success of organizations (Vazifehdoost et al., 2014).

In fact, companies are moving towards knowledge increasingly (Ramazan, 2011), thus, can be said that it is essential the implementation and management of dynamic market outcomes or knowledge to increase organizational performance and decision-making and a knowledge management and using it to increase market results or performance. The results of this study also confirmed this issue.

Also, based on the obtained findings, oriented innovation has direct and positive impact on marketing results (performance) and this regression is significant. Also, business innovation and process innovation could predict changing of marketing results (performance). The results obtained from the analysis of this hypothesis with research Fidel et al. (2015), Thomas et al (2013), Lopez et al. (2011), Carolina and Angel (2011), Carmen and Jose (2008) have similarity, but this result did not have similarity with the results of studies Darroch (2005).

Innovative approach lies in the innovation management process. Marketing performance refers to the organization's ability to increase sales, improve competitive position, develop new products, improve product quality, and reduce product delivery time or customer service to other competitors in a particular industry (Clark & Ambler, 2001). Marketing literature focuses on three aspects of performance marketing such as effectiveness (to achieve organizational goals and objectives), efficiency (relationship between outcomes and inputs) and adaptability (organization's ability to respond to changes environment) (Walker & Ruekert, 1987) that all three of these cases is based on oriented innovation and to be increased market results or performance.

Based on the results of the study recommended that:
1) To achieve top results in marketing and innovation performance, companies must first create innovative behavioral and cultural contexts and only in such an environment is favorable that the company can increase innovation and efficient.

2) Innovation in the field to be identified. The development and introduction of successful innovation requires specific resources and capabilities of organizations to create the organization can benefit from innovation and to allocate its benefits. Thus, is recommended training courses tailored to the form or use the information brochures and practices such as bulletin boards, handbooks, etc.

3) All the businesses and traders can employ knowledge management strategies and identify deficiencies, gaps in knowledge, greater efficiency of human capital, efficient and effective learning of employees, customers and staff satisfaction, prevention of recurrence errors, reduce duplication, saving time, stimulate motivation, creativity and innovation and strengthening their competitive position.

4) According to the results orientated innovation, in order of importance customer collaboration in the innovation process and knowledge management effect on market results or performance. Therefore, it is recommended to reinforce the oriented innovation, customer collaboration in the innovation process and customer knowledge management.

5) Innovation must search in the knowledge management because sustainable competitive advantage is hidden in innovation. Therefore, companies should set up brainstorming sessions, creation of knowledge, the creation of specialized publications and interaction and cooperation with businesses and business similar to highlight the emergence of innovation.
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