AENSI Journals

Advances in Environmental Biology

ISSN-1995-0756 EISSN-1998-1066

Journal home page: http://www.aensiweb.com/aeb.html

Examination and Identification of Entrepreneurs Consulting Networks

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ARTICLE INFO

Article history:
Received 25 March 2014
Received in revised form 20 April 2014
Accepted 15 May 2014
Available online 5 June 2014

Key words:
Entrepreneurship, Consultation, Consulting Networks, Analysis of Variance

ABSTRACT

This article attempts to examine and identify entrepreneurs consulting networks and entrepreneurs degrees of interest to each group. Thus the consultant networks were divided into 5 spheres of "private", "job", "experience", "professional" and "market"; using Data collected by "Global Entrepreneurship Monitor" from 5 countries: Brazil, Denmark, Iran, Latvia and South Korea, in 2008. Appropriate statistics methods, variance techniques and software were also employed for data analysis.. The results indicate that the difference among Iran, Brazil and Latvia are significant and "private" spheres are the most important within the context of entrepreneur consultation. In South Korea, however, the difference among spheres also shows to be significant and the "private" and "experience" spheres appear as the most important ones compared to the others. This is while in Denmark, no significant difference is observed among consulting networks. Nevertheless, the degrees of interest in "private" and "experience" spheres seem to be equal in all the investigated countries with no meaningful difference among them; while the degrees of interest in "job" and "market" spheres in Denmark are found to be higher than other countries. Finally, "Professional" sphere in Denmark and Latvia, with a significant difference compared to the other three countries, appears to be of more interest to the entrepreneurs.

To Cite This Article: Ehsan Javanmardi, Amir Abbas Saminia., Examination and Identification of Entrepreneurs Consulting Networks. ***Adv. Environ. Biol., 8(9),*** *131-141, 2014*

INTRODUCTION

Entrepreneurship as a solution for enhancing employment and increment of national gross production has been a source of interest to the economic policy makers in international level, in recent years. Entrepreneurship is a comprehensive subject, and considering its importance, it has attracted the researchers and authorities in various fields. Entrepreneurship network is one of the important issues in the entrepreneurship which has been less noticed. In the 1980s, research on the networks as one of the important fields of research in entrepreneurship appeared for the first time. In 1982, Knok described networks theory in a research called "Network Analysis". In 1985, Birely stated that giving the idea and information to networks help entrepreneurs in recognizing entrepreneurship opportunities. Following that, Aldrich and Zimmer stated in 1986 that, American entrepreneurs spend almost half of their time in relations and networking with other entrepreneurs. Nelson in 1989 divided "others" in two main groups which are continuously and directly in relation with the person, and the secondary groups which play a temporary role, with their effect depending on the value and degree of validity that the individual considered for them.

He examined the effect of friendship on female entrepreneurs in this approach. Smeltzer and colleagues analyzed and examined the role of consolers as information resources in the beginning of economical activities, in 1991. Dubini and Aldrich divided the networks into two groups of individual and expanded networks, in the same year. Individual networks include all the individuals who are directly in relation with the entrepreneur such as the partners, suppliers, and family members, while inter-company expanded networks include all relations between the proprietors, managers and employees and intra-companies expanded networks is a form of relations between the members of each company with another. Johannisson and colleagues examined networks role in obtaining entrepreneurs job information, consultation, and problem solving in 1994 as well. In 1998, Bruderl & Presiendorfer also investigated networks emotional support for entrepreneurs in taking risks. In 1999, Freemen worked on the importance of networks in entrepreneurship process as sources for information consultation. He stated that the key benefit of networks in the entrepreneurship process is providing consultation and information for the entrepreneurs. In 2008, Tomas Shut, the representative of Denmark in "Global Entrepreneurship Monitor" cooperating with 5 teams including Iran, Brazil, Latvia, Republic of Korea and Denmark worked on

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examination and recognition of entrepreneurs consulting networks in international level, the results of which has been used in this research for examinations and analysis.

This article aims at examining and recognizing entrepreneurs counseling networks, as well as determining the network that they are more interested in. The main problem of the research is to review the difference between different spheres that entrepreneurs refer to for consultation and determine the basic difference between them. Indeed, in this research the aim is to answer the two basic questions:

The First question of the research is to discover whether there is a significant difference between different consulting networks that entrepreneurs can refer to? If there is, which network or sphere is more important than the others and naturally attract entrepreneurs? The second question of research involves the examination of the difference between entrepreneurs' behavior in different countries during consultation. There is also the question if entrepreneurs in different countries pay equal attention in consultation to each sphere?

As an example, are families equally important for entrepreneurs in different countries?

The significance of the subject is due to the fact that with recognizing entrepreneurs' behavior in each country, as well as recognizing consulting network the entrepreneurs are interested in, we can direct the entrepreneurs training in a suitable way, based on entrepreneurs' behavior of the respective country. Also, we can examine the aim sphere for training more specifically and clearly.

We can discover the correct and incorrect behavior of entrepreneurs in consulting with ignorant people as a factor effective on success or failure of the individual in entrepreneurship activities.

In this article, the previous research carried out by the international team of "Global Entrepreneurship Monitor" was used in 2008, the results of which were published in a specialized report of this monitor in 2010.

The aim of more accurate examination of the result of that research is to determine significant difference between the considered spheres and examined countries, which is mentioned through this report. The result of this research shows that there are differences between different spheres and also different countries.

But the basic question is that whether these differences are basic or meaningful, or occur randomly? In the following sections, we will consider the results or findings of research by statistical analyses, determining the principles of research and methodology; finally by making a conclusion and stating the future horizons, we will finalize the article till further study is carried out..

2. Research method:

In order to answer to the research questions, in the first place, we did simple statistical examinations in the form of bar graph to generally investigate the results of "Global Entrepreneurship Monitor" research and then by analyzing the variance, we examined the randomness or significance of the difference between the entrepreneurs consulting spheres and spheres in different countries and also the difference of the countries as far as consultation is concerned in each sphere. The analysis of Variance technique abbreviated as ANOVA, has various kinds: the simplest is unilateral analysis of variance which is a tool for examination of a factor and independent variable. The variance analyses examining 2 or more factors are also called factorial variance.

Two way variance analysis is used for examination of two independent variables which could have or have not any effect on each other. The purpose of this technique too is to examine the significance of the effect of the two variables on a dependent factor; the null- hypothesis will signify the randomness or insignificance of the factors. The analysis of variance test statistics is F statistics or Fisher; if it occurs in the critical areas, the hypothesis of randomness or insignificance of the examined variable will be rejected, and the factor is recognized to be important and effective. The critical area test is defined as follows:

$$f \geq F_{\alpha,d_1,d_2}$$

in which ds indicate the freedom degree of the function, and α indicates the degree of the test error or (1-α), the percentage of the test validity. In case the above equation is set, the randomness hypothesis of differences will be rejected, and it will be recognized as an important factor.

The article research method is a statistical case study that aims to complete other researches; to do this, the data collected in 2008 by "Global Entrepreneurs Monitor" from 5 countries including Iran, Brazil, Latvia, South Korea and Denmark was used. Using World Economic Forum, Global Entrepreneurs Monitor divides the world's countries based on global Competitiveness Report in 2008 to three economical groups of "factor driven", "efficiency driven" and "entrepreneurship driven". In this report Iran, Brazil and Latvia are in the second group and have an economy based on efficiency, meaning that in such countries economic activities are for making efficient productive processes and upgrading the product quality; moreover, the competition is generally based on higher education, efficient markets and increment of exploitation from existing technology capacity. While Denmark and South Korea are in factor driven group, enjoying a higher development level; also, in this group of counties new and special products is the basis for competition, while development is the key for success and keeping of the organizations' status in the market.

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The data was collected by Global Entrepreneurs Monitor international teams through surveying from the enterprise managers of the 5 countries mentioned above, by asking questions as to which spheres the managers consulted for making decisions over the previous year. The consultant networks were grouped into 22 different groups and in 5 general spheres as follows:

1. Private Sphere including spouse, parents, relatives and friends.
2. Job Sphere including present and former colleagues, present and former managers and other individuals in the work place.
3. Experience Sphere including individuals, who have started commerce, trainers, experts and investors.
4. Professional & Specialized Sphere such as researchers, bankers, lowers, accountants and consultants
5. Marketing Sphere including partners, competitors, customers

The size of the collected sample from the 5 countries involves totally 1993 data including 554 data from Iran, 529 data from Brazil,192 data from Lativa,467 data from Republic of Korea and 251 data from Denmark, but the unit of our analysis in ANOVA is 110.

Moreover, according to the report of "Global Entrepreneurship Monitor" totally 25 percent of this persons have received training for entrepreneurship including 42 percent from Iranian entrepreneurship, 14 percent from Brazils, 52 percent from entrepreneurships of Latvia, 14 percent from Korea and 29 percent from Denmark.

Because the existing data related to the five countries was collected from three different continents, and it was also used in research of the monitor, and because of its wide range, the same data was used in the present research.

To conduct descriptive statistical examinations, Excel 2007 was used, and to analyze variance for investigating the differences between the spheres and countries, we used from Minitab13.

First, through analyzing the Two way Anova, we examined the significance of two independence factors of country and sphere in consultation. The dependent variable is entrepreneurs interest to network consulting that measured Through the percentage of different advisor types in each of the five spheres of influence for each country that shown in table 1.

Because we just wanted determined the effect of two independence factors in consultation, we did not consider the internal relation of the two variables. Following that, by analyzing unilateral variance, we examined the sphere in each country and the difference between them; then we investigated the countries' role in spheres and the difference between them.

The value of α was decided to be %05 as the border of rejecting or accepting, which is about 95% validity in the observed results.

In statistical examinations, if the P-value is less than α, the null-hypothesis will be rejected. Null-hypothesis in variance analysis implies that the means of the groups is equal, or in other words, it shows the insignificance of the factor. Therefore, if P-value is less than α, the factor will be recognized to be significant.

In addition, The scale of Dependent variable is 0 to 100 (percentage), although we use proportion scale between 0 and 1 in Minitab Analysis.

3-Results and their interpretation:

Information obtained by "Global Entrepreneurship Monitor" teams in 5 countries of Iran, Brazil, Latvia, Republic of Korea and Denmark has been presented in Table 1. Results of descriptive statistics of the percentage of consultation with a sphere of entrepreneurs in five different countries which have been obtained from Table 1 can be seen in Table 2. That the average percentage of consultations with different groups for Denmark in Table 2 is approximately 31 percent can mean that entrepreneurs in Denmark pay equal attention to the entire sphere. The data range for the five countries shows to what extent entrepreneurs in each country value consulting with all spheres and groups. In Denmark, this issue is considered more than other countries and, according to the results, entrepreneurs in this country in their consultations pay almost equal attention to all the spheres because the minimum percentage of consulting belongs to the researchers group and is 14 percent while minimum value for other countries is equal to 3 and 6 percent which indicates the very low consideration of their entrepreneurs for consultation. In Iran the least attention is paid to the group of people outside the organization's job sphere with only 3 percent, in Brazil, the lowest to rival groups with 3 percent, in Latvia to the former managers with 6 percent and in Korea the lowest consideration for consulting to the group of lawyers with 3 percent. Interestingly the range of values for innovative-based countries namely South Korea and Denmark was smaller than the group of efficiency-based countries.

The basic question is whether the difference in the rate of the sphere consultation by the entrepreneurs in each country was randomly obtained or is it that more attention is really paid to some spheres? On the whole, we are seeking to discover whether there is a significant difference between different countries and different spheres as factors under study? To answer this question first we conducted a Two-way ANOVA and examined the importance of the factors of country and sphere on the level of consultation by entrepreneurs. The first goal was to investigate whether the difference between the obtained values was due to the factor of the country or sphere or both?

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Table 1: Data collected by the Global Entrepreneurship Monitor (percentage of pay attention) [1].

SPHERES	groups	IRAN	BRAZIL	LATVIA	REPUBLIC OF KOREA	DENMARK
Private Sphere	Spouse	31	42	37	22	44
	Parent	45	33	31	15	18
	Other Family	43	47	36	25	20
	Friends	43	51	53	33	50
Job Sphere	Current Work Colleagues	22	24	29	23	48
	Earlier Work Colleagues	16	15	20	18	31
	Current Manager	8	5	10	10	26
	Earlier Manager	5	7	6	12	17
	Somebody Abroad	3	4	17	5	23
Experience Sphere	Someone Starting a Business	17	11	33	13	25
	Mentor	32	22	36	37	53
	Expert	29	23	25	39	58
	Investor	7	8	18	9	16
Professional Sphere	Researcher	7	4	13	6	14
	Banker	5	6	16	6	29
	Lawyer	4	5	24	3	23
	Accountant	5	12	27	9	49
	Advisor	4	7	13	7	18
Market Sphere	Collaborator	8	8	23	14	36
	Competitor	4	3	11	9	18
	Supplier	14	20	20	18	33
	Customer	20	28	28	24	40

Table 2: Results of descriptive statistics.

	Mean (percentage)	Median (percentage)	Variance (percentage)	Minimum (percentage)	Maximum (percentage)
IRAN	16.9	11	14.21	3	45
BRAZIL	17.5	11.5	14.71	3	51
LATVIA	23.9	23.5	11.11	6	53
REPUBLIC OF KOREA	16.2	13.5	10.42	3	39
DENMARK	31.3	27.5	13.79	14	58

You can see the results of the ANOVA performed by the Minitab13 software in Table 3. In this test, the factor of country was considered as level factor and factor of the groups as column factor. Countries of Iran, Brazil, Latvia, South Korea and Denmark we, respectively, given the values of 1 to 5, and the groups, as shown in Table 1, were marked from 1 to 22 in the software. Table 4 shows confidence intervals for the mean percentage of consultations with each group separated from each other with regard to the factors of country and sphere with 95 percent confidence that have been calculated by the software.

Table 3: Output of Minitab software for two-way analysis of variance of the role of country and groups factors.

Two-way ANOVA: res versus country, groups					
Analysis of Variance					
Source	DF	SS	MS	F	P
country	4	0.36639	0.09160	16.49	0.000
groups	21	1.29825	0.06182	11.13	0.000
Error	84	0.46673	0.00556		
Total	109	2.13137			

Regarding the results of two-way ANOVA in Table 3, and P values obtained from testing, both factors of the country and groups are considered important. This result means that there are fundamental differences between countries and between spheres. According to the obtained confidence intervals for the means in Table 4, Denmark and then Latvia have a considerable fundamental difference with the three other countries. Also, considering the confidence intervals of the spheres in Table 4, it can be seen that the group of friends among the 22 groups has the highest counseling by entrepreneurs among the total of five countries. Interestingly, the group of researchers had the lowest consulting by entrepreneurs among the five countries.

Since the two factors of country and sphere are important in the amount of consultations by performing one-way ANOVA for both factors separately, first we study the factor of sphere in each country separately and determine the most important consultation spheres in each country, i.e. by performing ANOVA on each country's data, we study the factor of sphere as an independent factor in order to find out whether in each country there is a significant difference between different spheres or not. After that, in each country, we take the sphere factor as independent and with one-way ANOVA on the data of each sphere among all the countries we will determine whether different countries act similarly within each sphere or there is a significant difference between countries in any given sphere.

In tables 5 to 9 you can see the results of the ANOVA separately for each country. In table 5 you can see the results of the studies on consultation networks in Iran. Considering the amount of P and F statistics obtained in this table, the difference between spheres is considered significant. Figure 1 presents the box graph of confidence intervals of each sphere. According to Figure 1 and Table 5 results, the private sphere is considered the most important sphere for the Iranian entrepreneurs in consultations. Figure 1 also shows that the Iranians pay the least attention to the professional sphere. It is noteworthy that in the figures of box diagrams we have represented private, job, Experience, professional and market spheres respectively with values of 1 to 5 and the participation amount of entrepreneurs in each sphere has been shown in terms of percentage. These figures actually represent the range of percentage values of entrepreneurs' consultations with groups of each sphere.

Table 4: Confidence intervals for the mean percentage of consultations with each group separated from each other with regard to the factors of country and sphere with 95 percent confidence.

Confidence intervals for the country factor

```
country       Mean   ---------+---------+---------+---------+--
                1      0.169    (----*----)
                2      0.175     (----*----)
                3      0.239          (----*----)
                4      0.162    (----*----)
                5      0.313               (----*----)
               ---------+---------+---------+---------+--
                0.180    0.240    0.300    0.360
```

Confidence intervals for the sphere factor

```
Group         Mean   ---------+---------+---------+---------+--
                1      0.352          (---*----)
                2      0.284         (---*---)
                3      0.342          (----*---)
                4      0.460               (----*---)
                5      0.292         (---*----)
                6      0.200       (---*----)
                7      0.118    (----*---)
                8      0.094    (---*----)
                9      0.104    (---*---)
               10      0.198       (---*----)
               11      0.360          (---*---)
               12      0.348          (---*----)
               13      0.116    (----*---)
               14      0.088   (----*---)
               15      0.124    (---*----)
               16      0.118    (----*---)
               17      0.204       (----*---)
               18      0.098    (----*---)
               19      0.178     (----*---)
               20      0.090    (---*---)
               21      0.210       (---*---)
               22      0.280         (----*---)
               ---------+---------+---------+---------+--
                0.150    0.300    0.450    0.600
```

Table 5: ANOVA of data of Iran.

One-way ANOVA: private, Job, Experience, Professional, Market

Analysis of Variance

Source	DF	SS	MS	F	P
Factor	4	101720	25430	15.19	0.000
Error	17	28468	1675		
Total	21	130188			

Table 6 shows ANOVA of consulting networks in Brazil. According to F statistics and P values obtained in this table, there is the difference between the spheres is considered significant and important. Figure 2 shows the box graph of confidence intervals of each sphere. According to Figure 2 and results of Table 6, the private sphere is considered the most important sphere to the Brazilian entrepreneurs in consultations. Figure 2 also shows that Brazilians pay the least attention to the professional sphere. As a result, it can be said that Iranian and Brazilian entrepreneurs act almost similarly in having maximum regard for the private sphere and minimum regard for the professional sphere.

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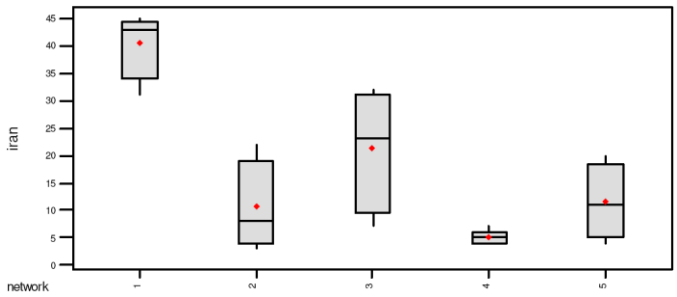

Fig. 1: Box diagram of Iranian entrepreneurs' consultation with each sphere.

Table 6: ANOVA of Brazil's data

One-way ANOVA: private, Job, Experience, Professional, Market					
Analysis of Variance					
Source	DF	SS	MS	F	P
Factor	4	97250	24313	13.85	0.000
Error	17	29839	1755		
Total	21	127090			

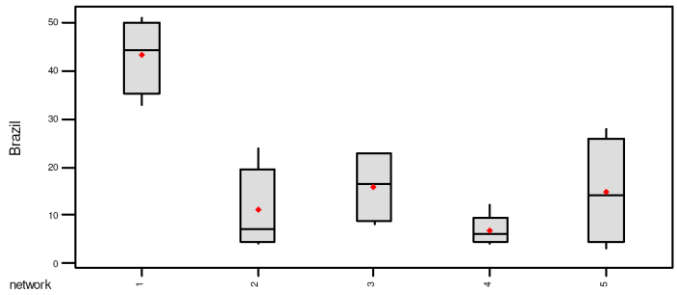

Fig. 2: Box diagram of Brazilian entrepreneurs' consultation with each sphere.

In Latvia also considering the results of variance analysis shown in Table 7, it is proved that entrepreneurs significantly have a different regard for various spheres for consultation because the P value in this table equals 0.004 which is less than the amount of α =0.05. Thus we can say that Latvian entrepreneurs in their consultations do not pay equal attention to all groups and this inequality is not random. According to Figure 3, it can be said that they pay more attention to private environment than other spheres. According to these results, it can be said that the three countries of Iran, Brazil and Latvia which in the World Economic Forum report have been included in the efficiency-based group, act almost similarly in paying attention to private spheres for consultation and this sphere is the most important consulting of entrepreneurs in these three countries.

Table 7: ANOVA of Latvia's data.

One-way ANOVA: private, Job, Experience, Professional, Market					
Analysis of Variance					
Source	DF	SS	MS	F	P
Factor	4	5447	1362	5.64	0.004
Error	17	4107	242		
Total	21	9554			

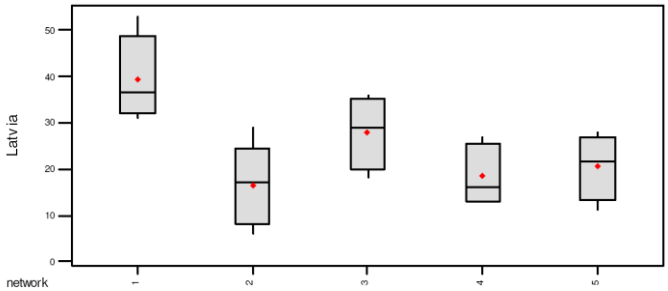

Fig. 3: Box diagram of Latvian entrepreneurs' consultation with each sphere.

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Analysis of variance for South Korea's data produces the results of Table 8 and Figure 4. However, P value in this table is not zero, but anyway it is less than 0.05 and this means that there is a significant difference between spheres in South Korea at the 95 percent confidence level. According to Figure 4, Experience and private spheres in Korea attract the most attention by entrepreneurs for consultation. If we perform another variance analysis only for these two spheres, we notice that there is no difference between these two and we therefore conclude that the Korean entrepreneurs pay the most attention to private and Experience spheres and receive the majority of their consultations from these spheres.

Table 8: ANOVA of Korea's data

One-way ANOVA: private, Job, Experience, Professional, Market					
Analysis of Variance					
Source	DF	SS	MS	F	P
Factor	4	22624	5656	3.55	0.028
Error	17	27098	1594		
Total	21	49721			

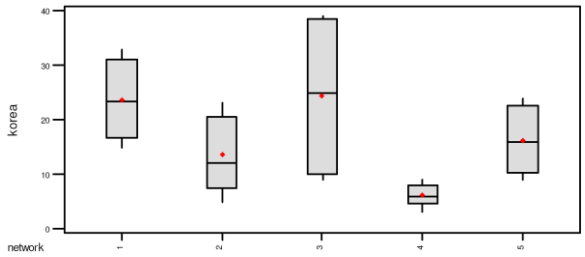

Fig. 4: Box diagram of Korean entrepreneurs' consultation with each sphere.

In Figure 5 and Table 9 ANOVA results for Denmark have been shown. The value of 0.819 for P means that a significant difference between consultation spheres in this country. Danish entrepreneurs have the same regard for all spheres for their consultations. Thus, the differences between obtained values in the report of "Global Entrepreneurship Monitor" which were used as data in our analysis of variance were recognized to be random and it cannot be said that Danish entrepreneurs pay more attention to a particular sphere. In their consultations they pay equal attention to all spheres.

Table 9: ANOVA of Denmark's data.

One-way ANOVA: private, Job, Experience, Professional, Market					
Analysis of Variance					
Source	DF	SS	MS	F	P
Factor	4	2072	518	0.38	0.819
Error	17	23096	1359		
Total	21	25167			

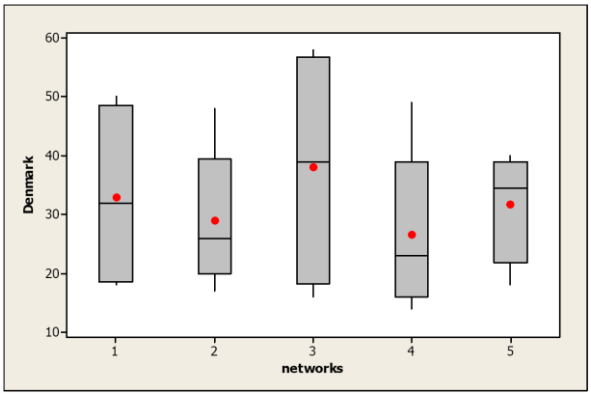

Fig. 5: Box diagram of Denmark entrepreneurs' consultation with each sphere.

But the next question of the study is to investigate the differences between various countries in regard to spheres. For example, we sought to answer the question whether in all countries, entrepreneurs pay the same attention to private sphere or not? So far, the random factor was sphere but now we consider the country as the random factor and their differences is the question of ANOVA at this stage. The results of study on the spheres

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have been shown separately in tables 10 to 14. In Figure 6 and Table 10 the results of the study of the differences between countries in regard to the private sphere by ANOVA using Minitab software are shown. According to the Table, P value equals 0.101 which is more than α =0.05 and therefore at a 95 percent confidence level there is no significant difference between the countries in consultation with the private sphere. In fact, all countries pay the same attention to private sphere which includes spouse, parents, relatives and friends.

Table 10: ANOVA of private sphere data.

One-way ANOVA: private, Job, Experience, Professional, Market					
Analysis of Variance					
Source	DF	SS	MS	F	P
Factor	4	0.0970	0.0242	2.35	0.101
Error	15	0.1547	0.0103		
Total	19	0.2517			

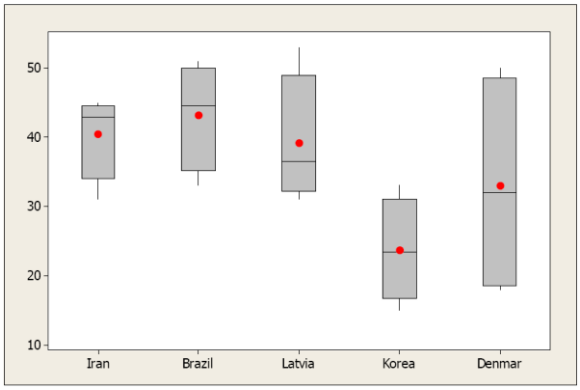

Fig. 6: Box diagram of consultation with the private sphere.

By studying countries in the job sphere the results of which have been shown in Table 11, we realize that the difference between countries is significant and entrepreneurs of different countries do not pay the same attention to consultation with this sphere. Taking a look at Figure 7 which is the box diagram of different countries' attention to this sphere we can find out that Danish entrepreneurs in their consultations pay more significant and meaningful attention to this sphere.

Comparison of five countries in the Experience sphere indicates that there is not a significant among them in regard to this sphere. Because according to the results of variance analysis displayed in Table 12 and Figure 8, the obtained P value equals 0.262 which is larger than α= 0.05 and this means that entrepreneurs in different countries, pay the same attention to this sphere and differences in values are random.

Table 11: ANOVA of job sphere data.

One-way ANOVA: private, Job, Experience, Professional, Market					
Source	DF	SS	MS	F	P
Factor	4	0.11342	0.02835	3.52	0.025
Error	20	0.16132	0.00807		
Total	24	0.27474			

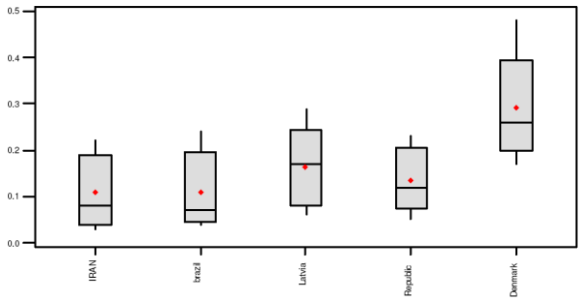

Fig. 7: Box diagram of consultation with the job sphere.

In Table 13, ANOVA results of the comparison of countries in the professional sphere are observed. The P value obtained and the F statistic in the table indicates that the differences between countries in regard to this

sphere are important and significant and various countries pay different attention to this sphere. Figure 9 and Table 13 results show that Iranian, Brazilian and South Korean entrepreneurs pay a significantly less attention to this sphere in their consultations.

Table 12: ANOVA of Experience sphere data.

One-way ANOVA: private, Job, Experience, Professional, Market					
Analysis of Variance					
Source	DF	SS	MS	F	P
Factor	4	0.1087	0.0272	1.46	0.262
Error	15	0.2786	0.0186		
Total	19	0.3873			

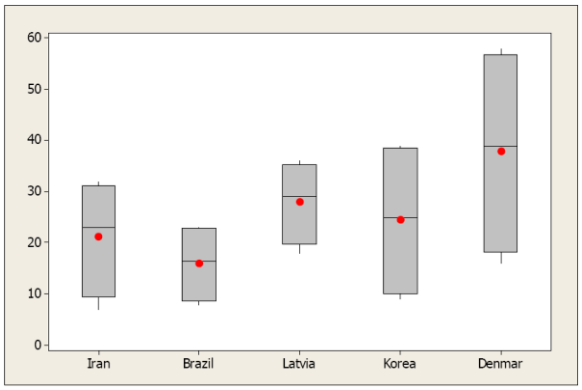

Fig. 8: Box diagram of consultation with the Experience sphere.

Table 13: ANOVA of professional sphere data.

One-way ANOVA: private, Job, Experience, Professional, Market					
Analysis of Variance					
Source	DF	SS	MS	F	P
Factor	4	0.18218	0.04554	9.24	0.000
Error	20	0.09860	0.00493		
Total	24	0.28078			

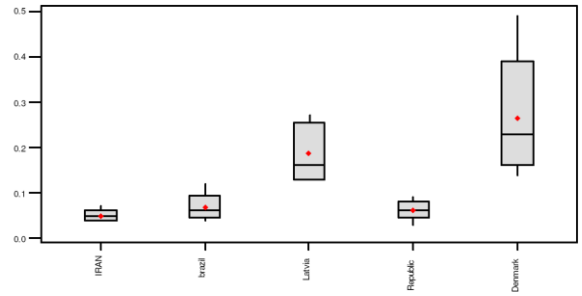

Fig. 9: Box diagram of consultation with the professional sphere.

Table 14 which compares the countries in the market sphere also indicates that there is a significant difference between countries in connection with this sphere. Considering the P value which is less than 0.05 the factor of countries is considered important in this sphere. Box diagram of Figure 10 shows that Danish entrepreneurs pay even more attention to this sphere than the other countries and this attention is rather important and significant in regard to analysis of variance and it is not random. Thus, differences among countries in this sphere are also considered significant just like professional and job spheres.

Table 14: ANOVA of market sphere data.

One-way ANOVA: private, Job, Experience, Professional, Market					
Analysis of Variance					
Source	DF	SS	MS	F	P
Factor	4	0.09867	0.02467	3.41	0.036
Error	15	0.10843	0.00723		
Total	19	0.20710			

Considering the results, the difference between countries in regard to consultative spheres in the two private

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and Experience spheres has been similar and entrepreneurs of different countries represent a similar behavior in consultation with these two spheres. But in the job, professional and market spheres, the factor of the country is considered important. And Danish entrepreneurs pay considerably more attention than other countries to these spheres.

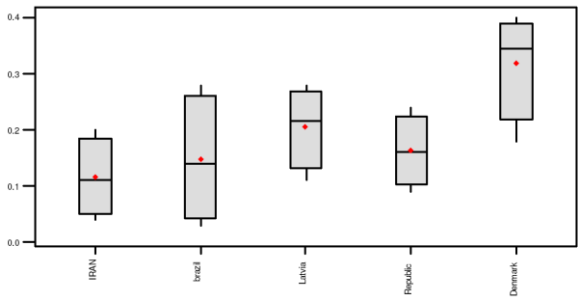

Fig. 10: Box diagram of consultation with the market sphere.

4 - Summary and Conclusion:

In this paper, using statistical study and analysis of variance technique we examined the differences between countries and consulting network. The results indicate that in the amount of consultation with various spheres the factors of country and sphere are important. In Iran, Brazil, Latvia and South Korea more attention is paid to private rather than other spheres by the entrepreneurs. Entrepreneurs in Korea pay much attention to the Experience sphere. But in Denmark no difference was observed between entrepreneurs' attention to various spheres. Then, in this paper, we investigated the differences between countries in each sphere. In private and Experience spheres no difference was observed between countries, but in job, professional and market spheres entrepreneurs of various countries paid different attention. The results showed that Danish entrepreneurs refer to these spheres for consultation considerably more than entrepreneurs from other countries. The overall results can be seen in Table 15.

Table 15: Summary of Results.

Test	Result
Iran	significant difference between the environments - the highest amount for private sphere
Brazil	significant difference between the environments - the highest amount for private sphere
Latvia	significant difference between the environments - the highest amount for private sphere
South Korea	significant difference between the environments - the highest amount for private and Experience spheres
Denmark	No difference between environments
Private sphere	No significant difference between countries
Job sphere	Significant difference between countries and Denmark more than other countries
Experience sphere	No significant difference between countries
Professional sphere	Significant difference between countries and Denmark and Latvia more than other countries
Market sphere	Significant difference between countries and Denmark more than other countries

As a recommendation for future studies, the impact of consideration for consulting spheres in success or failure of the entrepreneurs or fear of failure or even the birth rate of entrepreneurship in different countries can be studied. This question can also be considered: what are the results of different attention to various spheres or consulting or refusing to consult with some of the spheres for the entrepreneurs.

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