Correlation between adopting marketing as a business orientation and its effect on exporting in the textile firms of Egypt's industry

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Abstract:
The ultimate objective of textile industry in Egypt, as any other real industry in any developing country, is to expand the accessibility of its products/ services by exporting to diverse international markets through intermeshing with global network of supply chains. On the other hand, there is marketing orientation, which is one of business management approaches that can serve as a market access means for textile producers that qualifies them into engaging in global value chains, and hence contribute vigorously in prompting textile exports. The objective of this paper research is to specify the correlation between adopting the marketing orientation as business management approach, and engaging in exporting activities, among producers of Egypt's textile sector. To fulfill this objective, the study utilizes comparative, analytical, and descriptive approach as study methodology. Through a designed survey study that aims at collecting primary data from a sample comprised of (16) textile mills from different industrial zones located in Eastern Cairo of Egypt, mainly producing upholstery and home textiles products. The sample is divided into two groups: (1) Exporting upholstery and home textiles mills, and (2) Non-exporting upholstery and home textiles mills; each group is constituted by (8) mills. Data collection were executed through survey methodology that takes the form of interview. The interview type is Structured Interview aiming to collect qualitative and quantitative data from the interviewees. The frames that compose the interview structure are shown in Research Work section. The subjects to be interviewed are from high management level, including CEOs, factory managers, and business owners.

Keywords:
Textile Marketing , Marketing Orientation , Textile Exporting Market Access, Business Network, Textile Industry

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1. Introduction

1.1. Marketing Business Orientation

Business orientation, in context of business philosophies and the economic, is way a company approaches its strategies for success, best suited to their business scope and to their continuing purposes of survival, growth, and profit (Baker, 1996). There are 4 basic busines orientations, (Kotler, Armstrong, & Harri, 2020):

a. Production concept: the idea that consumers will favor products that are available and highly affordable; therefore, the organization should focus on improving production and distribution efficiency.

b. Product concept: the idea that consumers will favor products that offer the most quality, performance and features; therefore, the organization should devote its energy to making continuous product improvements.

c. Selling concept: The idea that consumers will not buy enough of the firm's products unless the firm undertakes a large-scale selling and promotion effort.

d. Marketing/ Market concept: a philosophy in which achieving organizational goals depends on knowing the needs and wants of target markets and delivering the desired satisfactions better than competitors do.

firms are usually being managed by a combination of those four busines. As the philosophy of top management/ owners in addition to available resources with market dynamics determine the rank and priority of the four business orientations within that combination. (Charles H. Noble, 2002)

According to (Cadogan, 2003), Market orientation is usually defined as being the implementation of the marketing concept, marketing oriented firms are better positioned to:

1- Respond to changing customer needs and wants.
2- Develop competitive strategies.
3- Identify new market accessing opportunities and business networking; and
4- Be able to match the firms' marketing

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capabilities with the conditions facing the firm.

On the other hand, and according to (Hebeish, 2018), who has pointed at the essential reasons behind low exports of Egypt's textiles in page 28:

1- High production cost, low quality, and negative influence of marketing

2- lack of good management and trained workers and skillful labor

3- lack of modern technology

4- Problems associated with ecology because Ecology guarantee becomes a pre-requisite for export to the EU and USA which are main importers.

5- Problems associated with cotton products, pricing, manufacturing, and trade.

6- Increasing the global competition in textile and clothing field.

1.2. The Situation of Global textile export market:

Since 2005, and according to the report of (WTO (World Trade Organization), 2013) the global apparel and textiles market has both expanded in value and consolidated in suppliers. The top ten developing country suppliers (China, Bangladesh, India, Turkey, Vietnam, Indonesia, Mexico, Malaysia, Pakistan and Cambodia) now make up 58% of global apparel exports, with Asian suppliers of them accounting for 52% in 2011.The top exporters of apparel have also been amongst the main exporters of textiles. In 2011, global apparel exports were worth over USD 412 billion, while global textile exports reached USD 794 billion, (EEAA & SSSUP, 2012).

Since 2012, and according to the report published by (Marketline - Commercial Intelligence House, 2018) the value of the global textile mills market totaled $748.1 billion in 2016 (around 83.7% were fabrics and 16.3% were yarns), up 3.5% from a year earlier.

The CAGR (Compound annual growth rate: mean annual growth rate of an investment over a specified period of time longer than one year (Wayman, 2019)) of market was 2.7% between 2012 and 2015. The Asia-Pacific region accounted for 59.6% of the global textile mills market value in 2016 (up from 54.6% in 2015), Europe and the United States accounted for a further 19.1% and 10.8 of the market respectively.

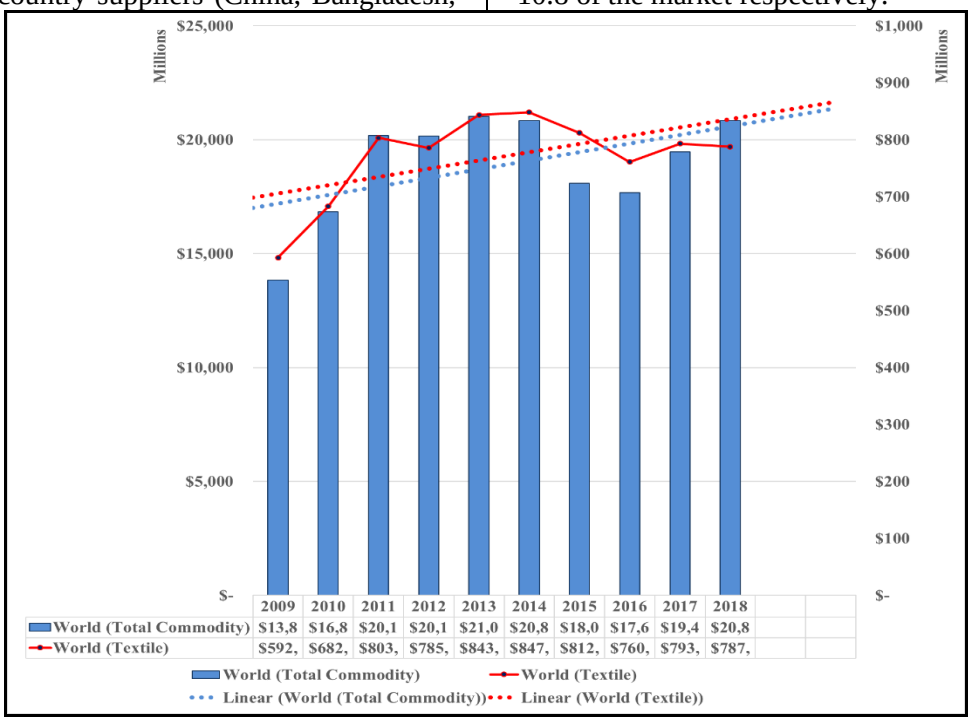


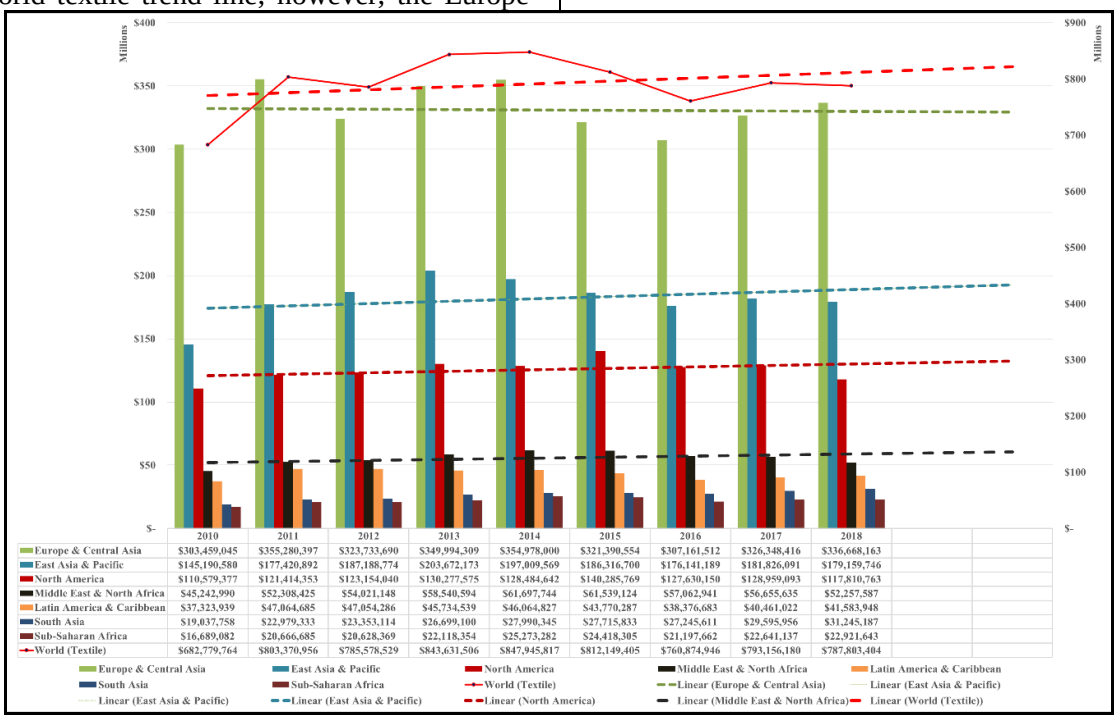
Figure 1: Comparison between all commodity exports and textile exports in the world 2009-2018. Compiled from Invalid source specified.**,** Invalid source specified

According to a report published by (Mordor Intelligence - Business Management Consultant, 2019)The global textile and apparel industry was estimated to be around USD 920 billion in 2018, and it is projected to witness a CAGR of approximately 4.4% during the forecast period to reach approximately USD 1,230 billion by 2024. The textile industry is an ever-growing market (Mordor Intelligence - Business Management Consultant, 2019), as **Figure (1)** shows, in comparable to world export market, designated with uprising trend line and almost parallel to all-commodity trend line.

Textile Exporting market by Trade Region, as **Figure (2)** shows, has mainly 3 players: Europe & Central Asia, East Asia & Pacific and North

America as they combined account for 82% of textile export share. The in the highest export share of Europe is 43%, while Asia is 23% and North America is 16%. While the total or world textile exports is showing moderate uprising trend line in **Figure (2)**, the trend line of those 3 main trade regions do not all show that uprising.

North America is showing analogous growth to the world textile trend line; however, the Europe region has been showing a gradual decrease (as opening its market for more services arenas and advanced technology fields (Yang & Liu, 2011), as on the other hand, opening the opportunity for more textile importing). Middle East and North Africa (Mena) is mediocrely growing in comparison to other regions and world textile trend lines.



	2010	2011	2012	2013	2014	2015	2016	2017	2018
Europe & Central Asia	$303,459,045	$355,280,397	$323,733,690	$349,994,309	$354,978,000	$321,390,554	$307,161,512	$326,348,416	$336,668,163
East Asia & Pacific	$145,190,580	$177,420,892	$187,188,774	$203,672,173	$197,009,569	$186,316,700	$176,141,189	$181,826,091	$179,159,746
North America	$110,579,377	$121,414,353	$123,154,040	$130,277,575	$128,484,642	$140,285,769	$127,630,150	$128,959,093	$117,810,763
Middle East & North Africa	$45,242,990	$52,308,425	$54,021,148	$58,540,594	$61,697,744	$61,539,124	$57,062,941	$56,655,635	$52,257,587
Latin America & Caribbean	$37,323,939	$47,064,685	$47,054,286	$45,734,539	$46,064,827	$43,770,287	$38,376,683	$40,461,022	$41,583,948
South Asia	$19,037,758	$22,979,333	$23,353,114	$26,699,100	$27,990,345	$27,715,833	$27,245,611	$29,595,956	$31,245,187
Sub-Saharan Africa	$16,689,082	$20,666,685	$20,628,369	$22,118,354	$25,273,282	$24,418,305	$21,197,662	$22,641,137	$22,921,643
World (Textile)	$682,779,764	$803,370,956	$785,578,529	$843,631,506	$847,945,817	$812,149,405	$760,874,946	$793,156,180	$787,803,404

Figure 2: Comparison between textile exports in the world and world trade regions 2009-2018. Compiled from Invalid source specified.

Textile market by country, according to (World Trade Organization - World Trade Statistical Review (WTO), 2019) comes with key competitors, as following:

China is the world's leading producer and exporter of both raw textiles and garments seizing around 30% of all textile exports share. The United States is the leading producer and exporter of raw cotton, while also being the top importer of raw textiles and garments. United States is ranked the 8th in textile exporting with share of 2.85%.

The textile industry of the European Union comprises Germany, Spain, France, Italy, and Portugal at the forefront with a value of more than 1/5th of the global textile industry, and it is currently valued at more than USD 160 billion. Germany share of textile exports is 3.2%, Spain 1.53%, France1.9%. India is the third-largest textile manufacturing industry and holds an export value of more than USD 34 billion. India is responsible for more than 5% of the total textile production.

1.3. Egypt's Textile Trade Balance

Trade balance, often called the balance of visible trade or just the balance of trade (BOT). The trade balance measures the difference between the value of current exports of merchandise goods and the value of imports over the same period. (McAleese , 2009) Trade Balance, then, can be applied on a country, sector (like manufacturing) and sub-sector (like textile). So, and according to (Mankiw, 2012), emerges four terms in form situations:

1) The value of a nation's exports minus the value of its imports, which is called Trade Balance as also called Net Exports,
2) An excess of exports over imports, which is called Trade Surplus (+),
3) An excess of imports over exports, which is called Trade Deficit (-),
4) If Net Exports are zero, which means exports and imports are exactly equal, and the country is said to have Balanced Trade.

The significance of Trade Balance/ Net Exports comes from being one of key component of GDP, so a surplus increases GDP and deficit reduces it, which in turn reflects and impacts on

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the economic performance. If this impact is strong enough, (Piana, 2009) it gives rise to the traditional Keynesian multiplier (A Keynesian multiplier is a theory that states the more the government spending rise, the economy will prosper) effect with consumption moving in the same direction.

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In comparison between Egypt, Turkey and China in textile imports, exports and textile Trade Balance, as exhibited successively in tables (1), (2) and (3), the textile sectors collectively behave differently in the same period, expressing variance the level sector possess in terms of performance and capabilities of industrial, management and nevertheless marketing.

China's case shows superior textile performance as textile imports are almost 2.5 times of value of Turkey's imports and rouphly 6 times of Egypt's case, and about 10 times exports of Turkey's and 85 times of Egypt's.

This is reflecting the level of industrial and marketing performance that China and then Turkey enjoy, considering the proportional difference in Population and State Area. Unfortunately alike, imports and exports gaps are reflecting the accumulative mediocrity of Egypt's industrial and marketing performance.

The third side is Trade Of Balance (BOT) in the three countries. A China's case shows superior Surplus (+) in Textile sector, the same is Turkey's. And unlike Egypt's where there is a Defecit (-). China remains the leading exporter to Canada, the EU, Japan, and the US. However, trends suggest that China's share of combined imports in these four markets is unlikely to grow substantially in the years to come (International Labour Organization (ILO), 2019).

Table 1: Comparison between Egypt, Turkey and China's textile imports in 2017 (000 US$) categorized by HS-2 – compiled from: Invalid source specified.**,** Invalid source specified.

	HS	Description	Egypt	Turkey	China
Imports	50	Silk, fiber-yarn-fabric	7,163	32,897	57,158
	51	Wool, fiber-yarn-fabric	51,476	272,938	3,145,878
	52	Cotton, fiber-yarn-fabric	726,131	1,718,295	7,743,516
	53	Flax, Linen, fiber-yarn-fabric	28,312	319,959	795,159
	54	Man-made filaments	944,787	2,286,900	2,913,084
	55	Man-made staple fibers	728,042	2,149,396	2,039,600
	56	Wadding, felt, nonwovens, rope	157,558	375,255	1,170,744
	57	Carpets	47,345	59,005	136,941
	58	Special woven fabrics	96,137	209,194	542,901
	59	Coated, industrial textiles	37,826	353,636	1,721,413
	60	Knitted or crocheted fabrics	191,809	514,406	1,704,356
	61	Knitwear	81,703	735,651	2,380,453
	62	Woven apparel	332,729	1,343,191	3,567,773
	63	Home Textiles, made ups	51,991	185,330	448,980
Total			3,483,009	11,832,844	28,367,956

Table 2: Comparison between Egypt, Turkey and China's textile exports in 2017 (000 US$) categorized by HS2- – compiled from: Invalid source specified.**,** Invalid source specified.

	HS	Description	Egypt	Turkey	China
Exports	50	Silk, fiber-yarn-fabric	1,051	3,376	1,158,020
	51	Wool, fiber-yarn-fabric	65,559	149,141	2,140,643
	52	Cotton, fiber-yarn-fabric	471,162	2,995,086	14,965,725
	53	Flax, Linen, fiber-yarn-fabric	18,720	32,389	1,054,544
	54	Man-made filaments	94,899	1,539,454	16,560,953
	55	Man-made staple fibers	85,702	1,429,189	12,114,107
	56	Wadding, felt, nonwovens, rope	95,436	647,136	4,905,183
	57	Carpets	313,898	2,162,564	2,522,916
	58	Special woven fabrics	23,570	479,612	4,481,014
	59	Coated, industrial textiles	248	298,985	6,898,410
	60	Knitted or crocheted fabrics	44,249	1,554,920	14,415,315
	61	Knitwear	465,941	8,849,652	74,413,441
	62	Woven apparel	910,732	5,950,783	72,064,924
	63	Home Textiles, made ups	231,099	2,017,275	25,521,306
Total			2,822,266	26,832,771	253,216,501

Table 3: Trade Balance of Textile Sector in Egypt, Turkey, and China (000 US$)

Egypt	Turkey	China
-660,743	14,999,927	224,848,545
Deficit (-)	Surplus (+)	Surplus (+)

Furthermore, (Ibid.), China appears to be on the verge of significant industrial restructuring. Rising labour and production costs have already led to a steady shift in production to lower cost suppliers in a number of other countries – including Bangladesh, Cambodia, Haiti, Myanmar, Nicaragua and Viet Nam, and most recently to Ethiopia and other African countries – and this is expected to continue.

Trade Balance indicator implies the level how far the sector is able to present a value proposition that is convivsible and satisfying to foreign markets nevertheless to the domestic markets. This aggregate value prposition in teuxtile can be expressed be reckoning the surplus or deficit value divided by imports value (or the balance point), this in known as Manufacturing value added (MVA) (United Nations - (ISIC) Publications, 2019)

Accordingly, using same data in tables, in China's case the value generated reckons for (+) 900%, and reckoned (+) 125% for Turkey's case, while it is (-)18% for Egypt's case; however, the ambitious steps towards value maximization of textile sector taken by Egypt's government since 2016 would not be resonating here.

Speaking of value, Marketing's one of main objective is creating, maintaining and growing value as value-based marketing is a whole marketing approach that recognizes the need for a totally integrated marketing effort that manages the whole of the marketing process to deliver customer value and so build value for the company (Doole & Lowe, 2007). When considering stratigically delivering value-based marketing merged with branding which is known as Strategic Brand Mangement. it takes four major steps to fullfil (Doyle, 2008):

1. The development of a deep understanding of customer needs, operating procedures and decision-making processes.
2. The formulation of value propositions that meet the needs of customers and create a differential advantage.
3. Building long-term relationships with customers so that a level of loyalty and trust is built based on satisfaction and confidence in the supplier.
4. An understanding that the delivery of superior value to customers requires superior knowledge, skills, systems and marketing assets.

Back to Trade approach, between Egypt and Turkey, when scrutinizing the tables (1) and (2), considering Cotton products (HS-52) as historic and recent landmarks for two countries; Egypt imports of cotton fibers, yarns and fabric is worth of $ 726,131 million, while exporting the same entry items with what worth of $471,162 million, so BOT of the entry is deficit (-) by $254,969 million representing alone 38% of total deficit ($660,743 million) of Textile BOT, which puts the finger on major modesty of performance pertinent to this sub-sector of Textile sector specially when comparing to Turkey's case.

When comparing the above to Turkey's case, we find that imports of HS-52 is worth of $1,718,295 million, while the exporting of the same entry items with what worth of $2,995,086 million, so BOT of the entry is surplus (+) by $1,276,791 million representing 8% of total surplus ($14,999,927 million) of Textile sector BOT.

In the same context, considering Knitwear entry (HS-61); Egypt imports of Knitwear is worth of $ 81,703 million, while exporting the same entry items with what worth of $465,941million, so BOT of the entry is surplus (+) by $384,238 million representing alone more than 50% of total deficit ($660,743 million) of Textile BOT, which indicates superior of performance pertinent to this sub-sector of Textile sector in the context of Egypt's case.

While, on the contrary, the same entry in Turkey's case is worth of $735,651 million imports and $8,849,652 million exports, making the surplus (+) by $8,114,001 million representing more than 50% of total surplus ($14,999,927 million) of Textile sector BOT.

- **Research Problem:** declining situation of exporting of Egypt's textile products, with obvious insufficiency of adopting marketing as a business orientation in textile establishments.
- **Research Hypothesis**: Adopting marketing orientation as priority business orientation by a textile firm has a positive correlation and hence effectiveness in firm's success in exporting and engaging in international value chains.
- **Research Importance**: shedding the light on the significance of Marketing Orientation as a business management approach that can serve

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as a market access means for textile producers that qualifies them into engaging in global value chains, and hence contribute vigorously in prompting textile exports.

2- Research Objective:

The objective of this paper is to specify the correlation between adopting the Marketing Orientation as business management approach, and engaging in exporting activities, among producers of Egypt's textile sector.

3- Methodology:

The methodology approach for used for fulfilling the paper objective is comparative, analytical, and descriptive study. Through a designed survey study that aims at collecting primary data from a sample comprised of (16) textile mills from different industrial zones located in Eastern Cairo of Egypt, mainly producing upholstery and home textiles products. The sample is divided into two groups: (1) Exporting upholstery and home textiles mills, and (2) Non-exporting upholstery and home textiles mills; each group is constituted by (8) mills.

Data collection will be executed through survey methodology that takes the form of interview. The interview type is Structured Interview aiming to collect qualitative and quantitative data from the interviewees. The frames that compose the interview structure are shown in Research Work section. The subjects to be interviewed are from high management level, including CEOs, factory managers, and business owners.

4- Research Work:

The following sections are the segments of interview used for fulfilling survey objective.

Table 4: Interview section1 - Interview disclaimer

1- All formats of data and answers to be received by the interviewer in your premises including oral, written (in soft or hard formats), pictured, scanned and/or verbal, will never be circulated or exposed for commercial purposes or to any of state authorities under whatsoever circumstances. Only academic purposes are permitted.
2- Subjects' related names including company and interviewee names, will only be hinted for where needed in a non-exposing format.
3- The interviewee has the full right to refuse answering any of interview questions without demonstrating any reasons.

Table 5: Interview section2 - Survey objectives

Objective	Related Section	Type of data
1- To examine the business orientations of subject establishment/ business.	Interview section7 – (Table 9)	Quantitative
2- Specify what qualifies exporting producers to export.	Interview section6 - (Table 8)	Qualitative
3- Specify why non-exporting producers are not qualified to export.	Interview section5 - (Table 8)	Qualitative

Table 6: Interview section3 - Interviewee information

1	Name		3	Tot. exp. span	
2	Title		4	Tel/Contact Card	

Table 7: Interview section4 - Manufacturer information

#	Question	Answer
1	Manufacturer Name	
2	Textile Products	
3	Do you export regularly?	

Table 8: Interview section5 - Investigating of marketing correlation

#	Question	Answer
1	What departments/ functions do you have? (Marketing included?)	
2	Distribution geographic (domestic)?	
3	What is the most Business Strategy your organization is looking after: (Survival - Sustainability/stability - Growth – Profit- Withdrawal)?	

Table 9: Interview section6 - Manufacturer Orientation

	Question (In My Organization...)	Strongly disagree	Disagree	Agree	Strongly agree
1.	The sales force is expected to sell what the factory can make. (PT)	☐	☐	☐	☐
2.	There is an emphasis on short-term profits at the expense of long-term success in the marketplace. (F)	☐	☐	☐	☐
3.	We believe customers must get what they want, even if it is rather unprofitable for the company (S)	☐	☐	☐	☐
4.	The business is committed to a long-term strategic point of view, supported by thorough market planning. (M)	☐	☐	☐	☐
5.	We base the price of our products on cost only, worked out by the accountants, who dictate pricing strategy almost regardless of the marketplace. (F)	☐	☐	☐	☐
6.	Research and engineering are the heart of the business and our marketing people are not usually involved in determining what products we should make. (PT)	☐	☐	☐	☐

Table 9: Continued.

7.	Capital investment decisions which involve new technology and the relocation of manufacturing plant rarely involve the marketing people. (PT) (F)	☐	☐	☐	☐
8.	We believe that selling volume comes first. Profits then generally follow. (PT) (S)	☐	☐	☐	☐
9.	We tend to fit our forecasts to the profits that we know are expected of us; then we plan how to achieve the forecast. (S)	☐	☐	☐	☐
10.	We do not pay a lot of attention to market research (PT) (S)	☐	☐	☐	☐
11.	Product costs, consumer prices and the whole set of customer-service expenditure tends to be based on profit needs, not market needs. (F)	☐	☐	☐	☐
12.	If customers are not happy with our products, we tend to go looking for new customers rather than new products. (S)	☐	☐	☐	☐
13.	We tend to be more concerned with return on investment/ cash flow in the short term, than with customer satisfaction in the long term. (F)	☐	☐	☐	☐
14.	Our focus is on the marketplace: identifying customer needs and meeting those needs – profitably. (M)	☐	☐	☐	☐
15.	The product is the concern of our technical people, with little input from the marketing people. (PT)	☐	☐	☐	☐
16.	The emphasis is on a balance between market share, market status and long-term profitability. (M)	☐	☐	☐	☐
17.	We work with a lot of info feedback systems from the marketplace to measure and guide our activities. (M)	☐	☐	☐	☐

Questions Interpretation: (PT) = Production orientation question (F) = Finance orientation question (S) = Selling orientation question (M) = Marketing orientation question

5- Results and Discussion:

The coming sections show the significant results after analyzing data was collected

5-1- Examining the correlation between the ranks of marketing orientation and exporting

In table (10), the collective results of interview section6 as shown in table (10). The table shows the results of sample composed from 16 manufacturers, as seen, they are divided in two groups: Exporters (8 manufacturer) and Non-

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exporters (8 manufacturer).

According to data in table (10) Marketing orientation comes in the first rank in about 62.5% of exporters group, while the other 37.5% (manufacturers M3, M4 and M8) the first rank goes to finance and sales orientations with marginal difference, however; marketing remains the second rank. This makes marketing orientation among the highest orientations in this group apart of that only 1 out 16 (6.25%) of them has official marketing department and marketing people, as showed in tables (11 and 12). This would infer why M2 possesses the highest marketing orientation among all 16 subjects, as marketing orientation finds best environment inside a firm when this firm has marketing department.

On other hand, for Non-exporters group, marketing comes at the end of orientation list in 6 out of 8 cases (75%) with significant difference to other or top orientation. While for the rest 25%, marketing orientation comes as the 3rd rank with moderate difference to top orientation in those cases.

Manufacturer (Names omitted for confidentiality purposes)	Business Orientation	Production (%)	Finance (%)	Sales (%)	Marketing (%)	Marketing Rank (1st-4th)
Exporters Group	M1	68%	68%	36%	70%	1
	M2	52%	36%	68%	90%	1
	M3	44%	68%	68%	50%	2
	M4	52%	52%	70%	60%	2
	M5	52%	40%	52%	80%	1
	M6	68%	68%	52%	70%	1
	M7	36%	52%	36%	80%	1
	M8	68%	36%	68%	70%	2
Non-exporters Group	M9	40%	84%	84%	60%	3
	M10	68%	84%	84%	50%	4
	M11	68%	84%	94%	60%	4
	M12	72%	84%	68%	20%	4
	M13	52%	94%	84%	60%	3
	M14	94%	68%	68%	50%	4
	M15	84%	36%	94%	0%	4
	M16	68%	68%	84%	20%	4

As demonstrated in figure (3), where the four business orientations that were examined for business sample manufacturers are plotted in addition to marketing orientation course throughout all sample subjects (the red dashed line) and a separator (black arrowed horizontal line) that exhibits the difference between the level of marketing orientation between the two sample groups. Thus, the figure is hovering over the orientations of two groups of sample manufacturers can help figuring out the whole picture.

when looking at the two dashed lines aggregately (that expressing the marketing orientation percentages for all sample subjects and difference between the percentages levels of the two groups), the first group (from M1 to M8), who are exporters regularly, exposes relatively higher adoption levels for the marketing orientation in comparison to the second group who are non-exporters, who shows holistically less marketing orientation levels. the aggregate difference in marketing orientation percentages in exporters' groups ranges from (50%-90), while it ranges from (0%-50) in non-exports' groups.

This would indicate us initially yet significant about the positive correlation between marketing orientation and exporting; however, there should further investigation to enhance this initial correlation to examine the positivity of this correlation and whether there is another missing factor rather than adopting marketing orientation. Here comes the results and discussion of the coming point.

5-2- Investigating qualifications for exporting

In tables (11) and (12), where an exhibition of answers to the questions existing in section 5 (table 8). Table (11) exhibits the exporters' answers while table (12) exhibits the non-exporters'.

As seen in table (11) and (12), all sample manufacturers (16 subjects) answered with not having officially marketing department except for M2, which making the existing of marketing department is 6.25% among all sample subjects. This percentage is not representing the whole industry because the sample quotas (50% exporters and 50% non-exporters) are not representable to the total population of textile manufactures in Egypt's pool.

when looking at the strategy of sample manufacturers in tables (11) and (12), we can observe that "Growth" as business strategy is prevailing answer (87.5%) among the exporter's groups except for M3, while the contrary, for the

non-exporter' group the prominent answer for the strategy is "Profit Maximization" with (62.25%), which is almost as the double as the growth answers. This indicates the

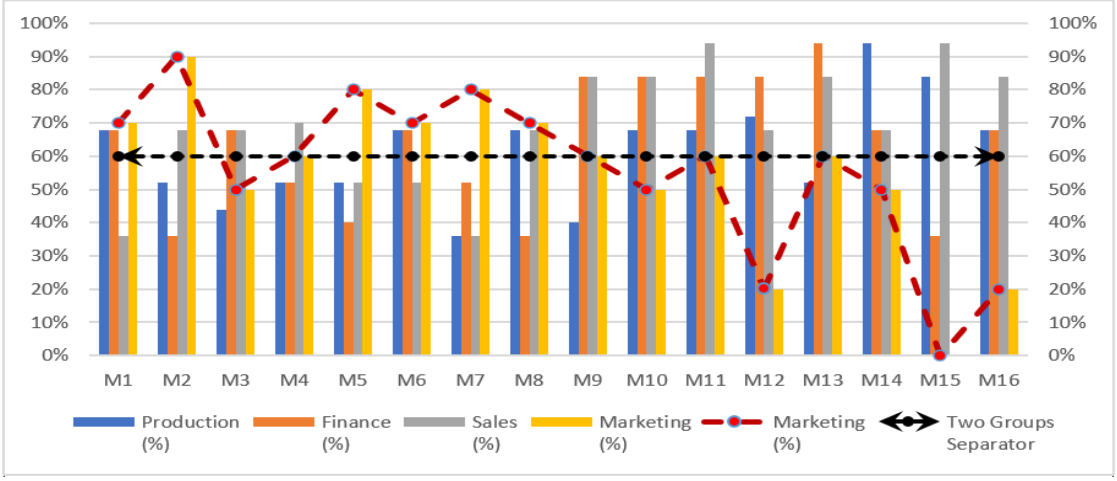

Figure 3: Sample manufacturers orientations

prevailing strategy among the exporters is growth strategy, while it is the profit maximization among non-exporters. However, when linking the manufacturer strategy in table (11) and (12) with marketing
orientation of the same subject in figure (3), we can figure out the following:

1- The anomaly appears in the first group in figure (3) with M3, which having least marketing orientation percentage comparable to its peers in the group. As M3's percentage of marketing orientation descends to the upper threshold levels of non-exporters counterparts. What would disambiguate this anomaly is reviewing table (11), as M3 is the only subject in the its group that seeking "Profit Maximization" as business strategy, while all the other subjects assigned "Growth" as answer when asked about their current business strategy.

Usually "business growth" adopters tend to be more aspiring to reach new greener pastures, taking into account that growth strategy would cut back their current profit levels for the seek of more prosperous profits in the future. This strategy is considered the second-best strategy allowing the marketing orientation and its means to find its incubation environment in the entity, coming after Sustainability/ Stability business strategy, which is the best strategy for marketing dissemination within the firm (Miller & Washington, 2020) and this business strategy receives total absence among the sample.

Table 11: Basic management information of exporters' groups of sample manufactures

Question	Manufacturer (Names omitted for Confidentiality Purposes)							
	Exporters Group							
	M1	M2	M3	M4	M5	M6	M7	M8
Existing of marketing department	No	yes	No	No	No	No	No	No
Manufacturer Strategy	Growth	Growth	Profit maximization	Growth	Growth	Growth	Growth	Growth
Distribution geography (domestic)	Great Ciro Governorate	26 Governorates	Great Cairo & Delta	Great Cairo & Delta	Cairo Gov. and Upp.Egy	26 Governorates	Great Cairo & Delta	Cairo Gov. and Upp.Egy
From your perspective, why can some export while others can not?	Business networks + marketing	marketing + quality orientation in the firm	Market access means + marketing + quality	Business networks + marketing	Market access means + market study	Business networks + marketing	Market access means + quality compliance	Business network + market studies

Table 12: Basic management information of non-exporters' groups of sample manufactures

Question	Non-exporters Group							
	M9	M10	M11	M12	M13	M14	M15	M16
Existing of marketing department	No	No	No	No	No	No	No	No
Business Strategy	Growth	Profit maximization	Growth	Profit maximization	Growth	Profit maximization	Profit maximization	Profit maximization
Distribution geography (domestic)	Great Cairo Governorate	Great Cairo Governorate	Cairo Gov. and Upp.Egy	Great Cairo Governorate	Great Cairo Governorate	Great Cairo Governorate	Great Cairo Governorate	Great Cairo Governorate
From your perspective, why can some export while others can not?	Business networks + marketing	market access means+ Quality compliance + marketing	Business networks + Quality compliance+ marketing	Business networks + Quality compliance	Business networks + Quality compliance + marketing	Business networks + Quality compliance	Business networks + Quality compliance	market access means+ Quality compliance

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2- The same as previous point is here, which would be greatly asserting the growth's adoption point. When linking the non-exporters' manufacturers, who are adopting growth as business strategy in table (12), who are M9, M1 and M13, we find that their marketing orientation levels percentages comparable to their group are the highest among other subjects; moreover, the three reached the bottom threshold of exporters' group.

3- Thus, "Growth" strategy would also be referred to here, to uncover the reason behind the difference in geography distribution between the two groups. Growth strategy, which is adopted by 87.5% of the exporters group as shown in table (11), is reflected on the wide reach of distribution outside Great Cairo governorate; nevertheless, the whole country in 25% of group sample.

On the other hand, when looking at the same question in table (12), we find only one out of eight subjects (12.5%) who its geography of distribution is out Great Cairo governorate, while the other 87.5% are reaching outside the Great Cairo governorate. This would strongly indicate the correlation the business strategy and levels of performance aspects of other business function including marketing itself as one of core business functions.

The last point being investigated here, from the perspective of industry leaders themselves, is: what qualifies some of them to engage in exporting activities in regular pattern, while others are unqualified to practice such exporting activities? Given that exporting globally or entangling with international value chain is considered to, as to any other national industry/ business, the ultimate destination that any industry, business, and business owner aspires up to.

For the first group of exporters sample in table (11), their answers were swinging between: (1) "market access/ business network" (stated 7 times out 8 representing 87.5%), (2) "marketing" (stated or hinted to 7 times out 8 representing 87.5%), and (3) "quality" (stated 3 times out 8 representing 37.5%).

For the second group of non-exporters sample in table (12), their answers were swinging between: (1) "market access/ business network" (stated 7 times out 8 representing 87.5%), (2) "marketing" (stated or hinted to 1 times out 8 representing 12.5%), and (3) "quality" (stated 7 times out 8 representing 87.5%). This makes marketing and quality compliance are the two qualifications that were stated from the exporters' and non-exporter' group with percentages of 100% and 62.5% successively.

Before going any further, it is important here to remind that marketing itself is a function for market access either for B2B or B2C markets; moreover, business networks building and sustaining is part or method of market accessing process, which in turn is a marketing. So that the business that adopts marketing as prior business orientation is best positioned to identify new market accessing opportunities and hence building and sustaining business networking.

Thus, marketing is *literally* stated from the exporters' group, while from non-exporters *unwarily* stated. Marketing in the second group is mistaken for a main resultant element of marketing adoption – market access means/ business network. The result of this point is such interesting from the both sides.

From exporters' side, it is interesting that even though they do not have marketing as a functional department in their firms, they utilized marketing means in unorganized way to reach exporting, which explains why they mentioned marketing and access means/ business network together as marketing as answer would be sufficient. The only answer that was aware of utilizing marketing was the answer of M2 (the only one has a marketing department in official sense). From non-exporters' side, it is interesting that they know what they need to export but they are unaware that marketing the official gate to reach what they need.

6- Conclusion:

the paper revealed that there is a positive correlation between adopting marketing as a business orientation by a textile firm and its success in exporting and engaging in international value chains. This is done by performing a comparative study between exporting manufacturers and non-exporting manufacturers using a survey study on sample of 16 manufacturers of home textile, divided into two groups: exporters and non-exporters group. Main areas of examination and investigation and their findings are as the following:

1- The study first examined the four basic business orientations (production, finance, sales, and marketing), and main findings are:

a- marketing orientation receives either first rank (in 62.5% of subjects) or second rank (in 37% of subjects) in exporters' group. While for non- exporters group, marketing orientation receives third and fourth ranks in 25% and 75% of subjects successively. Marketing orientation.

b. the difference in percentages between marketing orientation in comparison to other orientation is marginal in exporters' group when marketing receives the second rank. While there is a highly noticeable difference in percentages between marketing percentage and other orientations' in non-exporters' group.

c. the aggregate difference in marketing orientation percentages in exporters' groups ranges from (50%-90), while it ranges from (0%-60) in non-exports' groups.

2- The study, then, investigated the qualifications that promote a firm up to exporting, and main findings are:

a. marketing and quality compliance are the two qualifications stated directly or indirectly from the exporters' and non-exporter' group with percentages of 100% and 62.5% successively.

b. 93.75% of subjects in the two groups showed variant misunderstanding of positive aftermath of marketing orientation.

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