

Potential effects of strategic brand management as a marketing approach on weaknesses and threats of textile marketing in Egypt

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Abstract:

Egypt's textile sector possesses a number of variant elements that characterize that sector as national priority; however, this sector decades ago has started stumbling severely duo to cluster of reasons. One of these reasons is the inattention to textile marketing, which led by the time to the withdrawal of Egypt's textiles from its significant contribution to Egypt's economy as well as from effective existence in the stage international markets. This paper research aims at demonstrating how Strategic Brand Management (SBM) as one of marketing approaches has the potential effectiveness on textile marketing's weaknesses and threats. Strategic Brand Management is one marketing approaches that combines the methods and of the strategic marketing management and brand management together. Conditionally when adopted as a firm's full-activated function and/or orientation, this approach specifically is able to provide the full range of means that not only textile marketing but the whole textile industry is in eager need to regain back old times' prominence, performance, and status. The methodology approach used for fulfilling the paper objective is a theoretical analysis by briefly reviewing the situation of textile industry, then reviewing weakness and threats of textile marketing situation and harness them with the means and beneficial effects of the Strategic Brand Management approach. Finally, SBM is for creating "conditioned strategic asset" out of the "brand(s)" it builds and sustains; however, and for complementing the big picture, the word "conditioned" means that SBM cannot work solely in vacuum. As SBM comes at the third tier (as powerful and efficient market access mean) after effective capacity utilization (mainly by the firm and other supply chain members), and conducive business environment by balancing and supporting (mainly by government's spending, policy and tariffs), in respective order.

Keywords:

Textile Marketing
Strategic Brand
Management
SWOT analysis
Textile Industry

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1. Introduction

1.1. Strategic brand management

1.1.1. Core concept

Brand management is fundamentally a function of marketing that uses techniques to increase the value of brand over time. (Grant M. , 2018). Brand management for industrial goods and services represents a unique and effective opportunity for establishing enduring, competitive advantages (Kotler & Pfoertsch, 2006).

Strategic brand management is primarily utilized by companies to help their brands and products get global recognition. The term "strategic" signifies that the process deals with long-term plans and assets of a brand. This includes integrative and sustainable policies that aid a company to create, develop and manage its brand equity (Choudhary,

London School of Business and Finance, 2019). Also, (Ibid), and in general sense, Strategic Brand Management is pivotally important as comprising the following general benefits:

- 1- Provides greater appeal and differentiation to a brand.
- 2- Enhances customer loyalty and retention.
- 3- Increases employee engagement and alignment.
- 4- Improves perceptions about product performance.
- 5- Decreases vulnerability to competitive marketing actions.
- 6- Accelerates trade cooperation and consumer response.
- 7- Increases marketing communication (MarCom) effectiveness.
- 8- Promotes licensing and market accessing

opportunities. Moreover, Strategic Brand management has different functions for each stakeholder in contact with firm's brand and business

activities (Keller, Parameswaran, & Jacob, 2015), those functions are summarized in the following table:

Table 1: Different function of brand according to the type of stakeholder - (Keller, Parameswaran, & Jacob, 2015), (Walser, 2004)

Stakeholder Type	Brand Function
1 Consumer/ Customer	1- as identification and differentiation device 2- signal of quality 3- risk reducers (functional - financial – psychological – physiological – social risk) 4- symbolic devices 5- search cost reducer
2 Distributor	1- identification device in product handling 2- sources of additional profit
3 Manufacturer	1- Encountering Increased power of retailers 2- cost reducers 3- legal protection of intellectual property rights 4- Source of additional financial returns

Thus, Strategic Marketing is briefly used to manage brands. In other words, Strategic Brand Management (SBM) is a Marketing approach merges Strategic Marketing Management and Branding towards building brand equity.

As mentioned, above when defining Strategic Brand Management as it aims at “...This includes integrative and sustainable policies that aid a company to create, develop and manage its brand equity.” Brand equity building and its pivotal role in value creation can be shown in figure (1)

1.1.2. Brand Equity and Strategic Brand Management

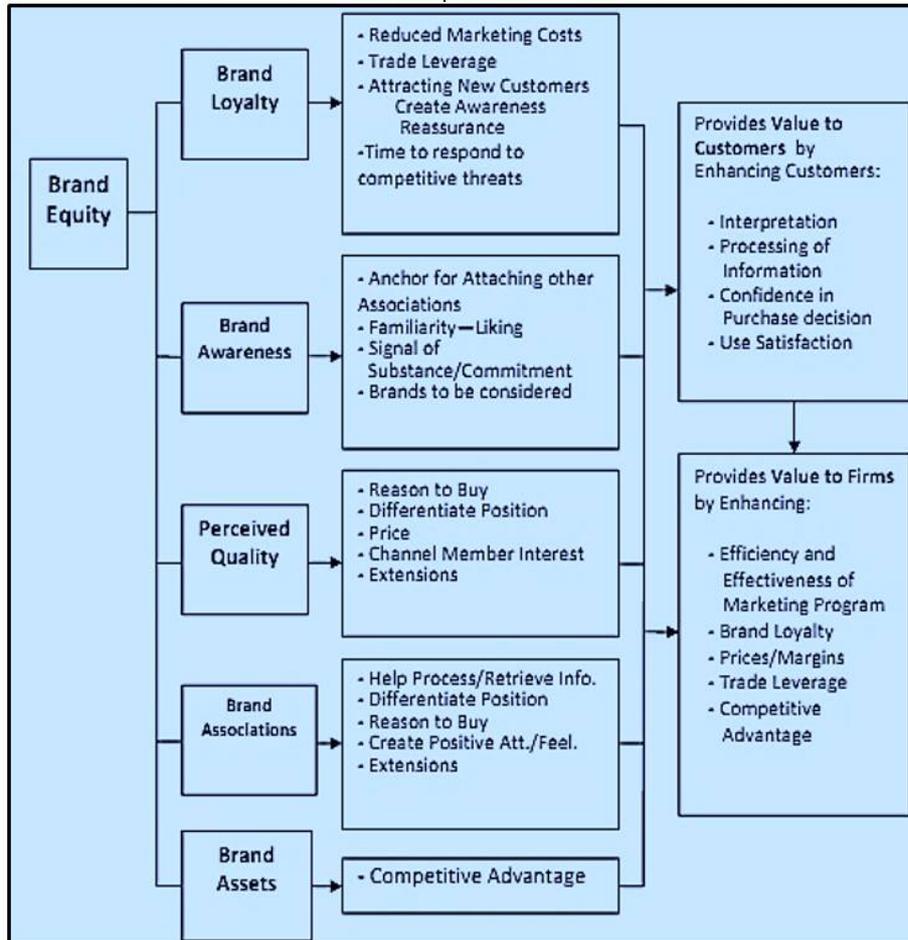


Figure 1: Aaker's Customer-Based Brand Equity Framework - (Farjam & Hongyi, 2015)

So, the ultimate destination of branding is creating and sustaining Brand Equity. As the term is defined as the value of your brand as an asset, based on its qualities, reputation, and recognition as well as the commitment and demand it generates. A valuable brand results in customer relationships that secure future earnings by developing brand passion and loyalty (Chiaravalle & Schenck, 2014). Or it is the value added to or detracted from a product by the brand associations either from the seller's or customer's perspective (Keller, Parameswaran, & Jacob, 2015).

Thereupon, brand associations, and according to (Aaker, Building Strong Brands, 1996), tap all various dimensions of how the brand can be differentiated from its competitors. Differentiation is a bottom-line characteristic of a brand. If a brand is not perceived as being different, then it will have a difficult time supporting a price premium or maintaining a price that will support an attractive margin to shareholders or investors.

in conclusion, according to (Keller, Parameswaran, & Jacob, 2015), branding is all about creating differences. with the following basic principles of branding and brand equity:

- 1- Differences in outcomes arise from the “added value” endowed to a product as a result of past marketing activity for the brand.
- 2- This value can be created for a brand in many different ways.
- 3- Brand equity provides a common denominator for interpreting marketing strategies and assessing the value of a brand.
- 4- There are many different ways in which the value of a brand can be manifested or exploited to benefit the firm (in terms of greater proceeds or lower costs or both).

A research published by Springer, (Rahman, Serrano , & Lambkin , 2019) states: In recognition of the strategic importance of corporate brand equity, several studies have explored the link between it and firm performance and, typically, they found a positive and significant effect:

“Brand equity is considered to be a key strategic asset and, as such, one of the most significant determinants with positive impact on various measures of both the current and future firm performance.”

Thus, and according to previous reference with others, the effect that is between brand equity (depending on strength of that equity) and firm performance can reach many areas or dimensions. Some of those performance-affected dimensions, which are themselves

(Lindemann, 2010) gives some examples of these associations:

1. willingness to pay a price premium.
2. satisfaction/loyalty.
3. perceived quality.
4. leadership/ popularity.
5. esteem/respect.
6. perceived value.
7. trust and admiration for the organization.
8. product differentiation.
9. market share.
10. price differential
11. distribution depth/coverage

sources of Sustained Competitive Advantage that brand equity has integrative role with (see Figure(66)), are listed as following, (Porter, Competitive advantage: creating and sustaining superior performance, 1998), (Aaker & Joachimsthaler, 2000), (Andersson & Otterheim, 2003):

- 1- Corporate Social Responsibility (CSR).
- 2- Localization in global markets: as a profitable growth path.
- 3- Strategic Alliance or Acquisition.
- 4- Customer clusters: researches have shown that firms located near customers cluster innovate more quickly.
- 5- Competitive Actions.
- 6- Company Marketing Orientation: involving offering more customer value due to an outstanding Customer Value of the customer and competitors that permeates the organization.
- 7- Strategic fit between marketing and manufacturing.
- 8- Implementation of business strategy: by being involved in creating the business strategy as well as implementing it to ensure brand equity development sustaining.
- 9- Employee engagement: Many studies demonstrate that employee engagement can be a source of competitive advantage.
- 10- Technological change.
- 11- Business Process.
- 12- National export promotion

1.2. Overview of Textile industry in Egypt

1.2.1. Textile Sector Contribution to Economy

Textile The sector plays an extremely central role in the Egyptian on economical level, as it contributes 3% of the Egyptian GDP, 30% of industrial work force (MTI, 2018); however, the sector has undergone sever deterioration since the end of sixties of previous century as then it was in front of Egypt’s manufacture sector (around 40% GDP from manufacturing as shown in figure (3)) side by side with a steal

and extraction sectors. While until 2016, despite the relative increase of GDP from manufacturing in the same span as shown in figure (2), the sector shared slumped into less than 5% as shown in Figure (3).

When comparing the Egypt's textile sector performance (from the percentage perspective) to Turkey's case in figures (2) and (4), Turkey's started off with (24%) as shown in figure (4), which was representing around two

thirds comparing to Egypt's sector contribution. In 2016, Turkey's share (17%) three times Egypt's GDP sector share from manufacture (merely 5%), as shown in figure (2) and (4). Moreover, The textile industry has a very significant role in Turkish economy, it covers the 38% (in front of 8.5% in Egypt's case in the same year) of the total Turkish export products (Önday, 2015).



Figure 2: Value Added Manufacturing (% of GDP) 1973-2016 - Egypt, Arab Rep - (worldbank, 2019)

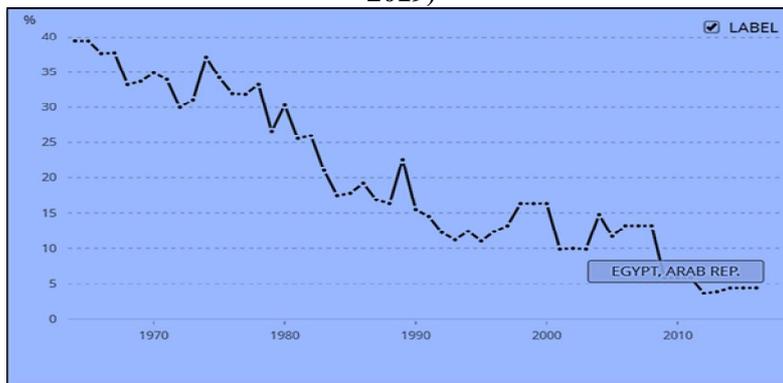


Figure 3: Textiles and clothing (% of GDP from value added manufacturing) - Egypt, Arab Rep 1964-2016 - (worldbank, 2019)

1.2.2 Textile Sector Production Value: Size and Growth

Textile sector in Egypt is a growing manufacturing sector as sector worth was expected to reach \$ 10 Bn between 5 and 10 years (Gherzi, 2007), which occurred to reach

\$ 11.68 Bn in 2017, as shown in table (7), In addition to sustaining growth even in 2016-2017 when currency exchange rate liberation was imposed by the government which followed by waves of prices inflation and currency devaluation.



Figure 4: Textiles and clothing (% of value added manufacturing) – Turkey 1964-2016 - (worldbank, 2019)

In opposition to this, when reviewing figure (5), the size of textile sectors can indicate where Egypt's sector stands in front of the size of Turkey's sector: Turkey's value size is about 10 times the Egypt's size. On the other hand, the growth rate of Egypt's sector is running stronger as it resides between 10-25% annually, while Turkey's growth is 5-8% (calculated from the table (2)).

1.3. Weakness and threats of textile marketing in Egypt

1.3.1. situational overview on Egypt's textile marketing

In this point, the focus will be on the problems the marketing facing all over the textile sector by exhibiting briefly marketing shortcomings mentioned in published papers: an official Road Map and other 3 researches.

Table 2: Egypt's and Turkey textile sector production value in Us-\$Bn – from 2011 to 2017 - (Ministry of Trade and Industry Report - Directions of Manufacturing Industries, Feb 2018), (Statista - Egypt's Dossier, 2018), (Statista - Turkey's Dossier, 2018)

US-\$ Bn	2011	2012	2013	2014	2015	2016	2017
Egypt	8.79	6.12	6.39	9.61	8.27	10.41	11.68
Turkey	79.9	86	92.5	97	100	101.5	107.5

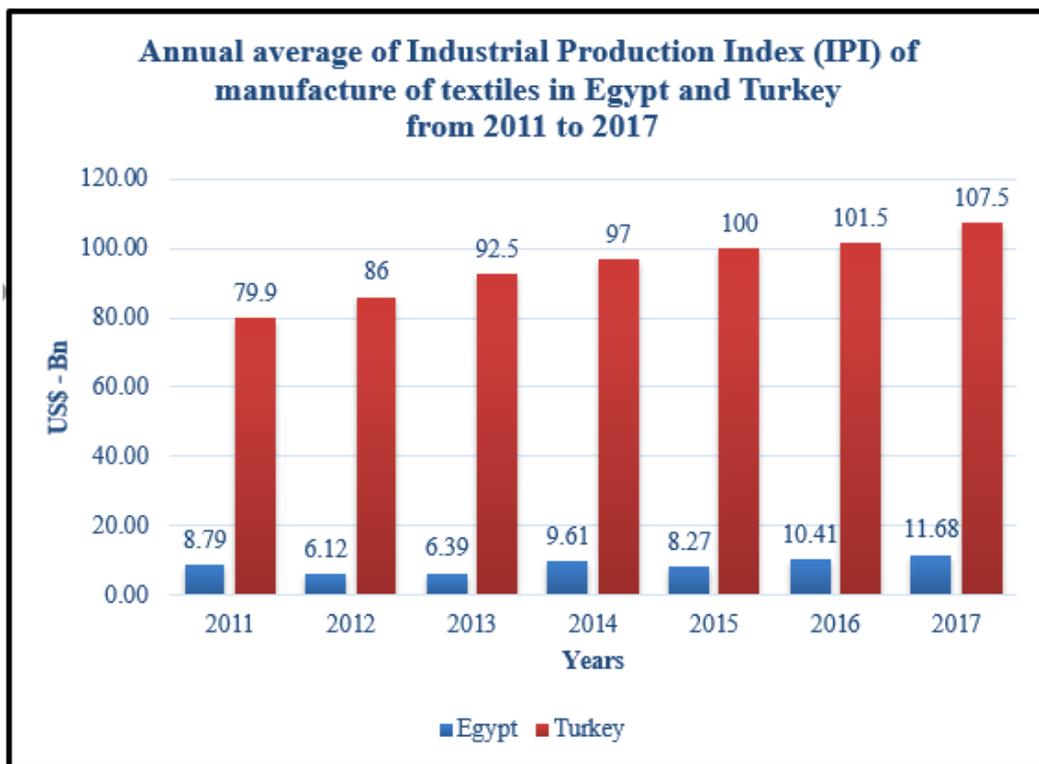


Figure 5: Comparison between Egypt's and Turkey textile sector production value in Us-\$Bn – from 2011 to 2017 - (Ministry of Trade and Industry Report - Directions of Manufacturing Industries, Feb 2018), (Statista - Egypt's Dossier, 2018), (Statista - Turkey's Dossier, 2018)

The first paper comes in 171 Arabic pages and six chapters, and under the title of *“Textile Road Map Study – Rise of Egypt's Spinning and Textile Sector”*, The Academy of Scientific Research & Technology (ASRT), a subsidiary of MoHESR of Egypt (Ministry of Higher Education and Scientific Research) has edited and published in 2015 a road map the research spotting on textile industry in both public and private sector, stepping on all managerial and technological drawbacks via a thorough situational analysis in order to specify all possible means, by which the sector can regain its previous growth and development that revive its competitiveness and hence its domestic and

international position and of the industry as it has been until the sixties of 20th of last century.

The road map has exposed to textile marketing in abundance, mentioning number drawbacks. Down below, some of most marketing drawbacks are briefly listed, which are the most pertinent to the subject of this paper:

- 1- Generally speaking, the sector in last few decades has suffered from many problems stumbling its way into growth and development, but rather threatening the whole industry to vanish. In addition, the sector generally suffers severely from lack of marketing calibers who are trained on modern marketing methods...”

- 2- Absence of calibers or agencies in textile marketing, having the experience and efficiency in the field, which reflecting on size of Egypt's textile exports from textiles and apparel products in comparison with other countries like Tunisia, Turkey and Pakistan as some of these countries do not have the qualities provided in Egypt's case like existing of cotton cultivating with good quality and international reputation.
- 3- China possesses sheer unique marketing calibers and experts, which is the secret behind the Chinese miracle in all fields specially in relation to textile marketing.
- 4- Recommendations for developing and growing the cotton sector – In the field of trade, marketing and exporting”:
 - 1- Expansion in building database for marketing purposes and imparting E-marketing
 - 2- Exporting sector of textile industry has to undergo development process in order to remove the obstacles (financial, productive and marketing) facing the exports of Egypt's cotton products, by following the coming:
 - a. The inevitability of ensuring the availability of scientific market researches as a means to uncover markets' needs and demand and supply status for anticipating proper prices, production and consumption, and present that all to decision maker so as to ensuring the decisions taken are proper scientifically and practically.
 - b. Make ultimate use of Egyptian Cotton as Brand Logo and marketing for its product as no cotton in the whole world peers up Egyptian cotton in its quality.
- 5- Ecotex certification that certifies the product is environment friendly has become an essential requirement from the consumers and international brands specially in West Europe, Germany – for example – is one most unopinionated countries in obligating the exporters into applying the certification articles and specification. So, possession of such certification would strongly contribute in proliferation of exporting opportunities for Egypt's exporters, in addition to the other health, economic and process benefits when applying that certificate.
- 6- From page 126, under the title” Recommendations and Legislations should consider”:

a. State Role:

legally supporting the manufacturers, specially the exporters from them, in international exhibitions, which is suitable more for mega

and big producers; in addition to organizing Road Shows, Carnivals and Egyptian Wards for medium, small [and handcrafters]. All this should be coordinated with Egypt's Commercial Service offices.

b. Manufacturers Role:

- 1- The necessity for qualifying marketing and exporting specialist armed with negotiation, communication and technical skills and information in order to opening exporting opportunities and following customers promoting their business and brand.
- 2- The importance of activating the medium-level management (for marketing and other functions) for practicing less centralization.
- 3- The increase of focus on training of the workers and employees alike, in order to rise their technical and level of knowledge
- 7- In page 168, under the title “Priority of Road-Map Execution”:
 - 1- Supporting exporting activities, and assigning a comprehensive scheduling program for domestic, and international exhibitions, in parallel with a complete coordination with Commercial Service offices in the targeted markets.
 - 2- Preparing well trained marketing specialists.

The second paper is a scientific article comes in 62 Arabic pages, and under the title of “*The Impact of Strategic Alliances on Reducing the Decline of Textile Industry Performance in Egypt*” was published in Scientific Periodical for Economy and Trade (SPET) – Ain Shams University, and by Prof. Hani Mohamed Saied Abdo.

 - 1- In page 36, under the title” Marketing Deterioration in Egypt's textile industry including the following dimensions”:
 - a- No existence of marketing orientation or department in textile establishments
 - b- No focus on attraction of new customer segments
 - c- negligence of internet marketing and promotion channels
 - 2- Recommendations: The necessity of establishing specialized departments in marketing either for public or private textile companies, whose personnel can receive high incentives so they can in turn find channels for accumulated inventory and initiate campaigns aims at attracting new customers continually depending mainly on new revolution of promotion techniques in products marketing.

The Third research comes in 30 Arabic pages,

under the title “*The role of Spinning, Textile and Ready-made Garment in Growth of Egypt’s Exporting*” published in Research SPET (Scientific Periodical for Economy and Trade), by Mohamed Al-Harony. What mentioned different from previous researches exhibited above is:

- 1- The increase in severity of competitiveness among the exporting countries of textile products, owing to the increase in the global production of these products with increase of its quality as a result of technological developments; in addition to the vast expansion in production capacities in most of developing countries, and actualizing self-sufficiency and most of them redirecting themselves towards the global markets.
- 2- Under the title “Technical and managerial problems related to textile industry”,
 - 1- shortcoming in marketing aspects due to discarding the connection between production and markets abroad.

3- Research Recommendations:

It has become essential to support the Egyptian producers in marketing their products internationally through the Commercial Service offices abroad as those offices can prepare market studies comprising consumer behavior, needs and taste, the providing the local producers with these studies so as to enabling them of penetrating those markets.

Table 3: Brief weaknesses of Egypt’s textile industry (Marketing Centered) – Retrieved and summarized from: (ASRT (Academy of Scientific Research and Technology), 2015) (Abdo, 2016) (Al-Harouni, 2012) (International Labour Organization (ILO), 2019) (Gherzi, 2007) (EEAA & SSSUP, 2012) (Hebeish, 2018) (WTO (World Trade Organization), 2013) (United Nations - International Trade Center (ITC): Egypt Profile, 2018) (Alex Bank & SRM Research House, 2018) (CAPMAS - Annual Industry Bulletin, 2018) (CAPMAS - IP&T Report, 2018) (IDA (Investment Development Authority), 2018)

Brief weaknesses Egypt’s textile industry (Marketing Centered)

1- Textile Cluster is over diminished in size compared relatively newer clusters in Turkey, Europe and Asia.	23- Lower real value added per employee/ worker specially in public sector.
2- Very low establishments number with low growth, lack of domestic growth and investment	24- Less balanced distribution of sector establishments across all governorates (even in ones enjoy infrastructure and ports)
3- Supply chain and value chain and value added suffers severely from skeletal gaps, leading to lack of integration of the subsectors, making linkages between spinning firms and weaving/ready-made goods producers are weakest.	25- Poor management in SOEs, with massive establishments size, of sector, 90% of spinning and total average 55%, throw heavy implications on sector performance and capacity utilization, which in turn impedes the competitiveness of sector.
4- Producers lacking comparative advantage, lacking standards compliance, and structure of domestic value chains and market entry costs and means, are major impeding reasons from jointing global value chain.	26- Absence of export associations for textile. Producers generally affiliate with the Egyptian Exporters Association (ExpoLink), a less focused trade association that promotes development of trade in all Egyptian manufactured goods.
5- Industry and the Government maintains high	27- Poor and outdated internet presence and

The Fourth research is “*National Campaign for Textile Development in Egypt - Scientific Research in Application*” by the lofty textile figure and the Former President of Academy of Scientific Research and Technology (ASRT), Prof. Ali Hebeish, shedding the light on the reason of modesty of textile sector performance, among those reason, the Prof. 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.

1.3.2. Brief weaknesses and threats of Egypt’s textile industry

In the coming tables is a brief “marketing-centered based analysis” of the weaknesses and threats of Egypt’s textile industry. The data of brief in tables below are retrieved and summarized from all data demonstrated in Introduction in addition to other sources.

import taxes on foreign machinery, which diminishing the attractiveness of any such investment.	presentation (either at the level of government – syndicates – relative authorities – exporting associations – private business)
6- less lucrative sector due to: A. Stumbling business environment, leading producers to compromise other factors to preserve margins and retain customers. B. Knowledgeable customer with high bargaining power, leading producers to compromise other factors to preserve margins and retain customers.	28- Value chain lacks efficiency of the production processes (process upgrading), as avoiding of improvements in designs or specifications in addition of functional and technical processes (product and process upgrading), which leading to in adding new product lines and process that are of higher value-added.
7- Lack of innovation culture and underinvestment in R&D, and poor planning of the way research funds being spent.	29- Mediocrity in taking advantage of reputation of long-staple Egyptian cotton by branding the industry/ Egyptian cotton itself.
8- Textile production size is not representative to importance, history and available opportunities.	30- Lack of qualified marketing and exporting specialists
9- Relapse in textile exports in world ranking to the 34 th	31- No existence of marketing orientation in textile establishments
10- Very low total production volume, with capacity utilization problems	32- Lack of specialized departments in marketing either for public or private textile companies
11- - Continued inward-orientation and relying on the domestic market, and low penetration weight in world's regional textile markets	33- Lack of government support of exporting activities, like international exhibitions and activating the role of Commercial Service offices
12- Very low number of trademarks being registered with low growth.	34- Unavailability of scientific market researches, for market analysis and strategy decisions
13- Fragile presence in international fairs nevertheless with strong brands.	35- Lack of exploited comparative advantage (at firms and industry level)
14- Manufacturers are less in compliance with the environmental requirements for exports.	36- Unavailability of database for marketing purposes and imparting E-marketing
15- Regulatory aspects (e.g. general law, environmental law, hygiene issues, etc.) need more time to be active	37- By now the majority of Egyptian spinning mills is not equipped to process extra-long or long staple cotton.
16- Low wages	38- Lack of skilled workers
17-No focus on attraction of new customer segments	39- Lack of qualifying better destination market access mean
18- Training is very limited and continuous training is one of the main factors affecting productivity and quality.	40- Lack of medium-level management (for marketing and other functions) for practicing less centralization
19- Mediocre publications presenting the sector online as mean for outsourcing leading.	41- Negligence of internet marketing and promotion channels
20- Some textiles and yarn factories only work on half of their capacity due to supply shortages of cotton and experienced a decrease of quantity of sales by 30%.	42- Over competitive domestic market competition between companies is based on mainly price then quality
21- The export-oriented sector is dominated by the private sector, not public, and mostly operated within the Egyptian free zone	43- Shortcoming in marketing aspects due to discarding the connection between production and markets abroad
22- lukewarm investors community	

Table 4: Brief threats of Egypt's textile industry (Marketing Centered) – Retrieved and summarized

from: (ASRT (Academy of Scientific Research and Technology), 2015) (Abdo, 2016) (Al-Harouni, 2012) (International Labour Organization (ILO), 2019) (Gherzi, 2007) (EEAA & SSSUP, 2012) (Hebeish, 2018) (WTO (World Trade Organization), 2013) (United Nations - International Trade Center (ITC): Egypt Profile, 2018) (Alex Bank & SRM Research House, 2018) (CAPMAS - Annual Industry Bulletin, 2018) (CAPMAS - IP&T Report, 2018) (IDA (Investment Development Authority), 2018)

Brief threats Egypt's textile industry (Marketing Centered)	
1- Poorly developed trading links between the subsectors is a major obstacle to growth.	6- The increase in severity of competitiveness among the exporting countries of textile products.
2- Banks consider the sector high-risk.	7- Improper customs and taxation policies.
3- Neighborhood countries like Morocco and UAE to precede Egypt's in filling the gap of exports in EU and North America.	8- Intense global competition in low-wage activities from late comers (mainly China, Bangladesh, and India).
4- Continued inward-orientation and relying on the domestic market.	9- Recurring global crises, last one occurred in 2008 had been affecting all economies until 2015.
5- Marginalization in the global economy (falling export and FDI shares).	

Brief weaknesses Egypt's textile industry (Marketing Centered)	
1- Textile Cluster is over diminished in size compared relatively newer clusters in Turkey, Europe and Asia.	23- Lower real value added per employee/ worker specially in public sector.
2- Very low establishments number with low growth, lack of domestic growth and investment	24- Less balanced distribution of sector establishments across all governorates (even in ones enjoy infrastructure and ports)
3- Supply chain and value chain and value added suffers severely from skeletal gaps, leading to lack of integration of the subsectors, making linkages between spinning firms and weaving/ready-made goods producers are weakest.	25- Poor management in SOEs, with massive establishments size, of sector, 90% of spinning and total average 55%, throw heavy implications on sector performance and capacity utilization, which in turn impedes the competitiveness of sector.
4- Producers lacking comparative advantage, lacking standards compliance, and structure of domestic value chains and market entry costs and means, are major impeding reasons from jointing global value chain.	26- Absence of export associations for textile. Producers generally affiliate with the Egyptian Exporters Association (ExpoLink), a less focused trade association that promotes development of trade in all Egyptian manufactured goods.
5- Industry and the Government maintains high import taxes on foreign machinery, which diminishing the attractiveness of any such investment.	27- Poor and outdated internet presence and presentation (either at the level of government – syndicates – relative authorities – exporting associations – private business)
6- less lucrative sector due to: A. Stumbling business environment, leading producers to compromise other factors to preserve margins and retain customers. B. Knowledgeable customer with high bargaining power, leading producers to compromise other factors to preserve margins and retain customers.	28- Value chain lacks efficiency of the production processes (process upgrading), as avoiding of improvements in designs or specifications in addition of functional and technical processes (product and process upgrading), which leading to in adding new product lines and process that are of higher value-added.

7- Lack of innovation culture and underinvestment in R&D, and poor planning of the way research funds being spent.	29- Mediocrity in taking advantage of reputation of long-staple Egyptian cotton by branding the industry/ Egyptian cotton itself.
8- Textile production size is not representative to importance, history and available opportunities.	30- Lack of qualified marketing and exporting specialists
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11- - Continued inward-orientation and relying on the domestic market, and low penetration weight in world's regional textile markets	33- Lack of government support of exporting activities, like international exhibitions and activating the role of Commercial Service offices
12- Very low number of trademarks being registered with low growth.	34- Unavailability of scientific market researches, for market analysis and strategy decisions
13- Fragile presence in international fairs nevertheless with strong brands.	35- Lack of exploited comparative advantage (at firms and industry level)
14- Manufacturers are less in compliance with the environmental requirements for exports.	36- Unavailability of database for marketing purposes and imparting E-marketing
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17-No focus on attraction of new customer segments	39- Lack of qualifying better destination market access mean
18- Training is very limited and continuous training is one of the main factors affecting productivity and quality.	40- Lack of medium-level management (for marketing and other functions) for practicing less centralization
19- Mediocre publications presenting the sector online as mean for outsourcing leading.	41- Negligence of internet marketing and promotion channels
20- Some textiles and yarn factories only work on half of their capacity due to supply shortages of cotton and experienced a decrease of quantity of sales by 30%.	42- Over competitive domestic market competition between companies is based on mainly price then quality
21- The export-oriented sector is dominated by the private sector, not public, and mostly operated within the Egyptian free zone	43- Shortcoming in marketing aspects due to discarding the connection between production and markets abroad
22- lukewarm investors community	

Research Problem:
deterioration of the role of textile marketing and hence strategic brand management accordingly withing Egypt's textile industry, which reflects directly on the performance of the industry as a whole.

Research Hypothesis: Adopting

Strategic Brand management, which is an approach to marketing business orientation that merges the strategic marketing management and brand management, as a prior function by textile firms has a positive effectiveness on the weaknesses and threats that the firms and industry as whole is encountering..

Research Importance:

outcropping the potential role and efficacious benefits of Strategic Brand management as one of marketing business orientation approaches that combines the strategic marketing management and brand management. As this approach specifically provides the full range of means that not only textile marketing but the whole textile industry is in eager need to regain back old times' prominence, performance, and status.

2. Research Objective:

The objective of this paper is to demonstrate how Strategic Brand Management has the

potential effectiveness on textile marketing's weaknesses and threats when adopted as marketing orientation approach for business prosperity.

3. Methodology:

The methodology approach used for fulfilling the paper objective is a theoretical analysis by reviewing the weakness and threats of textile marketing situation and harness them with the means and beneficial effects of the Strategic Brand Management approach.

4. Review Work

4.1. Textile marketing weaknesses and strategic brand management

Table 5: Strategic Brand Management (SBM) effects on Egypt's Textile marketing weaknesses

Strategic Brand Management (SBM) effects on Egypt's Textile marketing weaknesses			
Weakness Point (Referred to weakness point number a P.#)	Effect Mode		Effect Description (Referred to points in description as ED.#)
	Direct	Indirect	
1- Textile Cluster is over diminished in size compared relatively newer clusters in Turkey, Europe and Asia.			1- Due to: (1) low capacity utilization, (2) unbalanced and unsupported business environment and (3) lack of efficient market access means.
2- Very low establishments number with low growth, lack of domestic growth and investment			Indirect Effect: 2- SBM as market efficient access mean can interfere "with full potential" when first the two reasons, at least, start to be reformed. Then, with SBM mean, market access can be accelerated and first two reason multi-amplified, which together lead regain previous size for domestic and foreign markets. 3- Then cluster can regain its size and activeness
3- Supply chain and subsequently value chain and value added suffers severely from skeletal gaps, leading to lack of integration of the subsectors, making linkages between spinning firms and weaving/ready-made goods producers are weakest.			1- Due to (P.1/ED.1) 2- Linkage gaps can be greatly provided when SBM being adopted effectively by large number of supply chain members.
4- Some textiles and yarn factories only work on half of their capacity due to supply shortages of cotton and experienced a decrease of quantity of sales by 30%.			

<p>5- Value chain lacks efficiency of the production processes (process upgrading), as avoiding of improvements in designs or technical specifications in addition of functional and technical processes (product and process upgrading), which leading to in adding new product lines and process that are of higher value-added.</p>		<p>1- Due to highly competitive market, producers putting price on forefront, for knowledgeable and price sensitive customers. This brushes and triggers (Prices War Market) where everyone loses at the end (Kotler, 2003).</p> <p>2- Refer to (P.3/ED.1)</p> <p>Direct effect:</p> <p>3- SBM is capable to desensitize customer to prices leading to charging premium prices, which leading into more lucrative business.</p>
<p>6- less lucrative sector due to:</p> <p>A. Stumbling business environment, leading producers to compromise other factors to preserve margins and retain customers.</p> <p>B. Knowledgeable customer with high bargaining power, leading producers to compromise other factors to preserve margins and retain customers.</p>		<p>Indirect Effect:</p> <p>4- SBM as market access mean for associating international value chains, enforcing producers to upgrade products, processes and skills in seek of surviving in such international value chain (specially for EU, NA markets)</p>
<p>7- Lack of innovation culture and underinvestment in R&D, and poor planning of the way research funds being spent.</p>		<p>1- Due to unsupported business environment mainly by the government</p> <p>Indirect Effect:</p> <p>2- when SBM is qualified to interfere, (P.1/ED.1 and 2), at industry's and supply chain's level, the contribution of textile share in GDP will increase dramatically, this would be intriguing and allowing the government to put business environment reforms in effect like (spending, tariffs and policies), leading to important value chain necessities being activated, such as R&D.</p> <p>3- In addition to (P.5/ ED.4)</p>
<p>8- Textile production size is not representative to importance, history and available opportunities.</p>		<p>1- Due to lack of a significant associating in strong value chains like international ones, and to the lack of local markets studies that impeding supply chain members from discovering domestic market for penetration and more production selling growth, In addition to unbalanced business environment. That all weakens the investments in sector as making it less lucrative</p>
<p>9- Relapse in textile exports in world ranking to the 34th</p>		
<p>10- Very low total production volume, with capacity utilization problems</p>		
<p>11- - Continued inward-orientation and relying on the domestic market, and low penetration weight in world's regional textile markets</p>		<p>Direct Effect:</p>

		<p>2- SBM prompts supply members for continually analyzing markets (old/new), customers and competitors looking for new opportunity or new appealing tactics, which aiming at the growth.</p> <p>3- SBM decreases vulnerability to competitive actions either in domestic or in international value chains, allowing growth being steady uninterrupted.</p> <p>Indirect Effect:</p> <p>4- (P.5/ED.4) would strongly lead to reverse the reasons behind this weakness.</p>
<p>12- Very low number of trademarks being registered with low growth.</p>		<p>1- Due to absence of marketing as business orientation and hence the absence of marketing calibers in textile supply chain establishments, leading to underestimating the power of brands and of any marketing activity and presentation mean in general, and hence lessening the need to register their trademarks</p> <p>2- SBM establish business brand as strategic asset as important as machines and factory site.</p>
<p>13- Fragile presence in international fairs nevertheless with strong brands.</p>		<p>1- Due to lack strong brands that are eligible enough for presence, lack of a significant associating in strong value chains like international ones, and to absence of government role in initiating, supporting and coordinating for such important marketing activity.</p> <p>2-SBM enables supply chain member as well as the sector to build strong and highly differentiated brands eligible enough to put such various marketing activities in the heart of interest and pushing toward engaging in global value chains and marketing activities.</p>
<p>14- Manufacturers are less in compliance with the environmental requirements for exports.</p>		<p>1- Due to lack of recognizing the returning benefits and low involvement in investing in such procedures. In addition to unbalanced business environment that is not serious in enforcing producers to comply with such requirements.</p> <p>Direct Effect:</p> <p>2- SBM as one major market access mean, can unleash the potential and the benefits behind adopting environmental requirement, making the investment requested is justified.</p> <p>Indirect Effect:</p> <p>3- (P.7/ED.2)</p>
<p>15- Regulatory aspects (e.g. general law, environmental law, hygiene issues, etc.) need more time to be active</p>		

16- Low wages			
17- Lack of skilled workers			
18- Training is very limited and continuous training is one of the main factors affecting productivity and quality.			<p>1- Due to mainly less lucrative business less skilled workers and less experienced managers.</p> <p>2- SBM main benefit is allowing to charging premium prices and extending customer lifetime and loyalty, allowing to increase margins and investment, leading for more rewarding wages and allowing for hiring more skilled managers and increasing budgets for training</p>
19- Mediocre publications presenting the sector online as mean for outsourcing leading.			<p>1- Due to (P.12/ED.1), at the level of supply chain members,</p> <p>2- Due to, at the level of the state, the lack of industry branding, which is must in Egypt's case, leading this lack here to underestimating the power of any marketing activity and presentation mean in general.</p> <p>3- (P.13/ED.2)</p>
20- Producers lacking comparative advantage, lacking standards compliance, and structure of domestic value chains and market entry costs and means, are major impeding reasons from jointing global value chain.			<p>1- Due to (P.5/ED.1).</p> <p>2- Due to (P.7/ED.1).</p> <p>3- Due to (P.12/ED.1).</p> <p>4- Due to (P.14/ED.1).</p> <p>Direct Effect:</p> <p>5- (P.5/ED.3).</p> <p>6- (P.13/ED.2).</p> <p>7- (P.14/ED.2).</p>
21- The export-oriented sector is dominated by the private sector, not public, and mostly operated within the Egyptian free zone		N/a	<p>- Public ownership is not itself the problem, the problem lies in low capacity utilization (depreciated machinery and technology used – low production per worker – bureaucracy) in the most public sector generally. Moreover, within unbalanced business environment, public sector being prioritized by government policies, making the private sector struggling in competing with it, especially in many B2B bids and in many other cases.</p> <p>-So, (P.1/ED.1) is crucially needed to be reformed in serious and just way, particularly for public sector situation, considering its size and influence over the whole sector reputation and whole value chain performance.</p>
22- Poor management in Public Ownership, with massive establishments size, of sector, 90% of spinning and total average 55%, throw heavy implications on overall sector performance and capacity utilization, which in turn impedes the competitiveness of sector			
23- Lower real value added per employee/ worker specially in public sector.			
24- Less balanced distribution of sector establishments across all Egypt's governorates (even in governorates that enjoy conducting infrastructure and ports)			<p>1- Due to sector's less lucrative high-risk reputation, high cost of entry, unbalanced business environment, and competitive market, in addition to logistics obstacles like centralization of industry inputs suppliers in Great Cairo,</p>

25- lukewarm investors community		<p>and Delta and seaside governorates. This, among other reasons, takes the eyes of investors away from investing in textile sectors in general nevertheless in skirting governorates.</p> <p>Indirect Effect:</p> <ol style="list-style-type: none"> 1- (P.1/ED.2 &3) 2- Diffusion of SBM adoption among supply chain members, would, by time, refute the negative reputation (more lucrative – access to global value chains), such as the case in RMG sector.
26- Absence of export associations for textile and finished goods. Producers generally affiliate with the Egyptian Exporters Association (ExpoLink), a less focused trade association that promotes development of trade in all Egyptian manufactured goods.		<ol style="list-style-type: none"> 1- Due to (P.1/ED.1) 2- Due to the inactivation of high potential, and more lucrative global textile value chain from supply chain members. 3- Due to weakness of support to textile exporters from the state. <p>Direct Effect:</p> <ol style="list-style-type: none"> 4- SBM, when qualified to interfere, reaching with the value chain with its real potential and lucrativeness, the bargaining power of exporters over policies will increase dramatically, leading to forming such association.
27- Lack of government support of exporting activities, like international exhibitions and activating the role of Commercial Service offices		<p>Indirect Effect:</p> <ol style="list-style-type: none"> 5- this bargaining power particularly would push the government to support the textile exports and exporting marketing activities, like for example by establishing an emerging entity from ExpoLink focuses only textile and apparel exports, engaging in international exhibition and activating the role of Commercial Service offices
28- Industry and the Government maintains high import taxes on foreign machinery, which diminishing the attractiveness of any such investment.	N/a	<p>Due to business unbalanced environment. Mainly in the favor to the public sector, which for example receives exemptions on its imports (International Business Publications - Egypt , 2018)</p>
29- Mediocrity in taking advantage of reputation of long-staple Egyptian cotton by branding the industry/ Egyptian cotton itself.		<ol style="list-style-type: none"> 1- Due to (P.1/ED.1) 2- Due to, at the level of the state, absence of marketing orientation and hence the absence of marketing calibers in governmental establishments, leading to underestimating the power of brands and of any marketing activity and presentation mean in general, and hence lessening the focus on marketing.
30- By now the majority of Egyptian spinning mills is not equipped to process extra-long or long staple cotton.		<ol style="list-style-type: none"> 3- SBM can be adopted for the reach with its label to positive global reputation, which in turn directly opening the thirsty markets for Egyptian cotton in the face of public and private exports, and indirectly activating the life again in the veins of other global value chain like outsourcing for Egypt’s exports.

31- No existence of marketing orientation in textile establishments		<p>4- Then the Halo Effect takes its part in elevating the exporting penetration, performance and size to other items being exported by the sector.</p> <p>1- Due to, at the level of supply chain member in private and public sector, the missing the marketing function, leading to negligence for marketing orientation, department and hence the absence of marketing calibers in textile establishments, leading to underestimating the potential benefits behind of any marketing approach or related activity and/or role.</p> <p>2- SBM is a marketing approach that merge the potential benefits of strategic marketing and branding, making it one of the most conducive, reliable, and most promising marketing approaches for Egypt's textile sector situation.</p>
32- Lack of specialized departments in marketing either for public or private textile companies		
33- Unavailability of scientific market researches, for market analysis and strategy decisions		
34- Poor and outdated internet presence and presentation (either at the level of government – syndicates – relative authorities – exporting associations – private business)		
35- Lack of exploited comparative advantage (at firms and industry level)		
36- Unavailability of database for marketing purposes and imparting E-marketing		
37- lack of qualified marketing and exporting specialists		
38- Lack of medium-level management (for marketing and other functions) for practicing less centralization		
39- Lack of qualifying better destination market access mean		
40- No focus on attraction of new customer segments		
41- Negligence of internet marketing and promotion channels		
42- Over competitive domestic market competition between companies is based on mainly price then quality		
43- Shortcoming in marketing aspects due to discarding the connection between production and markets abroad		

4.2. Textile marketing threats and strategic brand management

Table 6: Strategic Brand Management (SBM) effects on Egypt's Textile marketing weaknesses

Strategic Brand Management (SBM) Effect on Egypt's Textile Threats			
Weakness Point (Referred to weakness point number as P.#)	Effect Mode		Effect Description (Referred to points in description as ED.#)
	Direct	Indirect	
1- Banks consider the sector high-risk.			<p>1- Threat significance: This point represents a great threat as it affects domestic and foreign reputation of textile sector as brand, and the textile products reputation as well, leading to low investment (foreign direct investment FDI and domestic investment), and low growth.</p> <p>2- Due to: (1) low capacity utilization, (2) unbalanced and unsupported business environment, (3) lack of efficient market access means, (4) high cost of entry and exit, (5) long-term investment, (6) competitive market, in addition to (7) instability of economic and political stances from 2011-2016, (8) less lucrative value chains, (9) supply chain obstacles, and (10) low value chain efficient engagement (domestic and global)</p> <p>Indirect Effect:</p>
			<p>3- Diffusion of SBM adoption as marketing approach by government for sector/ Egyptian Cotton branding, in addition to diffusion of adoption among supply chain members, would, by time, refute the negative reputation (leading to more lucrative business – growing of value chain and - developing accesses to global value chains)</p> <p>4- when value chain is enlarged and extended (mainly by government and value chain members) to many markets with added value, this allows for intermediaries (e.g. exporting agents/ brokers) to grow as (low-risk) segment members with increasing bargaining power. This nascent segment will be of much less entry and exit cost, of medium to short term investment, leading to more efficient and enlarging and less gaps value chain.</p>
2- Neighborhood countries like Morocco and UAE to precede Egypt's in filling the gap of exports in EU and North America			<p>1-Threat significance: The real threat here is in procrastinating or failing in turning this threat into an opportunity. Therefore, immediate reforms are needed for the sector, which are, (1) low capacity utilization, (2) unbalanced and unsupported business environment, (3) lack of efficient market access means.</p> <p>2- SBM is market efficient access mean but it can interfere “with full potential” when first the two reasons, at least, start to be reformed. Then, with SBM mean, market access can be accelerated and first two reason multi-amplified, which together lead to well penetrating in destination markets.</p>
3- Continued improper customs and taxation policies.		N/a	<p>1-Threat significance: is in continued supporting unbalanced business environment, which overshooting many growth opportunities, refer to (ED.1 and 2).</p>

<p>4- The increase in severity of competitiveness among the exporting countries of textile products</p>		<p>1- Threat significance: blocking value chain / lowering its efficiency. 2- SBM has the capability to desensitize customer to prices leading to charging premium prices, conditioning being adopted as marketing approach by both the industry and firms; so, customers, specially, in the markets of developed countries can find the value that turns them towards Egypt's textiles, and be desensitized to difference in prices.</p>
<p>5- Intense global competition in low-wage activities from late comers (mainly China, Bangladesh and India)</p>		
<p>6- Recurring global crises, last one occurred in 2008 had been affecting all economies until 2015</p>		<p>Threat significance: first, global crises are inevitable and unelusive global conditions. Second the recurring global crises can stop, shrink or, in best case scenario, slow the growth of sector if not exiting from markets.</p> <p>1- SBM's one of its rules is strategically aiming at building a balanced product/ brand portfolio in different markets (domestic and foreign). So, for textile case, SBM is turning domestic markets into more lucrative, and it is a mean for accessing foreign markets, which together are two-side strategy by nature. Therefore, in the times of slowdown or crisis in one side, value chain members will have substitute lucrative sides. And even if both are suffering, levels of lucrativeness in domestic would never similar to recent levels</p>

5- Results and Discussion:

Upon what presented, (WTO (World Trade Organization), 2013). However, and to complement the big picture, given what presented (1.1), Strategic Brand Management has the promising capabilities for building strategic "conditioned" strategic asset from brands. This approach has been used, studied and proved in myriad cases, literatures and field-studies before, and been applied in different contexts (countries, sectors, markets and/or products and services), and resulted in extraordinary market equities (observe every strong global brands we see/use/ consume in our daily life, they are all built using the same approach !) and textile arena is sure not an exception. Finally, only when these facts/concepts are put in execution track, which it has fortunately been in Egypt's Vision 2030 (MoCIT, 2020), by reforming business environment, which is the first step towards supporting capability utilization, and hence marketing access can take the reign. The Strategic Brand Management capabilities

(qualifying peculiarities, potentiality and benefits) then, is able to trigger its "Magical Remedy" by developing brand equity for multi-amplifying reachability, loyalty, and to activate its "Magic Wand" by communicating competitive advantages for value added delivering to manufacturers and to whole supply chain, and – of course – to targeted customers.

6- Conclusion:

the paper exposed the deteriorating situation of textile industry and textile marketing either in domestic or international markets. Consequently, the paper demonstrated textile marketing's weaknesses and threats and how Strategic Brand Management – point by point - has the potential effectiveness on remedying and overcoming weaknesses, and neutralizing threats that are encountering the textile marketing and textile industry as a whole.

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