I.S.S.N.: 0213-7585

REVISTA DE ESTUDIOS REGIONALES

2ª EPOCA Septiembre-Diciembre 2023

128

SUMARIO

UNIVERSIDADES DE ANDALUCÍA

REVISTA DE ESTUDIOS REGIONALES Nº 128, I.S.S.N.: 0213-7585 (2023), PP. 147-170

The relationship between export performance and new marketing approaches in the Spanish fashion sector

La relación entre el resultado exportador y los nuevos enfoques de marketing en el sector español de la moda

Fernando González-Ferriz
Universidad Isabel I
Javier Sánchez-García
Universitat Jaume I
Fernando J. Garrigos-Simon
Universitat Politecnica de Valencia

Recibido, Marzo de 2021; Versión final aceptada, Diciembre de 2021

KEY WORDS: Export performance, International marketing, Management, SMEs, Fashion, Spain.

PALABRAS CLAVE: Resultado exportador, Marketing internacional, Gestión empresarial, PYMEs, Moda, España.

JEL classification: M16, M31

ABSTRACT

The objective of this investigation is to provide an empirical model (EMSP model of internationalization) to explain the relationship between the different variables that affect the export performance of Spanish companies in the fashion sector. To do so, we introduce new marketing approaches and consider such external (Environment) as internal (Management and Marketing Strategy) factors from Resource Based View (RBV) and dynamic capabilities perspectives by developing Structural Equation Modelling. The conclusions show a fundamental role of managers, relational marketing techniques, and the incorporation of new technologies to the marketing processes.

RESUMEN

El objetivo de esta investigación es la presentación de un modelo empírico (modelo EMSP de internacionalización) capaz de explicar la relación entre las distintas variables que van a determinar el resultado exportador de las empresas españolas en el sector de la moda. Para ello, se van a considerar nuevos enfoques de marketing, analizando tanto

como factores internos (Management y Estrategia de Marketing) como externos (Entorno) desde un punto de vista de los recursos (RBV) y de las capacidades dinámicas mediante el uso de modelos de ecuaciones estructurales (SEM). Las conclusiones demuestran el papel fundamental de los directivos, de las técnicas de marketing relacional, y de la incorporación de las nuevas tecnologías a los procesos de marketing.

1. INTRODUCTION

It is a proven fact that the degree of internationalization in most economies has suffered a tremendous rise, especially in the last two decades. The case of Spain is not an exception, with exports doubling their figure since the beginning of the century. As a consequence, exports have played a fundamental role (along with the tourist and hospitality sectors) in the recovery of the economy after the 2008 recession and, most recently, in the post-COVID19 stage. Not in vain, some authors have even considered exports as the main cause of the Spanish economic miracle (Delucio et al., 2018).

This situation has not only led to the tremendous interest of both managers and scholars in the subject (Chico et al., 2014; García et al., 2009; Pajares and Molina, 2009), but also to the consolidation of the research on international trade as a general issue, and the analysis of the determinants of export performance as one of the main streams in the discipline. The result is a quite extensive literature which dates back to the 1980s (Aaby and Slater,1989; Zou and Stan,1998; Leonidou et al.,2002; Sousa et al.,2008; Chugan and Singh, 2014; Chen et al., 2016). In this context, we pretended to find a model which was capable of explaining the export behaviour of the Spanish companies in the fashion industry, attending to the peculiarities of the companies operating in it (reduced size, middle-aged companies, SMEs in most cases, family run businesses, outsourced innovation departments ...). On the other hand, one of the most important characteristics of this industry is the geographical concentration in certain regional areas of the country. Footwear manufacturers, for example, are mostly located in the area of Alicante, home textiles and home decoration in Valencia, garments and accessories in Catalonia or Andalucía, and so on. This results in the existence of important clusters in every area which makes production more competitive.

The theoretical foundations of the model are determined by the evolution of different streams (mainly Gradualist models, Resource Based View and Dynamic capabilities), and our resulting model (EMSP model of Internationa-

lization) pretends to explain the effect of three main constructs (Environment, Management and Strategy) on one final dependent variable (Performance), taking the name after the initials of these items.

The theory of dynamic capabilities is an important contribution to our investigation, as "firm capabilities are fundamental to develop a series of intangible assets" which have an effect on the competitive strategy of the company, and finally on the export performance (Collins, 2021; Chien and Tsai, 2021). In our case, both Management and Marketing Strategy constructs are approached from this perspective.

Management theories are also important as managers should be able to analyze the environment in order to introduce the necessary changes and adapt the company strategy to customer needs in order to provide a better performance. (Parnell et al., 2015; Bouncken et al., 2015; Schumpeter, 2013).

When coming to marketing, a detailed analysis has been carried out to determine the evolution from traditional marketing mix policies to other models based on market orientation, relationship marketing or new technologies (Chen et al., 2016). In fact, "Traditional and modern approaches are not exclusive, but inclusive and complimentary". (Kotler et al., 2021, 2016; Kotler 2010).

Once the theoretical model is defined and the hypotheses are proposed, the empirical model will concentrate on two aspects: the descriptive analysis will show the characteristics of the exporting companies operating in the sector, and the final analysis of the constructs through Structural Equations Modelling (SEM) will pay special attention to the way the previous variables interact and how the relationships between variables of the EMSP model are determined.

2. THEORETICAL BACKGROUND

The theoretical background of the model has been analyzed from two different approaches: the evolution of internationalization theories and the new perspectives in the marketing literature.

2.1. The evolution of internationalization theories

Although the focus of the first internationalization theories was placed on macroeconomic and multinational enterprises aspects, the literature

kept moving towards gradualist or behavioural theories, which state that companies go through a gradual learning process in their internationalization ventures. These theories constitute the basis of the Resource Based View (RBV) approach, which has been the predominant theory for several decades.

The RBV states that a firm has "a unique combination of valuable tangible and intangible resources, and it is precisely these resources and capabilities that determine the company's competitive advantage and, consequently, its performance" (Collins, 2021; Zahra, 2021). Other authors concentrated on aspects like knowledge (Chien and Tsai, 2021; Bouncken et al., 2015; Schumpeter, 2013) as resources to create value within the company.

However, the evolution of the RBV led to the Dynamic Capabilities theory, which considers a dynamic environment where companies must develop competencies that must be continuously adapted to those changes (Hunt and Madhavaram, 2020; Teece, 2018; Pisano, 2017; Ruzzier et al., 2006).

Another perspective is the theory on the determinants of the export performance in SMEs. With plenty of empirical models, the variables that have an influence on the performance of an exporting company have not suffered tremendous changes through the years. The first attempts to provide an integrative model based on three main inputs: firm characteristics (like size and management commitment), strategy (mainly related to marketing mix policies) and competencies (technology, market knowledge, management control). Other authors added environmental factors to the equation (domestic and foreign market characteristics mainly), and placed the export marketing strategy as an intermediate variable in the centre of the model. And the most recent reviews (Chugan and Singh 2014, Chen et al., 2016) keep adding items to the list and combining theoretical and empirical features.

2.2. The new perspectives in marketing theories

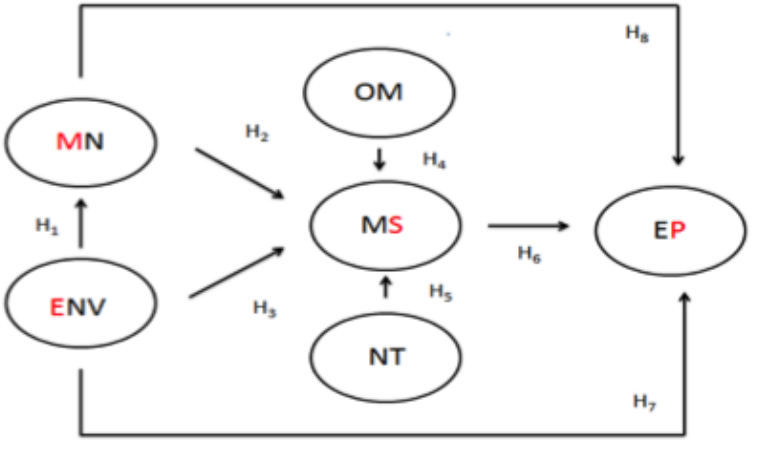
On the marketing side, the literature has developed parallel researches in many cases, sharing approaches like the RBV or the dynamic capabilities theories. Plenty of scholars (Saleh, 2016; Haji-Basri, 2012; Yadav 2010) have identified the main research themes in marketing and their evolution throughout the last decades, showing an increase in subjects like customer behaviour, e-marketing, branding or advertising, that coexist with traditional aspects such as the four basic components of marketing mix.

Instead of dismissing the traditional conception of marketing, plenty of authors present complementary approaches and present an evolution from policies based on consumer goods to others based on services (Vargo et al., 2020; Vargo and Lusch, 2018; Osborne, 2018). Some of them are market orientation, relationship marketing, or network analysis. Other approaches in the last decades have considered the incorporation of new technologies to the marketing strategy, resulting in different trends like: experiential Marketing (Schmitt et al., 2014; Same and Larimo, 2012), Internet Marketing (Mathews et al., 2016; Kaplan, 2012), Marketing 3.0, 4.0 and even 5.0 (Kotler et al., 2021, 2016; Kotler 2010) or Corporate Social Responsibility (White et al., 2017; Chen et al., 2016).

3. LITERATURE REVIEW AND HYPOTHESES

The general structure of the model, together with the definition of hypotheses and the relationship among the different variables can be appreciated on Figure 1. As aforementioned, it is composed of one final dependent

FIGURE 1
THE EMSP MODEL OF INTERNATIONALIZATION. DEFINITION OF VARIABLES AND HYPOTHESES



Source: Developed by the author

variable (Export Performance - EP) and three main constructs: Environment (ENV), Management (MN), and Strategy. The Strategy construct, however, will be divided into Marketing Strategy (MS), Operational Marketing (OM) and New Technologies (NT) for a more accurate analysis. With that general overview in mind, we will now concentrate on the literature behind every construct.

3.1. Environment (ENV).

The environment variable, which is present in every single review is considered as an external factor, which is in constant change, and cannot be controlled (or even predicted) by managers. However, it has a big influence on the company as it conditions the firm's capabilities and strategy, resulting in a higher or lower export performance (Leonidou et al., 2002; Katsikeas et al., 2000).

When considering the analysis of the environment variable, researchers have traditionally divided the subject into domestic and foreign market characteristics. Nevertheless, we will just concentrate on the latter, as the companies from the sample operate in the same sector, with conditions that affect them all in a similar way, something which does not add any useful information to the model.

In this context, items like competitive intensity (Chen et al., 2016), psychic distance (Vida and Obadia, 2018; Sousa et al., 2009), the existence of trade barriers (Chugan and Singh, 2014) or foreign market characteristics and environmental hostility (Faruk and Subudhi, 2019; Sousa et al., 2008) are proven to have an effect on export performance.

As a consequence, the analysis of the literature takes us to consider three different hypotheses:

H_1: The environment in foreign markets affects the management of the company.

H_3: The environment in foreign markets has an effect on the marketing strategy of the company.

H_7: The environment in foreign markets directly affects the final performance of the export venture.

3.2. Management (MN).

The management variable is of vital importance to the model for two main reasons: the positive association to export performance and its role as an input to the marketing strategy of the company (Chen et al., 2016; Chugan and Singh, 2014; Cadogan et al., 2012). Numerous publications have shown the evolution from traditional conceptions to the modern approaches of global economies. Besides, behavioural theories on management moved from traditional conceptions based on production, technology and science to a more human profile, which analyzed subjects like "human motivation, leadership style, communication and teamwork", with researchers like Elton Mayo, Abraham Maslow, Douglas McGregor or Frederick Herzberg.

When coming to exports, the management variable can be explained from the "firm capabilities" side and the dynamic capabilities approach. Both the managers' training and characteristics, as their perception of the market are crucial to the analysis. The international experience of the manager has been considered as one of the key determinants of export performance along with the attitude and level of commitment of the managers towards internationalization (Cadogan et al., 2012; Ayan and Percin, 2005). Other authors (Chen et al., 2016) consider export commitment, level of education, international experience and innovation as the fundamental determinants of export performance when focusing on the management construct. Consequently, we introduce the following hypotheses:

H_2: Management has a direct effect on the export marketing strategy of the company, as managers are responsible its implementation.

H_8: The attitude and training of the managers in the company, also have a direct effect on the export performance of the company.

3.3. Marketing Strategy (MS).

The strategy construct, which is represented by the marketing strategy in our case, plays the role of an intermediate variable, as it is influenced by "external uncontrollable factors" (the environment) and by other internal characteristics (management), but at the same time, this is a determinant input for the export performance of the company. Additionally, the marketing strategy construct will be approached both from the operational marketing

side and the incorporation of new technologies, in order to integrate new conceptions derived from the dynamic capabilities theory based on the RBV and the contingency theory. This theoretical background suggests that the basis for an effective implementation of the marketing strategy, are the capabilities developed by the firm when analyzing the environment in order to execute the most appropriate strategy. (Morgan et al., 2012). The contingency theory, on the other hand, highlights the importance of strategic factors, which are not static, and the way they are combined determine the final performance of the company (Chen et al., 2016).

Some authors identified export targeting, market segmentation, export planning, innovation, risk taking or marketing research as the key instruments in the export marketing strategy. Others coming from the relationship marketing stream incorporated factors like market orientation, market linking capabilities or channel relationship to the equation. And the latest trends (Chen et al., 2016; Chugan and Singh, 2014) place the focus on the importance of "environmentally oriented strategic behaviour" (in accordance with social responsibility programs) as a way to develop sustainable long term marketing strategies, with a positive result on export performance. All this takes us to the consideration of the following hypothesis:

H_6: The export marketing strategy has an effect on the export performance of the company, as it is the response to marketing needs.

A. Operational marketing strategy (OM)

The most frequent subjects when considering the export marketing strategy of the company are the marketing mix variables, which provide positive implications for performance. The starting point in our case is based on the analysis of the export marketing strategy indicators developed by authors like Morgan et al. (2012). However, other approaches like marketing orientation and relationship management will be added to the traditional conception in order to adapt the model to the sector we are considering.

The degree of adaptation or standardization of the marketing mix components depending on the foreign market characteristics has been a recurrent issue in most studies (Chen et al., 2016; Chugan and Singh, 2014), together with other aspects related to each element of the marketing mix policy (see Table 2). Consequently, the theory on operational marketing policies leads us to the establishment of a new hypothesis:

H_4: Operational marketing, consisting of marketing mix policies, has an influence on the export marketing strategy of the company.

B. New Technologies (NT).

Internet technologies are increasingly being integrated into the marketing strategy. Even so, most of the literature comes from the dynamic capabilities theory side and not so much from the determinants of export performance approach. According to classical researchers, "a company must gather technical and market information effectively and disseminate it throughout the organization". In the same context, IT capabilities contribute to develop "internal communication" and "cross-functional integration", which results in a better performance (Mathews et al., 2016). Moreover, the development of e-commerce strengthens the relation between the export marketing strategy and performance (Bashokouh et al., 2021; Gregory et al., 2019). Finally, Kotler et al. (2021, 2016) and Kotler (2010) introduced the concepts of marketing 3.0, 4.0 and 5.0, where the Internet is fundamental, as it is "a way to foster the relationship with the customer and let him participate in the process of adding value by developing the brand concept". As a consequence:

H_5: The use of New Technologies in marketing processes has a positive result on the export marketing strategy of the company.

3.4. Export Performance (EP)

Export performance is a crucial construct in the analysis of exports as it is the way to control the effectiveness of the company strategies (Chugan and Singh, 2014; Sousa et al., 2008). Regarding measuring scales, an important contribution was made by Sousa (2004), who classified the export performance indicators into objective (based on absolute values) and subjective (based on managers' perceptions), and identified export intensity, export sales growth, export profitability, export market share, satisfaction with overall export performance, and perceived export success as the most frequently used. A few years later, Chen et al. (2016) highlighted the following ones: export satisfaction, export growth, export intensity, export sales and export sales growth, market share and market share growth, and a series of financial indicators.

4. EMPIRICAL METHODOLOGY

4.1. Data collection

The investigation, which was carried out between 2017 and 2019, was based on quantitative techniques. A questionnaire was delivered to a selection of exporters in the fashion and design industry throughout the country, paying a special attention to the eastern region where those activities are predominant. According to the information provided by the SABI database (a private resource which contains information of approximately 3.5 million companies in Spain and Portugal), a total of 43,464 companies can be found in Spain when filtering by NACE codes Rev. 2 (13, 14, 15, 16, 31 and 32). We estimated it was appropriate to consider a 5% of regular exporters, leading to a final universe of 2,173 companies in the industry for the whole country. Several email contacts and direct calls were necessary to introduce a questionnaire of structured closed questions using a 7 point Likert scale where possible. A total number of 82 questionnaires were eventually received, resulting in a final figure of 74 once the data validation was carried out. The companies in the sample were selected according to factors such like the number of years in exports, the regularity of their international sales and their market share, in order to ensure they represented the industry in the most accurate way. The selection of companies also contributed to reducing the bias of the model.

4.2. Measurement of variables

In order to provide a structured questionnaire which was easy to fill in by the respondent, the items were grouped in four different blocks: (1) Firm characteristics and perceptions on export performance, (2) Management characteristics, (3) Strategy (comprising Marketing Strategy, Operational Marketing Strategy and New Technologies), and (4) Environment. The first three parts comprise internal factors of the company and part four analyzes external factors.

"Firm characteristics" will be fundamental for the descriptive analysis and will provide objective information about the companies in the sample (fashion sector, total turnover, number of employees, age of the company, number of years in exports, number of countries selling to, exports intensity

and exports to the EU). On the other hand, Export Performance indicators are based on personal perceptions, which are quantified by a 7 point Likert scale, being 1 very unsatisfied and 7 highly satisfied. The rest of constructs (Management, Environment and Strategy) present a similar structure and are also measured by scales where 1 represents the lowest appreciation and 7 the highest. Details of every construct and information about the previous research when considering the measuring scales can be appreciated on Table 1.

TABLE 1
MEASURING SCALES LITERATURE FOR THE EP, MN, ENV, MS AND ENV CONSTRUCTS

EXPORT PERFORMANCE ITEMS		MEASURING SCALES
EP1	Export volumen	Chen et al. (2016)
EP2	Export growth	Chugan et al. (2014)
EP3	Market share	Sousa (2004)
EP4	Degree of diversification	Zou et al. (1998)
EP5	Access to international markets	
EP6	Profitability of exports	
EP7	Profit margin of exports	
EP8	General satisfaction with exports	

MANAGEMENT ITEMS		MEASURING SCALES
MN1	General management skills	Parnell et al. (2015)
MN2	Marketing skills	Fernandez and Alegre (2015)
MN3	Language skills	Morgan and Katsikeas (2012)
MN4	Computer and IT skills	Song et al. (2008)
MN5	Experience in international markets	
MN6	General overview of the company	
MN7	Export orientation	
MN8	Ability to facilitate communication	
MN9	Ability to manage teams	

ENVIRONMENT ITEMS		MEASURING SCALES
ENV1	High profit margins	Chen et al. (2016)
ENV2	Ability to detect customer needs	Chugan and Singh (2014)
ENV3	Market stability	Green et al. (2008)
ENV4	Similarities in political/legal terms	Alvarez (2004)
ENV5	Similarities in marketing policies	

MARKETING STRATEGY ITEMS		MEASURING SCALES
MS1	Knowledge of customers	Parnell et al. (2015)
MS2	Knowledge of competitors	Morgan and Katsikeas (2012)
MS3	Planning of marketing activities	Murray et al. (2011)
MS4	Integration of marketing activities	Song et al. (2008)
MS5	Skill to segment and target markets	Leonidou et al. (2002)
MS6	Market research programs	
MS7	Channel relationship	
MS8	CSR programs	
MS9	Ability to retain customers	
MS10	Effectiveness of after-sales service	
MS11	Effectiveness of sales team	

NEW TECHNOLOGIES ITEMS		MEASURING SCALES
NT1	Promotion of products	Parnell et al. (2015)
NT2	Online catalogues	Morgan and Katsikeas (2012)
NT3	Answer to customer queries	Song et al .(2008)
NT4	Salespeople online access	Prasad et al. (2001)
NT5	Transmission of orders	
NT6	Online support to distributors	
NT7	Gathering market info	
NT8	Internet marketing	
NT9	Communications and team work	

Source: Developed by the author.

The peculiarities of the companies operating in the fashion industry, with a big exposure to marketing policies and product design, have led to the conception of a complex Strategy construct which must be analyzed from three different points of view: the marketing strategy itself (strategic decisions), the operational marketing variables (marketing mix policies) and the incorporation of new technologies to the marketing process. The marketing mix policy (see Table 2) will be considered as one separate construct (Operational Marketing – OM) when the model is carried out and consists of four variables: Product (PD), Price (PC), Promotion (PM) and Place (PL).

TABLE 2
MEASURING SCALES LITERATURE FOR MARKETING MIX VARIABLES (INTEGRATED IN THE OM CONSTRUCT)

PRODUCT ITEMS		MEASURING SCALES
PD1	Product adaptation	Morgan et al. (2012)
PD2	Range of products	Boehe and Cruz (2010)
PD3	Product quality	Ayan and Percin (2005)
PD4	Product brand name	Leonidou et al. (2002)
PD5	Product design	
PD6	Product innovation	
PD7	Customer service	
PD8	Differentation from competition	

PRICE ITEMS		MEASURING SCALES
PC1	Price adaptation	Morgan et al. (2012)
PC2	High-price strategy	Sousa and Bradley (2008)
PC3	Competitive prices	Ayan and Percin (2005)
PC4	High profit margins	Zou et al. (2003)
PC5	Price control	Leonidou et al. (2002)
PC6	Prices fixed according to costs	
PC7	Price discounts and promotions	
PC8	Credit to customers	

PROMOTION ITEMS		MEASURING SCALES
PM1	Promotion adaptation	Morgan et al. (2012)
PM2	Exhibitons	Ayan and Percin (2005)
PM3	Regular visits to customers	Zou et al. (2003)
PM4	Media promotion	Leonidou et al. (2002)
PM5	Catalogues prootion	
PM6	Regular mailshots	
PM7	Website adaptation	
PM8	Use of social networks	
PM9	Use of local language	

PLACE ITEMS		MEASURING SCALES
PL1	Distribution adaptation	Morgan et al. (2012)
PL2	Channel support	Karelakis et al. (2008)
PL3	Use of agents	Ayan and Percin (2005)
PL4	Use of distributors	Leonidou et al. (2002)
PL5	Commercial subsidiaries	
PL6	Production subsidiaries	
PL7	Direct sales to final customer	
PL8	Internet sales	
PL9	Delivery dates	

Source: Developed by the author.

5. RESULTS

5.1. Descriptive analysis

As previously stated, the fashion industry in Spain is formed by a group of companies with a certain number of peculiarities. The descriptive analysis will help us to understand that reality. If we take a look at the turnover (€), a 68.92% of the sample can be considered as small firms, with sales figures below 10 million €. A 25.68% could be classified as medium size companies (sales figures between 10 and 50 million €), and only a 5.41% of them could be named as big companies, and similar conclusions are reached when considering the number of employees.

Regarding the age of the represented companies we can say that this is a mature sector, with an average of 29.19 years, while the average number of years in exports comes down to 18.47, confirming the fact that the companies in this sector are not “born global”. Additionally, a 32.43% of companies export to less than 10 different countries, over a 50% export to 11-50 countries, and only a 14.86% export to over 50 countries. On the other hand, when considering export intensity (exports/total sales ratio), the average value is 54.66%, with over a 50% of sales to foreign countries made within the EU area. This shows that sales in the domestic market are still very important, and when selling abroad, the closest markets are the first option.

Another interesting analysis is the kind of competitive strategy adopted by exporting companies. We can conclude that a 35.14% of the companies relate their competitive strategy to marketing, an additional 13.51% follow an innovation differentiation strategy, a 36.49% of them have implemented a differentiation policy through the development of new products/services, and a remaining 14.86% do not consider any specific strategy.

5.2. Dimensionality, reliability and validity of the model

The following step in the empirical analysis concentrates on testing the different hypotheses of the theoretical model by following the two step approach developed by Anderson and Gerbing (1988). The first step pretends to confirm the quality of the scales and will eliminate non-significant items through a confirmatory factor analysis (CFA). The second one will focus on testing the casual relations of the model and will determine which hypotheses will be accepted or rejected.

A. The Operational Marketing (OM) construct

The marketing mix variables (product, price, promotion and distribution) have been measured through a series of 34 items (see Table 2) which pretend to analyze the operational marketing strategy of the company. As they represent a common dimension, the literature on the subject determines that a combination of items with a same objective can be considered as "composite measures" (Bou-LLusar et al. 2009; Little et al., 2002). Consequently, they can be subjected to confirmatory factor analysis (CFA) together with the rest of the items and scales in the study, so that they can be validated. Once the CFA was carried out, items remained as significant according to a double condition: on one hand factor loadings had to be superior to 0.6, and on the other t-values should be above 1.96. The new OM construct was now integrated by the following items: PD3, PD4, PD5, PD6, PD8, PC2, PC4, PC5, PM1, PM2, PM3, PM4, PM5, PM6, PM7, PM8, PM9, PL1, PL2, PL8. This means a reduction of 14 items, from the original 34 to the final selection of 20, with promotion policies getting the highest representation and price policies the lowest one.

Once the validity of the construct is tested, we get the following results: the probability related to Chi-Squared reaches a value which is higher than 0.05 (0.0635214), Chi-Squared= 88.1363; Degrees of freedom (DF) = 160,

confirming an overall appropriate fit of the scale (Jöreskog and Sörbom, 1996). Besides, CFI (0.928) and MNFI (0.917) are close to the unity and RMSEA (0.052) is close to zero. On the other hand, the convergent validity is proven in two ways: through the significant (>0.5) factor loadings (Hair et al., 1998; Bagozzi and Yi, 1988; Bagozzi, 1980) and through an average variance extracted (AVE) for each factor higher than 0.5 (Fornell and Larcker, 1981).

The reliability of the scale is demonstrated when the composite reliability indexes (CR) of each dimension is higher than 0.6 (Bagozzi and Yi, 1988), something which happens in our model. And finally, the discriminant validity of the OM is confirmed because the estimated correlation between the factors of the construct is lower than the square root of the AVE between each pair of factors. This confirms that "the construct shares more variance with its indicators than with other constructs of the model" (Fornell and Larcker, 1981).

B. The EMSP model

The next step after validating the OM construct will consist of a new analysis to check the dimensionality, reliability and validity of the final model, which combines the constructs on Table 1 with the new input, integrating the four marketing mix variables (PD, PC, PM, PL) through the 20 remaining items. The results of the confirmatory factor analysis (CFA) is shown on Table 3, and determine that all items are relevant to the EMSP model as they present adequate factor loadings (>0.6) and t values (>1.96).

The steps to check the validity of the final model will be identical to the ones on the OM construct: the probability related to Chi-Squared is higher than 0.05 (0.803358). Besides, CFI and MNFI are close to the unity and RMSEA is close to zero. Regarding the convergent validity of the model, factor loadings are all superior to 0.5 and the average variance extracted (AVE) for each factor is higher than 0.5. The reliability of the scale is also demonstrated because the composite reliability index (CR) of each dimension is higher than 0.6. And finally, the discriminant validity (see Table 4) is confirmed because the estimated correlation between the factors of the construct (values below the diagonal) is lower than the square root of the AVE between each pair of factors (values on the diagonal).

TABLE 3

DIMENSIONALITY, RELIABILITY AND VALIDITY OF THE EMSP MODEL

EXPORT PERFORMANCE (CR=0.96; AVE=		factor load	t-value
EP1	Export volumen	0.86	4.13
EP2	Export growth	0.88	6.13
EP3	Market share	0.88	4.58
EP4	Degree of diversification	0.85	4.68
EP5	Access to international markets	0.89	4.94
EP6	Profitability of exports	0.88	6.48
EP7	Profit margin of exports	0.84	6.59
EP8	General satisfaction with exports	0.93	4.64

MANAGEMENT (CR=0.94; AVE=0.84)		factor load	t-value
MN1	General management skills	0.79	6.48
MN2	Marketing skills	0.85	6.00
MN3	Language skills	0.87	6.03
MN4	Computer and IT skills	0.80	5.05
MN5	Experience in international markets	0.74	5.97
MN6	General overview of the company	0.78	6.43
MN7	Export orientation	0.85	4.80
MN8	Ability to facilitate communication	0.78	5.78
MN9	Ability to manage teams	0.76	6.04

ENVIRONMENT (CR=0.86; AVE=0.79)		factor load	t-value
ENV1	High profit margins	0.71	3.77
ENV2	Ability to detect customer needs	0.85	3.77
ENV3	Market stability	0.68	4.40
ENV4	Similarities in political/legal terms	0.69	5.31
ENV5	Similarities in marketing policies	0.75	6.70

MARKETING STRATEGY (CR=0.93; AVE=0.7		factor load	t-value
MS1	Knowledge of customers	0.75	3.05
MS2	Knowledge of competitors	0.71	6.63
MS3	Planning of marketing activities	0.85	5.56
MS4	Integration of marketing activities	0.62	6.64
MS5	Skill to segment and target markets	0.83	4.69
MS6	Market research programs	0.77	6.37
MS7	Channel relationship	0.74	5.05
MS8	CSR programs	0.81	6.01
MS9	Ability to retain customers	0.58	7.97
MS10	Effectiveness of after-sales service	0.68	7.58
MS11	Effectiveness of sales team	0.79	5.97

NEW TECHNOLOGIES (CR=0.93; AVE=0.81)		factor load	t-value
NT1	Promotion of products	0.76	5.96
NT2	Online catalogues	0.80	6.14
NT3	Answer to customer queries	0.74	5.94
NT4	Salespeople online access	0.73	7.40
NT5	Transmission of orders	0.71	3.85
NT6	Online support to distributors	0.83	5.11
NT7	Gathering market info	0.79	4.90
NT8	Internet marketing	0.75	4.53
NT9	Communications and team work	0.75	5.25

OPERATIONAL MARKETING (CR=0.90; AVI		factor load	t-value
PD	High profit margins	0.85	4.53
PC	Ability to detect customer needs	0.72	4.66
PM	Market stability	0.91	4.17
PL	Similarities in political/legal terms	0.83	3.02

CR: Composite reliability; AVE: Average variance extracted

Fit of the model:

Chi-Squared=1030.3513; Degrees of freedom (DF)=968 ; p=0.0803358

CFI=0.898; MNFI=0.0891; RMSEA=0.061

Source: Developed by the author.

TABLE 4

DISCRIMINANT VALIDITY OF THE SCALES ASSOCIATED TO THE EMSP MODEL

	EP	MN	MS	NT	ENV	OM
EP	0.89					
MN	0.60	0.84				
MS	0.56	0.63	0.79			
NT	0.59	0.70	0.66	0.81		
ENV	0.62	0.62	0.67	0.69	0.79	
OM	0.63	0.61	0.65	0.66	0.73	0.86

Below the diagonal: estimated correlation between the factors

Diagonal: square root of AVE

Source: Developed by the author.

5.3. Determination of relationships

The final stage of the analysis will focus on how the definitive relationship between variables is established according to the testing of the hypotheses in the model (see Table 5). The statistical procedure to do so, will be based on t-values, so that the initial hypothesis will be accepted when the indicator shows results above 1.96. Accordingly, only Hypotheses 3 and 7 (t-value < 1.96) are rejected while all the rest are accepted. Same as before, the probability associated to Chi-Squared (0.0636862) is higher than 0.05, CFI and MNFI values are close to the unity and RMSEA is close to zero, confirming the validity of the model.

TABLE 5
RELATIONSHIP BETWEEN VARIABLES OF THE MODEL

Hypotheses	Path	Parameter	t value	Result
H1	ENV→MN	0.73	4.13	Supported
H2	MN→MS	0.75	4.72	Supported
H3	ENV→MS	0.05	0.37*	Not supported
H4	OM→MS	0.43	2.62	Supported
H5	NT→MS	0.27	2.28	Supported
H6	MS→EP	0.22	2.06	Supported
H7	ENV→EP	0.04	0.31*	Not supported
H8	MN→EP	0.55	2.99	Supported

(*) not significant hypothesis (t value<1.96)

Fit of the model: Chi-Squared=1043.1869; Degrees of freedom (DF)=975; p=0.0636862

CFI = 0.901; MNFI = 0.872; RMSEA = 0.051

Source: Developed by the author.

When we analyze the behaviour of the Environment construct, we can observe that hypothesis H_1 is accepted while hypotheses H_3 and H_7 are rejected. That means that the Environment affects the final result, but only in an indirect way, as it is linked to the managers' perceptions. Managers are the ones who will implement the most appropriate marketing strategy according to the environment conditions in order to achieve the best possible performance of the company. This result is totally consistent with previous

models (Chen et al., 2016; Chugan and Singh, 2014; Leonidou et al., 2002) where the environment was considered as a background variable which affected managerial factors, and these had an influence on the marketing strategy and finally on the export performance (outcome variable). In our context, the descriptive analysis has shown that the possibilities to keep high profit margins in foreign markets and the similarities with the country of origin are the most important items for the companies in this industry.

Regarding the Management construct, both H_2 and H_8 are accepted. This relationship is supported by plenty of authors (Chen et al., 2016; Sousa et al., 2008; Ayan and Percin, 2005) as they stated that when a manager is committed to the internationalization of the firm, the effect is clear on the export marketing strategy and on the final performance. Additionally, knowledge creates "sustainable competitive advantage", meaning that properly trained managers, with experience and skills in international markets, are fundamental to the implementation of an efficient export marketing strategy that will result in a better performance.

With reference to the hypothesis related to the marketing strategy construct, we can observe that all of them (H_4, H_5 and H_6) have been accepted. As described on the theoretical background of the model, plenty of papers (Chugan and Singh, 2014; Morgan et al., 2012) can be found to corroborate the important contribution of the marketing mix policies to the final marketing strategy of the company (H_4), and even some scholars contribute to the analysis from the marketing linking capabilities side (Wilden et al., 2015). The influence of new technologies in the development of the marketing strategy (H_5) has also been proven in our model and was supported by other authors (Bianchi and Mathews, 2016; Mathews et al., 2016). New technologies, in general, and the Internet in particular, contribute to the improvement of communication processes and to the development of additional intangible capabilities that are incorporated to the marketing strategy. Finally, the hypothesis that describes the link between the marketing strategy and the export performance (H_6) has also been accepted and confirmed by most of the reviews along time, from Aaby and Slater (1979) to Chen et al. (2016).

6. CONCLUSIONS

This study contributes to the existing international business research by providing an empirical model to describe the reality of Spanish exporting

companies in the fashion industry. Although plenty of research has been carried out, the authors could not find a model which was suitable for such a dynamic sector, with an important regional component, and certain peculiarities in its organization.

On one hand, the theoretical analysis shows that the framework for this investigation cannot be established when only one approach is considered. On the other, the descriptive analysis, leads us to the conclusion that these companies have gone through a gradual process of internationalization, as they start selling their products to closer countries where consumer needs and likes are similar, and only after a while, are they able to concentrate on other areas.

The RBV theory has been crucial, as it helped to define the internal factors of the company that had a positive result on the export performance. In this direction, two constructs (Management and Marketing Strategy) are related to intangible capabilities (Collins, 2021; Chien and Tsai, 2021; Schumpeter, 2013). Besides, the Dynamic capabilities theory contributed to the model by considering that these capabilities do not remain static, as they change over time (Teece, 2018; Pisano, 2017). In our case, we have observed that most companies in this sector have developed competitive strategies based on marketing and product differentiation.

Relational and network theories (Kotler et al. 2021, 2016; Chen et al., 2016) also have an effect on the model, as the marketing strategy constructs have based their scales on the consideration of these and other new marketing approaches (social marketing, incorporation of new technologies and the internet ...). In this context, we find out that the companies in this sector tend to adapt their products to foreign markets and innovate through product quality and design, something which enables them to keep a high price policy in order to obtain reasonable profit margins. Another fact is the support they offer to all members of the channel and the constant communication with dealers and distributors. Regarding the use of new technologies, the Internet is used to improve communication both with customers and collaborators, but the application to marketing research is still a pending subject in many cases. Moreover, the recent pandemic, caused by the COVID-19 virus, has had a tremendous effect on all kind of companies, which had to adapt their strategies to a completely new scenario, characterised by the lack of direct contact with customers or collaborators. Those enterprises which had developed a consistent e-commerce environment, have not only diversified their risks, but also played a more active role, resulting even in a sales increase.

New Technologies are here to stay and can provide the necessary productivity in some firms, not only making communication quicker, but also providing real-time information that helps making the right decisions.

Finally, the management construct, which has been influenced by Knowledge Based View and Management theories (Bouncken et al., 2015; Schumpeter, 2013) is proven to be a key element in the process. The managers from our sample are generally well trained, with skills in marketing, IT and languages. They have also developed a general overview of the company and are orientated towards exports. However, there is still a margin to improve the ability to manage teams and promote communication within the enterprise. Managers are probably the most important intangible asset in the company. They are responsible to analyze the characteristics of the environment in every market, gather the necessary information and come to the final conclusions that will revert in the marketing strategy. As a consequence, their attitude towards exports and international markets is fundamental, not only to boost the most appropriate strategies, but also to implement the necessary changes in the organization, motivate and train the rest of employees.

Developing networks, especially when entering new foreign markets, is another important task that must be led by managers. Only by finding the appropriate partners, is the company able to increase sales. Relational marketing policies, together with the implementation of new technologies, are the perfect complement to traditional marketing mix actions. In this way, Corporate Social Responsibility is a way to improve the environment and to listen to an increasing number of customers who demand a higher compromise from the companies where they buy the products they need.

A final consideration should be made regarding the regional aspect of this industry. Concentrating the production of fashion products in certain areas is proven to develop economies of scales, which finally result in a more efficient way to produce. Industries tend to attract providers and specialized labour force to their area, together with additional services and infrastructures, something which does not only have an effect on companies, but on the whole community.

7. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

According to some authors (Chabowski et al., 2018; Chen et al., 2016; Chugan and Singh, 2014; Leonidou et al., 2010) there has been an

important evolution in the characteristics of the empirical research on the determinants of export performance. The latest reviews show more papers coming from areas outside the USA (Europe and Asia mainly). At the same time, most of them are paying attention to the study of SMEs instead of multinational enterprises, and the contribution of marketing approaches is escalating. The way the investigation is carried out has also changed and samples are now bigger, with an improved level of statistical sophistication. Nevertheless, one trend remains: there is still a need to develop consistent theoretical models, as most of the research considers different approaches and a common perception of the discipline cannot be appreciated. Plenty of different scales and constructs are considered depending on the case to be analyzed. And our case is not an exception.

While developing our model, we noticed how difficult it was to analyze the problem from all sides. Consequently, due to the sector characteristics, we focused on the way new marketing approaches affected the final performance of the company. However, despite the consistency of the model, the investigation also presents a number of limitations. The first one is the difficulty to compare the results with other models in different sectors or countries because they use alternative variables and measuring scales. A second one is the size of the sample, which was conditioned by the size of the sector itself.

In this context, we would like to introduce a couple of remarks for future investigations. Firstly, moderators represent an alternative to validate casual relationships in those cases with inconsistent results (Chen et al., 2016) and could be of interest. Secondly, the decision to consider marketing as the main input for the competitive strategy, leaves other factors like the development of new technology and the innovation of all kind of processes as possible alternatives for future researchers.

REFERENCES

AABY, N. E., & SLATER, S. F. (1989): "Management influences on export performance: a review of the empirical literature 1978-88". *International marketing review*, *6*(4), 7-26.

ALVAREZ, R. (2004): "Sources of export success in small-and medium-sized enterprises: the impact of public programs". *International Business Review*, *13*(3), 383-400.

ANDERSON, J. C., & GERBING, D. W. (1988): "Structural equation modeling in practice: A review and recommended two-step approach". *Psychological bulletin*, *103*(3), 411.

AYAB, T. Y., & PERCIN, S. (2005): "A structural analysis of the determinants of export performance: Evidence from Turkey". *Innovative Marketing*, *1*(2), 106-120.

BAGOZZI, R. P. (1980): *Causal models in marketing*. Wiley.

BAGOZZI R. P., & YI, Y. (1988): "On the evaluation of structural equation models". *Journal of the academy of marketing science*, *16*(1), 74-94.

BASHOKOUH AJIRLO, M., SEIFOLLAHI, N., & BEIGI FIROOZI, A. (2021): "The Effect of E-Commerce Marketing Capabilities and Export Experience on Export Performance: The Mediating Role of Distribution Efficiency (Case Study: All Companies Active in Domestic Industries)". *New Marketing Research Journal*, 11(2), 113-132.

BIANCHI, C., & MATHEWS, S. (2016): "Internet marketing and export market growth in Chile". *Journal of Business Research*, *69*(2), 426-434.

BOEHE, D. M., & CRUZ, L. B. (2010): "Corporate social responsibility, product differentiation strategy and export performance". *Journal of Business ethics*, *91*(2), 325-346.

BOU-LLUSAR, J. C., ESCRIG-TENA, A. B., ROCA-PUIG, V., & BELTRÁN-MARTÍN, I. (2009): "An empirical assessment of the EFQM Excellence Model: Evaluation as a TQM framework relative to the MBNQA Model". *Journal of operations management*, *27*(1), 1-22.

BOUNCKEN, R. B., SCHUESSLER, F., & KRAUS, S. (2015): "The theoretical embedding of born globals: Challenging existing internationalization theories". *International Business & Economics Research Journal (IBER)*, *14*(1), 39-46.

CADOGAN, J. W., SUNDQVIST, S., PUUMALAINEN, K., & SALMINEN, R. T. (2012): "Strategic flexibilities and export performance: The moderating roles of export market-oriented behavior and the export environment". *European Journal of Marketing*, *46*(10), 1418-1452.

CHABOWSKI, B., KEKEC, P., MORGAN, N. A., HULT, G. T. M., WALKOWIAK, T., & RUNNALLS, B. (2018): "An assessment of the exporting literature: Using theory and data to identify future research directions". *Journal of International Marketing*, *26*(1), 118-143.

CHEN, J., SOUSA, C. M., & HE, X. (2016): "The determinants of export performance: a review of the literature 2006-2014". *International Marketing Review*.

CHICO, J. R., SÁNCHEZ, A. R. P., & GARCÍA, M. J. (2014): "Análisis de la competitividad de las exportaciones agroalimentarias españolas a nivel regional ante la crisis actual". *Revista de Estudios Regionales*, (101), 71-99.

CHIEN, S. Y., & TSAI, C. H. (2021): "Entrepreneurial orientation, learning, and store performance of restaurant: The role of knowledge-based dynamic capabilities". *Journal of Hospitality and Tourism Management*, 46, 384-392.

CHUGAN, P. K., & SINGH, S. (2014): "Taxonomy for firm-level determinants of export performance". *Universal Journal of Industrial and Business Management*, *2*(1), 6-12.

COLLINS, C. J. (2021): "Expanding the resource based view model of strategic human resource management". *The International Journal of Human Resource Management*, 32(2), 331-358.

DE LUCIO FERNÁNDEZ, J. J., FUENTES, R. M., MINONDO, A., & SILVENTE, F. R. (2018): "¿ Se ha producido un milagro exportador en España?". *Cuadernos de Información económica*, (266), 15-26.

FARUK, O., & SUBUDHI, R. N. (2019): "Export Performance of SMEs: A Review of Firm-Level Controllable Determinants". *Parikalpana: KIIT Journal of Management*, 15(1and2), 112-126.

FERNÁNDEZ-MESA, A., & ALEGRE, J. (2015): "Entrepreneurial orientation and export intensity: Examining the interplay of organizational learning and innovation". *International Business Review*, *24*(1), 148-156.

FORNELL, C., & LARCKER, D. F. (1981): "Evaluating structural equation models with unobservable variables and measurement error". *Journal of marketing research*, *18*(1), 39-50.

GARCÍA, B. F., MORA, C. M., & ALÉS, G. P. (2009): "Las estrategias de competitividad de la industria del calzado ante la globalización". *Revista de estudios regionales*, (86), 71-96.

GREEN, K. M., COVIN, J. G., & SLEVIN, D. P. (2008): "Exploring the relationship between strategic reactiveness and entrepreneurial orientation: The role of structure–style fit". *Journal of Business Venturing*, *23*(3), 356-383.

GREGORY, G. D., NGO, L. V., & KARVDIC, M. (2019): "Developing e-commerce marketing capabilities and efficiencies for enhanced performance in business-to-business export ventures". *Industrial Marketing Management*, 78, 146-157.

HAIR, J. F., BLACK, W. C., BABIN, B. J., ANDERSON, R. E., & TATHAM, R. L. (1998): *Multivariate data analysis* (Vol. 5, No. 3, pp. 207-219). Upper Saddle River, NJ: Prentice hall.

HAJI-BASRI, M. (2012): "Marketing research contemporary themes and trends". *Interdisciplinary Journal of Contemporary Research in Business*, *4*(5), 17-24.

HUNT, S. D., & MADHAVARAM, S. (2020): "Adaptive marketing capabilities, dynamic capabilities, and renewal competences: The "outside vs. inside" and "static vs. dynamic" controversies in strategy". *Industrial Marketing Managenent*

KAPLAN, A. M. (2012): "If you love something, let it go mobile: Mobile marketing and mobile social media 4x4". *Business horizons*, *55*(2), 129-139.

KARELAKIS, C., MATTAS, K., & CHRYSSOCHOIDIS, G. (2008) : « Greek wine firms: Determinants of export performance". *Agribusiness: An International Journal*, *24*(2), 275-297.

KATSIKEAS, C. S., LEONIDOU, L. C., & MORGAN, N. A. (2000): "Firm-level export performance assessment: review, evaluation, and development". *Journal of the Academy of Marketing Science*, *28*(4), 493-511.

KOTLER, P. (2010): *Marketing 3.0: from products to customers to the human spirit*. John Wiley & Sons.

KOTLER, P., KARTAJAYA, H., & SETIAWAN, I. (2016): *Marketing 4.0: Moving from traditional to digital*. John Wiley & Sons.

KOTLER P., KARTAJAYA, H., & SETIAWAN, I. (2021): Marketing 5.0: Technology for humanity. John Wiley & Sons.

LEONIDOU, L. C., KATSIKEAS, C. S., & SAMIEE, S. (2002): "Marketing strategy determinants of export performance: a meta-analysis". *Journal of Business research*, *55*(1), 51-67.

LEONIDOU, L. C., KATSIDEAS, C. S., & COUDOUNARIS, D. N. (2010): "Five decades of business research into exporting: A bibliographic analysis". *Journal of International Management*, *16*(1), 78-91.

LITTLE, T. D., CUNNINGHAM W. A., SHAHAR, G., & WIDAMAN, K. F. (2002): "To parcel or not to parcel: Exploring the question, weighing the merits". *Structural equation modeling*, *9*(2), 151-173.

MATHEWS, S., BIANCHI, C., PERKS, K. J., HEALY, M., & WICKRAMASEKERA, R. (2016): "Internet marketing capabilities and international market growth". *International Business Review*, *25*(4), 820-830.

MORGAN, N. A., KATSIKEAS, C. S., & VORHIES, D. W. (2012): "Export marketing strategy implementation, export marketing capabilities, and export venture performance". *Journal of the academy of marketing science*, *40*(2), 271-289.

MURRAY, J. Y., GAO, G. Y., & KOTABE, M. (2011): "Market orientation and performance of export ventures: the process through marketing capabilities and competitive advantages". *Journal of the Academy of Marketing Science*, *39*(2), 252-269.

OSBORNE, S. P. (2018): *From public service-dominant logic to public service logic: are public service organizations capable of co-production and value co-creation?*. Taylor and Francis.

PAJARES, E. M., & MOLINA, J. R. L. (2009): "La exportación de aceite de oliva virgen en Andalucía: Dinámica y factores determinantes". *Revista de estudios regionales,* (86), 45-70.

PARNELL, J. A., LONG, Z., & LESTER, D. (2015): "Competitive strategy, capabilities and uncertainty in small and medium sized enterprises (SMEs) in China and the United States". *Management Decision*.

PISANO, G. P. (2017): "Toward a prescriptive theory of dynamic capabilities: connecting strategic choice, learning, and competition". *Industrial and Corporate Change*, 26(5), 747-762.

PRASAD, V. K., RAMAMURTHY, K., & NAIDU, G. M. (2001): "The influence of Internet–marketing integration on marketing competencies and export performance". *Journal of International Marketing*, *9*(4), 82-110.

RUZZIER, M., HISRICH, R. D., & ANTONCIC, B. (2006): "SME internationalization research: past, present, and future". *Journal of Small Business and Enterprise Development*, *13*(4), 476-497.

SALEH, M. A. H. (2016): "Themes and topics of research in marketing: A content analysis of the articles published in three marketing journals". *International Journal of Business Administration*, *7*(1), 12.

SAME, S., & LARIMO, J. (2012): "Marketing theory: experience marketing and experiential marketing." In *7th International Scientific Conference "Business and Management"* (pp. 10-11).

SCHMITT, B. H., BRAKUS, J., & ZARANTONELLO, L. (2014): "The current state and future of brand experience". *Journal of Brand Management*, *21*(9), 727-733.

SCHUMPETER, J. A. (2013): *Capitalism, socialism and democracy*. Routledge.

SONG, M., NASON, R. W., & DI BENEDETO, C. A. (2008): "Distinctive marketing and information technology capabilities and strategic types: A cross-national investigation". *Journal of International Marketing*, *16*(1), 4-38.

SOUSA, C. M. (2004): "Export performance measurement: an evaluation of the empirical research in the literature". *Academy of marketing science review*, *2004*, 1.

SOUSA, C. M., MARTÍNEZ-LÓPEZ, F. J., & COELHO, F. (2008): "The determinants of export performance: A review of the research in the literature between 1998 and 2005". *International Journal of Management Reviews*, *10*(4), 343-374.

SOUSA, C. M., & BRADLEY, F. (2008): "Antecedents of international pricing adaptation and export performance". *Journal of world business*, *43*(3), 307-320.

SOUSA, C. M., & LENGLER, J. (2009): "Psychic distance, marketing strategy and performance in export ventures of Brazilian firms". *Journal of Marketing Management*, *25*(5-6), 591-610.

TEECE, D. J. (2018): "Dynamic capabilities as (workable) management systems theory". *Journal of Management & Organization*, 24(3), 359-368.

VARGO, S. L., & LUSCH, R. F. (Eds.). (2018): *The SAGE handbook of service-dominant logic*. Sage.

VARGO, S. L., KOSKELA-HUOTARI, K., & VINK, J. (2020): *Service-dominant logic: foundations and applications*. The Routledge handbook of service research insights and ideas, 3-23.

VIDA, I., & OBADIA, C. (2018). "Foreignness in export and import social relationships: The liability of psychic distance. In Advances in global marketing" (pp. 387-425). *Springer*.

WHITE, C. L., NIELSEN, A. E., & VALENTINI, C. (2017): "CSR research in the apparel industry: A quantitative and qualitative review of existing literature". *Corporate social responsibility and environmental management*, *24*(5), 382-394.

WILDEN, R., & GUDERGAN, S. P. (2015): "The impact of dynamic capabilities on operational marketing and technological capabilities: investigating the role of environmental turbulence". *Journal of the Academy of Marketing Science*, *43*(2), 181-199.

YADAV, M. S. (2010): "The decline of conceptual articles and implications for knowledge development". *Journal of Marketing*, *74*(1), 1-19.

ZAHRA, S. A. (2021): "The Resource-Based View, Resourcefulness, and Resource Management in Startup Firms: A Proposed Research Agenda". *Journal of Management.*

ZOU, S., & STAN, S. (1998): "The determinants of export performance: a review of the empirical literature between 1987 and 1997". *International marketing review*.

Zou, S., Fang, E., & Zhao, S. (2003): "The effect of export marketing capabilities on export performance: an investigation of Chinese exporters". *Journal of International marketing*, *11*(4), 32-55.