



# Analysis of the Marketing Channels of Born Global Companies in the Turkish Textile Industry in Their Rapid Internationalization.

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## Abstract:

This research is about born global companies operating in Turkey. Born global companies are firms expanding from or near their inception into overseas markets and display international business boldness. A simple random sampling method has been used for sampling. The sample size is 97 and data was collected from globally born companies operating in Turkey. Furthermore, data were analysed by SPSS 27.0 Version. The frequency tables presented all demographic and items and two tables of descriptive statistics in which mean and standard deviation was calculated. The research has examined that the correct use of the marketing channels is benefited the textile industry so much. The research has found that the Turkish textile industry has a large organization with skilled and competitive employees the organization is highly focused on marketing strategies.

**Keywords:** Marketing channels, Innovation performance, Global born companies.

## I. Introduction:

A "Born Global Model" of internationalisation, that has existed for twenty years, was created in a survey taken by Caputo the Australian Production Committee (Caputo et al., 2022). Firms internationalizing rapidly has questioned the traditional opinions and models in the attainment of internationalization for two centuries, basically because these firms follow a very distinct pattern in which they frequently use fresh techniques and unique intangible assets (Cavusgil and Knight, 2009) as precious resources and capacities to succeed (Rialp et al., 2010). Such offsetting globalization process was first examined in field of entrepreneurship at the starting of the 1990s as a gap in research since the process of internationalization was considered exclusively as for large and well-structured multinationals and not for small and medium-sized enterprises (SMEs). Indeed, the SMEs that were marketed

internationally in the '70s and '80s were out of context and were merely outstanding studies (McDougall et al., 1994). This fresh perspective awakened in the '90s, distinct writers started analysing these companies. These company ordinarily outlined as firms that carry on global business from the very beginning in its founding years, attempting to extract substantial competitive gain from the application and consumption of capabilities, resources and sales in numerous countries (McDougall et al., 1994). While these companies can be entitled with several mentions like; high technology start-ups, born global start-ups and international new ventures, born global is the term widely accepted for naming them (Knight and Cavusgil, 2009).

Term Born Global can be associated with a firm which can be described as a company which has started exporting only after two years of its establishment on average and accomplishing as much as 76% of their entire export revenues (Rennie, 1993). Following (Madasen et al., 2000; Cavusgil and Knight, 2004), born global can also be outlined as firms that have achieved an overseas share of revenues of at least 25 percent following the initiating export operations well within the time frame of 3 years of their foundation. Some scholars like (Sharma and Blomstermo, 2003; Rialp et al., 2005; Almor et al., 2014) primitively described born global as high-tech firms. Contrary to that some other understandable studies in high-earning states (as per the criterion of World Bank for economic classification) like US, Norway, Denmark and Australia portrays that omnipresence and additional development of born global are not only affiliated or associated to novel high-tech industries but also associated to a broader spectrum of markets and industries, containing services and/or production. (Cavusgil and Knight, 2004). Born global companies are firms expanding from or near their inception into overseas markets and display international business boldness. Data



shows that born-global companies benefit from a specific combination of guidelines and strategies that allow them to succeed in various global markets (Tobiassen and Pettersen, 2022).

## II. Literature Review:

### 2.1. Marketing Channels:

One of the most crucial and vital decision which management have to make is deciding is marketing channel decision. Surely, if someone looks at dominant strategy of marketing mix (distribution, promotion, price, product), the important potency for attaining a competitive advantage now dwells in distribution (Obaji, 2011). Distribution, among one of the four components of marketing composite, is an indivisible component of marketing decisions which calls for all the decisions regarding the distribution of products to the end-user. Several marketing specialists tried to examine the issues and difficulties in distribution (Stern, 2006) giving care to the amplification of the processes of marketing channel design. For competing in a successful manner a new frontier is still offered by Distribution, particularly if importance is placed on the design and management of higher ranking marketing channel systems to furnish brilliant customer service. Yet to boost sales formulating optimal marketing channel system, designing strategies for distribution which are innovative, and effectively and efficiently managing channel system is not an easy job. (Obaji, 2011). The pioneer formal concepts of marketing channels concentrated on the operations executed by a distribution system and the associated utility of these operations and the overall system. Mirroring their existence in transitional and industrial economies, moderately marketing channels transpired to be regarded as the group of autonomous firms engaged in the process of service available or producing a product for utilization (Prieto- Sánchez and Merino, 2022). This organizational-oriented view attracts concentration to those representatives (e.g. retailers, wholesalers, distributors, etc) making up the distribution system and involved in the delivery of services and manufactured goods from the concept point to the utilization point (Melén and Nordman, 2009). Controlling the attempts of channel

### 2.2. Innovation Performance:

A process involving management, social and cultural aspects that some individuals and sets of individual attempt to develop and interchange supplies, goods and services by probing desires and

members, directing, coordinating or collaborating, organizing and planning is done through marketing channel management by management of such organizations (Johanson and Martín, 2015).

The conception of distribution generally denotes to how and where services and products are to be put up for sales, possession of services and goods by the client and every essential logistical support and mechanism for shifting of services and goods (Stern et al., 2006). An assurance of satisfying the desired consumer by desired amount through desired channel with distribution of desired product is generally a sign of successful marketing channel (Kotler and Keller, 2009).

Issue of definition is one of the pioneering issues found when the area of incorporated distribution is discussed. A single "model" distribution system can not be oriented for all business organizations. Like various other operations of an organizations the distribution operation / function necessarily be formulated with the model of philosophy of management and availability of resources for that individual organization. Three recognizable approaches or characteristics to incorporated distributed management have surfaced during 1960s. Which are business logistics, physical distribution management and material management (Shoham and Kropp, 1998). An important role is played by research committed to channel management in marketing discipline for over 40 years. Marketing have developed in two major channels for research in marketing. First one is, structure of channels or organization of channels being a centre point, focusing on integration level of channels, confidence on multiple channels, intensity of distribution, and policies and terms of organization regarding surveillance, standardization, formalization and centralization (Shervani et al., 2007; Sarin et al., 2012). Second one is, and the one which is even more eminent is coordination in a behavioural sense for ongoing channel relationships, handling procedures of channel governance, inclusive of commitment and trust attainment, extent of conflict and control, approaches for communication, formulation and implementation of interfirm powers, and effects of contracts (Matanda and Freeman, 2009; Kekäläinen, 2014; Rasmussen and Madsen, 2002).

needs of each other (Fayyaz and Azizinia, 2016). A process of recognizing, forecasting, producing and satisfying consumer's demands and needs for having services and products (He et al., 2021). Contrary to that, track performance is influenced by the marketing mix by utilizing a set



of controllable variables in the atmosphere where there are various uncontrollable factors. In other words, a marketing mix framework by which the industries and the firms plan their marketing activities is provided by various other marketing decision variables (Chumme, 2022). Messina and Hewitt-Dundas was a pioneer in the literature of the marketing, who raised the idea of marketing mix. Elements of marketing mix such as product, price, place, promotion, sales and marketing research are included by him. Subsequently, distributed marketing mix into four elements encompassing place, promotion, product and price.

Some other components are also included in Marketing mix along with 4 Ps (Price, Product, Promotion & Place) comprises of market dominance power, people, public relationships and packaging (Messina and Hewitt-Dundas, 2021). Therefore, distribution system is one of the fundamental tool of marketing. A group of functions or operations including transfer of goods to finalize producers through determined passages which encompasses intermediation, brokerage and wholesale representation operations.

### 2.3. Conceptual Framework:



### 2.4. Hypothesis:

H1= Marketing Channels has positive and significant effect on Born Global Companies performance.

H0= Marketing Channels has no positive and significant effect on Born Global Companies performance.

### III. Research Methodology:

In a research study, data can be collected to either test already developed theories or build a new one (Bryman & Bell, 2007). The idea to conduct this study emerged out of the observation while studying the phenomenon of born global, for where it was noticed that there aren't enough studies about it, especially in developing countries like Turkey. There a question that arises from here is what are the market channels used by these born global working from an emerging economy. Due to the non-possibility of taking every resident of Istanbul city into the consideration, non-probabilistic sampling method chosen to be followed, to collect data from wanted audiences from different locations of Istanbul city, it is a sampling in a convenience method. Objective behind selecting convenience methodology data gathering is that it makes it convenient for the scholar to properly and adequately collect data from desired respondents. sampling pertains, as

#### 4.1. Number of Employees

suggested by its name with the gathering of information from members of the population who are handily available to furnish it (Thompson, 2012; Raza et al., 2021; Mansor et al., 2022). During the exploratory phase of research project convenience sampling is most often employed and is possibly the best way of obtaining some basic information efficiently and quickly.

The sample in this study consists of born global real estate firms of Turkey, specifically SMEs, and that internationalized maximum 3 years after their inception, which are the most common cases of born global firms. The reason behind this sample selection is that most born global enterprises are actually small or medium enterprises, not large multinationals, it establishes convenient for the researcher to obtain data more efficiently and accurately to study the impacts of marketing channel selection on the success and prosperity of the company in reaching the end-user. Primary and secondary sources were utilized to gather the wanted data, the questionnaire was employed as a tool for the collection of data, which would be the underlying statistics for the scholar. In addition, via a comprehensive review of literature done internationally and domestically in domains of multiple types of firms, secondary data was gathered.

### IV. Research Analysis:

Table 01: Number of Employees respondents

		Frequency	Valid Percent	Cumulative Percent
Valid	0-9	16	16.5	16.5
	10-49	44	45.4	61.9
	50-100	37	38.1	100.0



	Total	97	100.0	
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Table 01 represent the data of number of employees of the textile industry of the turkey the data ranges form 10-49 has the highest percentage of 45.4 these are the firms where number employees ranges from minimum 10 to maximum 49 the turkey is considered as one of the highest textile industry producer where there are is largest industries which are contributing to the economy of the country as well and the largest exporter of the fabrics as well the number employees in the firms are moderate there is not much of employees they hire only those members which are highly skilled and which provide services on time as well they believe in efficient and effective utilization of

**4.2 Industry:**

**Table 02** *Calculations about Industry*

		Frequency	Valid Percent	Cumulative Percent
Valid	Textile	97	100.0	100.0

Table 02 give the tabular representation of the industry of the textile of turkey the date is taken from the all 97 textile industries of the turkey no one is found missing there is 100 percent of the data the textile industry of the turkey is vast and

organization's resources. While the second largest percentage is 38.1 of 50-100 these are considered as the largest organizations of the textile industry their production level is high and to maintain the market sustainability and to remain successful these firms have the higher number of employees so that they can achieve the desired goals on time. The data distribution ranges from 0-9 these are considered as the small organization where there is limited number of staff because there is not high amount of productions they have limited machinery and the limited number of production they only have the required staff they don't hire large number of employees without need.

famous for the production of high quality of the products and the greater contributor of the economy as well. The worldwide considered as the largest industry.

**4.3 Year of Establishment:**

**Table 03:** *Year Establishment*

		Frequency	Valid Percent	Cumulative Percent
Valid	1950-1980	9	9.3	9.3
	1981-2010	45	46.4	55.7
	2011-2022	43	44.3	100.0
	Total	97	100.0	

Table 03 presents the year of establishment of turkey textile industry which ranges from 19s the data shows that from 1981-2010 it was the time when Turkish textile industry has established 46.4 percent of the organizations at that time textile industry was on its peak the second largest percentage is 44.3 from 2011-2012 there is decrease in the establishment of new industries from

The previous years the lowest industries were from 1950-1980 there is only 9.3 percent industries as there were no awareness of the market and the

needs and the demand of the people there were no communication channels in order to promote the product.



**4.4 Year of Internationalization:**

**Table 04: Year of Internationalization**

		Frequency	Valid Percent	Cumulative Percent
Valid	1950-1980	12	12.4	12.4
	1981-2010	31	32.0	44.3
	2011-2022	54	55.7	100.0
	Total	97	100.0	

Table 04 presents the data of year of internationalization the highest scale of percentage is in 2011-2022 which is 55.7. as this is the era of globalization the firms are not limited with domestic boundaries but have been expanded their businesses all over the world the Turkish textile industry has been largely expanded in recent years according to the data above. from 1981-2010 it has been there is 32.0 the shows at the time passes it

has been flourishing day by day the recently there is increase in the percentage which has positive effect for the Turkish economy and in last from 1950-1980 the ratio is 12.4 which is the smallest ratio at that time there were limited organization but now the Turkish textile industry has been considered as the world's 5<sup>th</sup> largest textile industry.

**4.5 International Sales Ratio**

**Table 05: International Sales Ratio**

		Frequency	Valid Percent	Cumulative Percent
Valid	10%-30%	24	24.7	24.7
	31%-60%	51	52.6	77.3
	61%-90%	22	22.7	100.0
	Total	97	100.0	

Table 05 presents the data of international sales ratio. The table represents the sales analysis of Turkish textile industry and according to the date the generated 30%-60% have the highest percentage 52.6 the textile industry generate its revenues more than 60% from the international market . The second largest is 61%-90% there is

22.7% the data above has shows that the textile industry has captured international market in a very well-mannered way their sales turnover ratio is quite better. Lastly the 10%-30% there is 24.7 percent of sales which is smallest amount.

**4.6 First International Market**

**Table 06: First International Market**

		Frequency	Valid Percent	Cumulative Percent
Valid	Pakistan / Hindustan	17	17.5	17.5
	Europe	47	48.5	66.0
	Middle East	33	34.0	100.0
	Total	97	100.0	

Table 06 the data provided in the table giving the percentage of first international market of Turkish

textile industry. The highest ratio of first international market is Europe which is 48.5. The



Turkish market is highly operating in the Europe. After that the second largest percentage is Middle East which is 34.0. The quality of Turkish fabrics are highly demanded in Europe such as in France, Germany, Italy and Spain. And after that Middle

East in last the Pakistan / Hindustan the percentage is very less than the Europe and Middle East which is 17.5.

#### 4.7 First International Entry Mood

**Table 07: First International Entry Mode**

		Frequency	Valid Percent	Cumulative Percent
Valid	Network	14	14.4	14.4
	Direct	14	14.4	28.9
	Social Media	26	26.8	55.7
	Face to face	6	6.2	61.9
	Agency	15	15.5	77.3
	Other Intermediaries	22	22.7	100.0
	Total	97	100.0	

Table 07 presents the data of first international entry mode. These organizations have entered in the international market mainly through the social media which has the highest percentage of 26.8. The world is now become the technologically very advanced each and every second the new inventions come and each and every second the new gadgets are being created. In this era, it's hard to become successful when you are not aware of correct use of technology same as with businesses

they are using social media for the product promotion it is the demand of the current working environment and Turkish textile industry utilizing it very effectively as the ratios shows. After that second largest ratio is the use of other intermediaries with percentage of 22.7. and after that the agency has the ratio of 15.5. Network and the direct has the same ratios 14.4 and last one has the lowest ratio face to face which is 6.2.

#### 4.8 Sales focus

**Table 08: Sales Focus**

		Frequency	Valid Percent	Cumulative Percent
Valid	B2B	80	82.5	82.5
	B2C	17	17.5	100.0
	Total	97	100.0	

Table 08 presents the data of sales focus of the Turkish textile industry. It has been highly focused on business 2 business sales along with highest ratio of 82.5. the B2B sales is all about selling the product and services to other businesses it is highly effective and the also the complex one it requires the efficient and supremely talented sales professionals and Turkish firms are quite

successfully maximizing their sales with B2B. While on the other hand B2C has lowest ratio of 17.5 as compared to B2B. Business to consumer's sales ratio is less because it is the largest industry and they are sell their products to businesses as it is more beneficial.

#### 4.9 Mean and Standard Deviation



**Table 09:** Descriptive Statistics Results

Statistics									
		Number of Employees	Industry	Year of Establishment	Year of First Internationalization	International Sales Ratio	First International Market	First International Entry Mode	Sales Focus
N	Valid	97	97	97	97	97	97	97	97
	Missing	1	1	1	1	1	1	1	1
Mean		2.22	1.00	2.35	2.43	1.98	2.16	3.62	1.18
Std. Deviation		.710	.000	.646	.706	.692	.702	1.759	.382

Table 09 provides all the descriptive statistics summary of part of A questionnaire. The mean and the standard deviation are majorly two most important tools for the measurement of central tendency and dispersion measurement. International entry mode has the highest mean 1.759 as the data is more deviated. secondly the number of employee's standard deviation is .710. After that the year of first internationalization has been deviated .706 and first international market has been deviated to .702 along with international sales ratio of .692 and the year establishment has deviation of .646. Although sales focus has the 2<sup>nd</sup>

least deviation of .382 and in last the industry has 0 standard deviation. The highest mean in the demographic characteristics are international entry mode with amount of 3.62. after that the year of first internationalization has the mean of .43 years of establishment has the mean of 2.35 number of employees has the mean of 2.22 and first international market has the mean of 2.16 along with the 1.98 of the international sales ratio and sales focus has the mean of 1.18 and in last industry has the mean of 1.00.

**4.10. Regression Analysis:**

**Table 10.** Regression outputs with effects of marketing channels on Global born companies' performance

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.977	.413		7.199	.000
	MC	.284	.098	.284	2.888	.004
a. Dependent Variable: GBC				R-Square	Adjusted R-Square	
				0.81	0.80	

Table 10 indicates the relationship between moderating variable and dependent variable regression outputs. This table will also help to support our proposed hypothesis H1. Beta 1 value is .284, which means if marketing channels increase by one percent then the global born company's innovation performance will be increased by 28.4%. In this research model value of

R-square is 0.81 it means that marketing channels declare 81% variations in global born company's innovation performance.

In the last H1, P-value is 0.125. It supports the H1, because the p-value is below than 0.10. We could say that "Marketing Channels has positive and significant effect on Born Global Companies performance".

**V. Discussions and Conclusions:**

Despite of facing all the challenges and the constraints but the born global firms are growing rapidly and overcoming the all challenges achieved the success in internationally (Knight & Cavusgil, 2004). The dynamic nature and the strong

entrepreneurial activities and the capabilities are the most important and the significant drivers of the international performance of the born global firms (Autio, et al., 2002; Cavusgil & Knight, 2015; Evers et al., 2019; Jantunen, et al., 2008; Taylor



and Jack, 2016). These capabilities are linked with the firm's performance and it change firms bundle of resources, core competencies and also affect the economic performance. Since last decades the integrated marketing channels are considered as important tool of marketing management because of the effectiveness of the marketing communication tools which are included advertising, sales promotions (Kotler et al., 2000; Schultz & Kitchen, 1997). There are lot of reason for the growing importance of the integrated marketing channels and their roles. It has changed the marketing dollars from media advertising to other forms of promotion, particularly consumer- and trade-oriented sales promotions. A movement away from relying on advertising-focused approaches which emphasize mass media to lower-cost, more targeted communication tools such as event marketing, sponsorships, direct mail, sales promotion and the Internet. Marketplace power from manufacturers to retailers. The rapid growth and development of database marketing. Demands for greater accountability from advertising agencies and changes in the way agencies are compensated. The rapid growth of the Internet, which is changing the nature of how companies do business and the ways they communicate and interact with consumers. Increased efforts to measure and improve marketing communication return on investment (ROI) by both clients and agencies. (Belch and Belch, 2004; Cornelissen, 2000).The large amount of literature has been circulating on the marketing channels and the correct selection of marketing channels for the organizations is the biggest challenge. The existing studies highlights that there are two ways to measure the performance objective measure and the subjective measure (Cavusgil and Zou, 1994; Jantunen, et al., 2008). The subjective measure of the organization performance is including the sales, customers, and market shares. Market entry and the profitability.

#### VI. Recommendations:

This part of the research is beneficial for the future researchers who are going to research in the same dimensions and variables. Along with the limitations it is also recommended to the future researchers that when they are going to conduct the research on same variables must enlarge the sample size. The research was purely made on the Turkish textile industry although there are also many organizations in the turkey it is recommended to those that apply the same models on the different corporations. The study is purely Turkish based.

(Cavusgil& Knight, 2015; Jantunen, et al., 2008; Knight &Cavusgil, 2004). (Narver and Slater, 1990) developed the MKTOR scale the scale provided the stronger relationship of the market orientation with the performance.

Internet marketing IM is considered as the process of building and maintaining customer relationships through online activities to facilitate the exchange of ideas, products, and services that satisfy the goals of both buyers and sellers (Bonjour et al., 2021). Lot of research has been carried out for the finding the relationship between the internet related marketing and the performance of born global. Authors like (Zhou et al., 2021), using the Unified Theory of Acceptance and Use of Technology (UTAUT), identified the use of social media by non-profit organizations. The results of this study indicated that social media tools are becoming beneficial methods of communication for public relations practitioners in the non-profit sector. Organizations with defined public relations departments are more likely to adopt social media technologies and use them to achieve their organizational goals. In addition, public relations practitioners are more likely to use social media tools if they find them credible. On the employee's side(Koo and Lee, 2018), by applying the media richness theory and social theories investigated how social communication technologies (SCTs) can be used by an employee to fit his/her task characteristics. It also examined how the employee's social relationships moderated media usage in the current job environment and how this usage influenced the task performance. The results showed that task characteristics were related to media usage, whereas social factors (social influence and social affinity) moderated the degree of the relationships. Moreover, the usage of social technologies results in positive task performances.

But it should be studied in Asian and the American context as well. There are four independent variables which effect on the performance of the Global born companies. There should be some other variables also added. This should be studied on organizational basis instead of social, economic and the environmental. There are so many gap due to the shortage of the time it is recommended for the future research that keeping the dependent variable same apply other independent variables which have impact on dependent variable.





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