STUDY ON THE EFFECT OF AFFECTING FACTORS ON THE STONE EXPORT PERFORMANCE IN LORESTAN PROVINCE

Reza Sepavand[1] --- Seyed Najmedin Mousavi[2] --- Davoud Padervand[3†]

[1]*Assistant Professor of human resource management, Lorestan University, Iran*

[2]*Assistant Professor of Business Management, Lorestan University, Iran*

[3]*Master Student of Business Management, Lorestan University, Iran*

ABSTRACT

The main purpose of this research is to study the effect of affecting factors on the stone export performance in Lorestan province. Based on its purpose, it is an applied research and based on the method of data collection, it is a descriptive and correlative one. Statistical population of the research is 552 managers and staff of different organizations of Khorramabad: organization of industry, mine, and trade, organization of cooperation, labor, and social welfare, chamber of commerce. By the use of Kokaran formula, the statistical sampling volume changed into 226 persons through stratified random sampling. For collecting data, we used researcher-made questionnaires. For measuring data reliability, we used Cronbach alpha which is equal to 0.83. Also, in order to determine the reliability, we used the confirmatory factor analysis. Based on the confidence level of 0.95, research results showed that the following factors have positive effects on the stone export performance of Lorestan: size of company, export experience, foreign buyers, pricing, export channels, advertising, intensity of competition, technology, quality, packing, and brand. Also, state obstacles have negative effects on the stone export performance of Lorestan.

© 2015 AESS Publications. All Rights Reserved.

Keywords: Export performance, Objective features of company, Export marketing strategies, Environmental features, Side-features of the product.

Contribution/ Originality

In this study, Companies information have risen to the affecting factors on the stone export performance.

1. INTRODUCTION

One of the most critical parts of every economy is the amount of export of that country. Exporting goods and services is considered as the most important source of providing foreign currency resources for the country. It also involves the active and lively pulse of the world economy. If it is agreed upon that non-oil export is the most important and effective way for improving the economy of the country, therefore, through imitating the patterns of developed countries and utilizing a suitable program, all countries can improve their economies. As we know oil resources in Iran are finite and based on the recent report of ministry of oil, these resources will be exhausted by 2095. For improving, developing the economy and employment, there is not any other way except improving and developing non-oil export performance. This fact can be changed into reality through interaction with global markets. Therefore, in order to do that, all the politicians should become familiar with its affecting factors. As a result they can improve and reinforce it when needed (Ghareche *et al.*, 2011)**.**

Exporting goods are considered as one of the most important indexes of development in developed countries. Iran, as a developing country, cannot merely rely on its vulnerable and mono-product economy of oil and, consequently, will not be able to play an influential role in the global economy and business. Therefore, in order to gain success in economic development, to establish a rational and dynamic relationship with foreign trade and to develop non-oil exports, it must coordinate its economy with global developments as soon as possible. There can be a bright perspective for Iran's stone industry by considering such factors as global zeal for using stone in the development projects, great amount of its demand and the existence of only a few stone producing countries. Iran is one of the few countries which has naturally so many precious mineral deposits. One of these mineral products is stone. Iran can be regarded as a country which has a great mineral capacity in decorative and façade stones (Ghorbani, 2002).

Because of our country's increased interest in the global economy and developing non-oil export, export performance of companies is one of the key subjects of this domain. Stone industry has a great and special place among the non-oil export industries. Stone industry is one of the most important industries of Iran is the fourth major producer of the world's stone.

Considering the rate of stone extraction, Lorestan province ranks second after Isfahan. Annually, near 3 million tons of different kinds of decorative and building stones are being extracted. They are used in different markets: a part of them is used in Lorestan province, some others in national markets and near 200 thousands tons of them are consumed in the markets of South East Asia, Europe and the countries of Persian Gulf region. So many Iraqi merchants are completely pleased with the durable and beautiful stone products of Lorestan, and this matter shows that Lorestan's stone industry has the capability of becoming globalized, and for developing it, Requires more attention on the stone export performance. There are so many producers of this industry in Lorestan. However, the proportion of their export to their production is low. This matter is due to several reasons which are related to their export performance. So, in this research, we have studied the main factors affecting on the stone export performance.

2. LITERATURE REVIEW

Export performance is defined as the amount of fulfilled purposes of an company (strategic purposes and economical purposes) for exporting a product through planning and executing the strategies of export marketing (Cavusgil and Zou, 1994). Also, export performance has different dimensions which cannot be explained through one dimension or one factor. Walker and Ruckert (1987) suggested that the relationship and the importance of performance dimensions are not the same for all the beneficiaries. The difference is about their being low-term or long-term. Studies about export performance date back to 1960s. There are so many researches about the factors which can affect the export performance. In each of these researches, based on the purpose of the researcher, there are different variables affecting the export performance directly or indirectly. The number of studied variables has been too much extended. This matter led to inconsistencies and vague results (Anvari Rostami and Yadegari, 2005). Tookey (1964), for the first time, identified some factors related to successful export. Since that time, so many researchers have evaluated the mutual relationships of export performance components which were affecting it directly or indirectly in company.

Aaby and Slater proposed a model in 1989 identifying different factors affecting export performance like: environment (setting), corporation features, competence, and marketing strategies. This model divides the independent variables to two groups. Environmental variables are not under the control of the corporation, but other variables (corporation features, competence, and marketing strategies) are under the control of the corporation. In this model, there is a direct relationship among competences, corporation performance, and marketing strategies. However, there is an inverse relationship among the corporation features.

A research was conducted by Styles and Ambler (1994), Its results showed that such factor as corporation features, relationships, strategy, and environment can affect export performance. Corporation features include management features and their competences. Environmental factors include overall allure of the market, matters related to the economical infrastructure, and the imposed obstacles. The dependant variable of this model can be defined as sales, profit, market share, intensity of exports, and brand validity.

Cicic et al. (2002), In a research with divided export corporations to three groups of the defenders, the analysts, and the searchers. Through their research, they presented different variables for export performance, and results showed that the product design, quality, auxiliary services, breadth, and depth of lines improve export performance.

In 2004, another research was conducted by Lee and Grffith in South Korea. They concluded that two factors can affect export performance. These factors are accordance of the products with the tastes of the foreign customers and commercial promotions to the foreign distributors.

During 1998-2007, Stoian and Rialp-Criado (2010) examined the models of export performance on Small and medium-sized companies in Spain. The results showed that management, organizational, and environmental variables are affecting export performance directly.

Movaghar (2011) reviewed the experimental articles of the years 1993-2010. These articles dealt with the effect of the factors of export marketing strategy on the export performance. In this review, export marketing strategy is classified into different groups of strategies like price, product, export channel, and advertisement. The results showed that different dimensions of export marketing strategy can affect export performance.

Anvari Rostami and Yadegari (2005) has reviewed the relationship between the competitive advantage and the export performance of Iranian companies exporting decorative stones. The results showed that although these companies have high suitable qualities, they don't have such a quality in other dimensions of competitive advantage. Another fact in this review was that there is a positive and significant relationship between competitive advantage and the export performance of the companies exporting decorative stones.

Ghareche *et al.* (2011)**,** using three variables (competitive resources, Competitive capabilities and cost competitive strategy), dealt with a research which was about presenting a pattern for determining the factors affecting export performance based on the competitive strategy in non-metallic mineral industry.The result showed that the competitive resources in determining the export performance is more important.

Sadeghi *et al.* (2012) discussed about the model of the main factors of success in export based on the opinions of Iranian exporters. Its results showed that the following factors are important and effective, in respect: environmental factors, side effects of the product, individual factors, and economical factors.

3. STONE PRODUCTION STATUS IN THE PROVINCE LORESTAN

Lorestan province contains so many rich stone resources, especially decorative and façade ones. As a result, this matter can help it to gain more investments in processing different kinds of stones like decorative and building ones as well as non-metallic mineral materials. 27% of the country's production and 3% of the global production is related to this province. Lorestan province has so many different kinds of mines like: gypsum, limestone, Chinese stone (quartz), ferrosilicon, feldspar, talc, salt and Malone rubble.

Lorestan has 450 stonecutting units. 20 of them (near 5%) are working based on modern technologies and the rest are based on traditional ways. Considering the proportion of advanced units to the total number of the processing units, this province is one percent above the national index. In this province, there are 108 decorative stone mines of which 64 are quartz, 34 are marble and 10 are granite. Also, in Lorestan, there are 85 active mines, near 4 billion tons of predicted reserves and 270 million tons of definite reserves which can be extracted in the future. This province is ranks firest, since Lorestan possesses more than 20% of decorative stone reserves. Mine extractions of ore are 2.2 million tons annually.

Three parts of the province contain the greatest volumes of stone reserves. Consequently, most of activities are focused in these regions. One of the most important features of stone mines in this province is that they are concentrated in small areas near each other. Based on the type of stones,

these areas include: 1- Quartz mines and its stonecutting in Aligoodarz 2- Marble mines and its stonecutting in Khorramabad 3- Granite mines and its stonecutting in Dorud and Borujerd. Therefore, Lorestan has a unique place nationally and globally due to its capabilities of extraction, production and processing.

4. FACTORS AFFECTING EXPORT PERFORMANCE

In various academic researches, so many different company dimensions which were affecting export performance have been identified. Most of them are concentrated on the external and internal factors affecting export (Bilkey, 1978).

Internal factors: internal factors affecting export performance are the ones which are under the control of the company itself. Such factors include: objective features of the company, export marketing strategies, and side-features of the product (Cavusgil and Naor, 1987).

External factors: external factors are the ones which can affect the company directly or indirectly. These factors include: intensity of competition, technology, and state obstacles in the way of export (Katler, 2003).

4.1. Objective Features of the Company

Size of the company: so many researches have reviewed the relationship between the size of the company and the export activities (Bilkey, 1978). Two things are measured: the size the company based on the annual sales volume (Cavusgil and John, 1981) and the number of staff (Cavusgil and Naor, 1987).

Export experience: it is agreed upon that the export experience about a market can be helpful in the process of the globalization of a company (Barkema *et al.*, 1996). Increasing the export experience can lead to several benefits: increased confidence in export activities, a better understanding of the external market mechanism, and developing a comprehensive communication network with customers.

4.2. Export Marketing Strategy

Several definitions of Export marketing strategy have been presented; Most of them have so many common features. Some of those definitions are as follows: marketing is a societal-management process through which individuals and groups want to satisfy their needs through production and exchange of products (Kotler and Armstrong, 2006). Export marketing strategies are the ones which are in the export area and are used through pricing, product conformity, distribution channel, and advertisements in the external markets in order to increase the export performance of companies (Hosseini and Mirjahan, 2011).

Export product strategy: export product strategy refers to the degree to which a company wants to homogenize or conform to its products. For exporters, presenting the same products to different groups of global customers will lead to their indifference, and later on, these external customers

will consume the products of the competitors. But the companies the needs of their different customers will be successful in the future and this matter will lead to their increased performance.

Export channels strategy: choosing the type of distribution channel depends on the export strategy of the company as well as the export market. If the company wants to export a special kind of product which can lead to a better sale, that company should adopt a suitable promotion strategy in order to make its product more familiar for its customers. In this situation, the best way is to choose a sale agent who is not involved in selling different and various products, and as a consequence, that agent can devote all his time and energy to distribute our product (Goharian, 1996).

Export pricing strategy: for export pricing, the company should take some additional costs into account. These additional costs are not measured when pricing for the internal markets. Such additional costs include: insurance, international transportation of the product, adaptation costs of the product, import taxes and salaries, commission for the import agents, insurance costs for the dangers of the changeability of currency rates (Cadogan *et al.*, 2001).

Export promotion strategy: trade promotions and advertisements are two classes of export promotions. Advertisements in export are defined as follows: all the activities done by the exporter (directly or indirectly) in order to encourage the customers for buying the products or services from among the products or services of other companies, either regionally or externally (Goharian, 1996).

4.3. Environmental Features

Environmental features which can affect export performance are technology, intensity of competition, state obstacles (Aaby and Slater, 1989; Styles and Ambler, 1994).

Export technology: it is a collection of information, tools, and techniques originating from science and experience. They are used in developing, designing, producing, and utilizing the processes, systems, services, and products (Aaby and Slater, 1989).

Intensity of competition: it refers to the situation in which competition is so intensified. This intensity is due to the large number of competitors of the market and lack of development opportunities (Auh and Mengue, 2005)**.**

State obstacles to export: so many researches have shown that governments can be both effective factors and intruding obstacles in the way of export (Reid, 1984).

4.4. Side-Features of the Product

Based on the previous researches, the following features are the most important ones for export performance: designing and packing the product, brand, product quality, and etc (Leonidou *et al.*, 2002).

Designing and packing the product: packing means that whatever package or container into which the product is placed and is going to be sold in the market or through that package, the necessary information about that product is transferred to the consumer (Ebrahimi *et al.*, 2007).

Product quality: product quality is one of the key features for the products success in the target market. It includes: overall durability of product, its reliability, product accuracy, convenient application, and its maintenance (Mohebali and Aliakbar, 1999).

Brand: By American Marketing Association defined brand as follows: a commercial name (legal name of brand) is a name, term, symbol, mark, design or a collection of them which is used for identification of the products or services of a special seller or a group of sellers or to distinguish them from the ones of their competitors.

5. CONCEPTUAL MODEL OF RESEARCH AND ITS HYPOTHESES

Now by adding the theories and results of the referred experimental researches, we can present the theoretical model of the research. Theoretical framework of the research is a conceptual pattern based on the theoretical relationships among the factors and affecting variables of our research. The model which is used here is derived from the researches which were related to the affecting factors of export performance, and its results are done through the valid scientific journals. In this research, the pattern is based on the pattern of Movaghar (2011). This pattern studies the effect of export marketing strategy factors on the export performance of the company (during 1993-2010). Also the researcher has used the model of Stoian and Rialp-Criado (2010) in order to develop his own conceptual model.
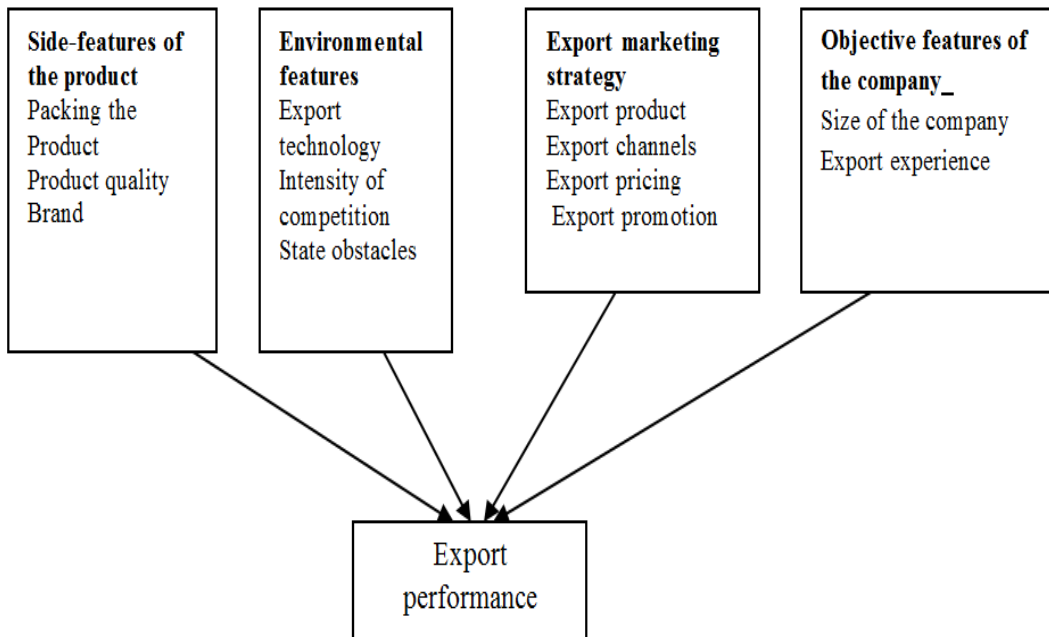

Figure-1. Conceptual model of research

Considering the conceptual model of research, its hypotheses are defined as follows.

1st hypothesis: the variable of the size of company has a positive effect on the stone export performance of Lorestan.

2nd hypothesis: the variable of export experience has a positive effect on the stone export performance of Lorestan.

3rd hypothesis: foreign buyers have a positive effect on the stone export performance of Lorestan.

4th hypothesis: pricing strategy of product has a positive effect on the stone export performance of Lorestan.

5th hypothesis: export channels strategy has a positive effect on the stone export performance of Lorestan.

6th hypothesis: advertisements strategy has a positive effect on the stone export performance of Lorestan.

7th hypothesis: intensity of competition has a positive effect on the stone export performance of Lorestan.

8th hypothesis: technology has a positive effect on the stone export performance of Lorestan.

9th hypothesis: state obstacles of export have negative effect on the stone export performance of Lorestan.

10th hypothesis: product quality has a positive effect on the stone export performance of Lorestan.

11th hypothesis: product packing has a positive effect on the stone export performance of Lorestan.

12th hypothesis: brand or the commercial name of the product has a positive effect on the stone export performance of Lorestan.

6. RESEARCH METHODOLOGY

Based on the purpose, this research is a practical one. Considering the way of data collection, it is a descriptive (not experimental) research which is also correlative. Based on the kind of environmental studies, it is a field study.

Statistical population of this study is all the managers and staff, **who** are in field the business stone: 1- organization of industry, mine, and trade (284 manager and staff) 2- organization of cooperation, labor, and social welfare (136 manager and staff) 3- chamber of commerce (132 manager and staff). All these organizations are located in Lorestan province. The total number of our statistical population equals to 552.

The size of our studied samples equals to 226. This case is based on the Kokaran formula and its level of confidence is 95%. In order to determine the volume of needed samples for each organization, we used stratified random sampling. Therefore, the needed number of samples for the organization of industry, mine, and trade equals to 113 , for the organization of cooperation, labor, and social welfare equals to 54, and for the chamber of commerce equals to 52.

In this research, the most important methods of data collection are the following ones: 1- library studies: in this part, we have used library resources, articles, related books, and internet in order to collect information for theoretical basics and the special literature of the research subject. Field studies: it includes data collection through questionnaires. The criteria needed for each variable are given in table 1.

Table-1. Research variables

Variables	Measurement criteria
Size of company	Number of staff Annual sales volume
Export experience of the manager	recognition of the foreign culture Measure background in export matters Cooperative experiences with foreign managers
foreign buyers	Presenting services to foreign customers before and after selling Ability to provide the need of customers through interaction among producers Distinguishing among internal and external products
Pricing	Utilizing similar prices in the market Suitable overall prices in comparison with foreign competitors in all units
Export channel	Negotiating with customers in order to encourage them to buy Reaching agreements on the terms of purchase and transferring the possessions
Promotion	Professional participation in international exhibitions Presenting gifts and other encouraging factors for different groups
Intensity of competition	Intensity of competition among other internal producing companies Improvements and innovations Existing advertising conflicts
Technology	Presenting after-sale services for machinery and equipments Extended utilizing of such technologies as saw and press filters in processing units Competing with other countries in manufacturing and producing machinery and equipments and materials Having experienced staff in processing units
State obstacles	Some laws and regulations Lack of suitable infrastructures for developing the industry Lack of state supports from internal machinery manufacturers for producing machinery and equipments needed for industries Lack or shortage of suitable insurances Inappropriate allocation of banking facilities to the processing units
Product quality	Considering international standards Comparing the qualities with the ones of foreign products of our competitors
Packing	Complete observation over the safety standards in units Having suitable laws and regulations
Brand or The commercial name	Creating a brand and suitable usage of that Registering our brand as an export-oriented brand in the trade promotion organization of Iran
Export performance	Export effectiveness, export intensity, export sales
Export effectiveness	Training(skills and management, Professional technical and vocational) Organize of Quarry Hiring resourceful and EXPERT people
Export intensity	Increase exports Creating of the Legal ground to support production and trade
Export sales	Increase in production Creating of the Association and reconstituted stone production line Using the full resources of all types of decorative stones

In order to determine the justifiability (validity) and to ensure the applicability of questionnaire, it has been evaluated by some groups of elites and professors. As a result, some questions have been revised. Then, by the use of the confirmatory factor analysis, the overall structure of questionnaire was measured based on validation method. In this research, values of CFI[1], NFI[2], RMSEA[3], GFI[4], and AGFI[5] equal to 0.90, 0.96, 0.056, 0.93, and 0.94, in respect. These results show the low amount of measurement errors. Because such indexes as RMSEA, CFI, NFI, GFI, AGFI the suitable one, therefore, this model has a suitable fitting.

There are so many methods for determining the reliability of measurement tools. One of them is its internal consistency measurement (Conca, 2004). Internal consistency of a measurement tool can be measured through Cronbach alpha coefficient (Cronbach, 1951). This method is utilized in so many researches. In this research the total Cronbach alpha of the questionnaire is 83%. This fact shows the high reliability of the questionnaire.

6.1. Data Analysis

In order to analyze the data, we have used structural equation modeling, Amos22. For analyzing the hypotheses, two ways are used: critical value test, and path coefficient. In order to review the total fitting of the research model, we used structural equation modeling. In this model, first through spss, we have obtained the average of measurement criteria of each variable, then, they have been entered into the model as the obvious variables. In structural equation modeling, two matters are evaluated: on the one hand, we have studied the conformity of data with the conceptual modeling to understand whether it has a suitable fitting or not. On the other hand, it has been examined whether the relationships of such a fitted model are significant or not.

In this research we have used such suitable fitting indexes as: AGFI, GFI, RMSEA, and x^2/df. The lower values of x^2 show the suitable fitting of model. In some resources, it has been suggested that the Chi-square proportion to freedom degree should be less than 3 (Kline, 2005). Whatever the obtained GFI is closer to 1, that model is more suitable.The suitable value for AGFI, which is a similar index to GFI, is the value which is closer to 1. In CFI, which is also recognized as Bentler adaptive fitting index, the values closer to 1 show a more suitable fitting,The acceptable value for RMSEA is the values of less than 0.08 (Garson, 2004).

---

[1]. comparative fit index

[2]. Normed fit index

[3]. Root Mean Square Error of Approximation

[4]. Goodness of fit index

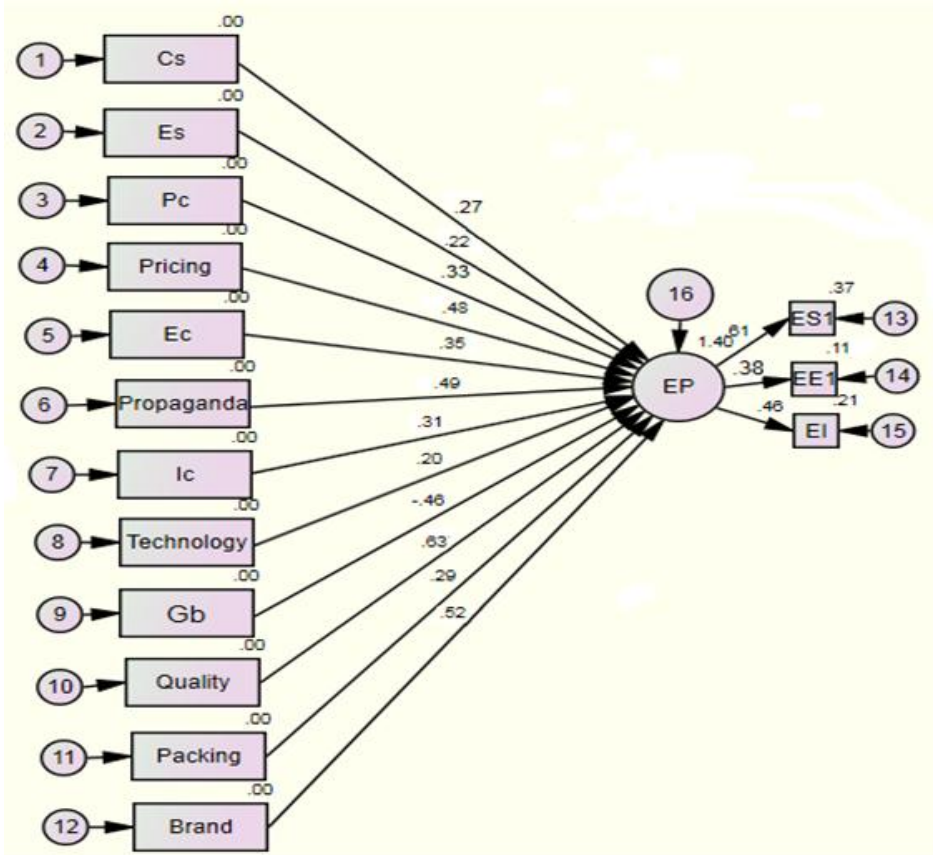[5]. Adjusted Goodness of Fit Index

Figure-2. Structural equation model of Research

First of all, through the technique of structural equation model and analyzing the confirmatory factor of questionnaire, we will evaluate the significant relationships among the variables of our research. Then, through path analysis, the research hypotheses will be examined.

Table-2. The confirmatory factor analysis

Index	AGFI	GFI	RMSEA	NFI	CFI	χ^2/df
Estimated	0.94	0.93	0.056	0.96	0.90	2.256

In the measurement model of this research, the value of Chi-square In proportion to the obtained freedom degree equals to 2.256. This fact shows the suitable fitting of model. Also, the values of CFI, NFI, RMSEA, GFI, and, AGFI are 0.90, 0.96, 0.056, 0.93, and 0.94, in respect. These values show the low amount of errors in measurements. As RMSEA, CFI, NFI, GFI, and AGFI are suitable indexes, therefore, the measurement model, also, has a suitable fitting.

6.2. Results and Findings of Research

In order to study and confirm the pattern for the significance measurement of the effect of the research variables, we used two indexes: minor index of critical value, and p. critical value is the amount which is obtained from the estimated regression weight divided by the standard error.

Based on the level of significance, 5% of absolute value related to critical value should be more than 1.96. Values which are less than it in the model are not considered as vague. Also in confidence levels of 95%, values of less than 5% for p show a significant difference in the calculated values of regression weights with the value of 0. Path coefficients and critical values of each result are given in table 3.

Table-3. Path analysis of variables in brief

hypothesis	Path	Path coefficient	Critical value	p-value	Result
1	Size of company(CS) on export performance (EP)	0.27	3.347	0.000	Approval
2	Export experience (Ee) on export performance	0.22	3.370	0.000	Approval
3	foreign buyers (Pc) on export performance	0.33	4.766	0.001	Approval
4	Pricing strategy on export performance	0.48	6.828	0.000	Approval
5	Export channels strategy (Ec) on export performance	0.35	5.129	0.000	Approval
6	Variable of advertising strategy on export performance	0.49	7.048	0.000	Approval
7	Intensity of competition variable (Ic) on export performance	0.31	4.620	0.000	Approval
8	Technology variable on export performance	0.20	2.960	0.003	Approval
9	Variable of state obstacles (Gb) on export performance	-0.46	-6.667	0.000	Approval
10	Product quality variable on export performance	0.63	8.873	0.000	Approval
11	Product packing variable on export performance	0.29	4.283	0.000	Approval
12	Brand variable on export performance	0.52	7.374	0.000	Approval

Therefore, by the confidence level of 0.95, we can say that the following factors have positive effects on the stone export performance of Lorestan: size of company, export experience, foreign buyers, pricing, export channels, advertising, intensity of competition, technology, quality, packing, and brand. On the other hand, state obstacles have negative effects on it.

7. DISCUSSION AND CONCLUSION

In this research, factors affecting the export performance in stone industry have been studied. Their identification is based on a model. In this model, the following variables have considerable effects on the export performance: size of company, export experience, foreign buyers, pricing, export channels, promotion, intensity of competition, technology, State obstacles, quality, packing, and brand. The results of this research have increased our knowledge about the factors affecting

export performance. Also, the amount of their effects has been cleared. The results obtained from the structural relationships of the research variables are shown in table 3 and figure 2. In 1st and 2nd hypotheses, we have examined the effect of size of company and export experience variables on the export performance, as they are given in table 3 and figure 2. Significance level of 0.000 of these hypotheses shows that there is a positive and significant relationship between them. These results match with the ones of Aaby and Slater (1989), Styles and Ambler (1994). As given in the table3, 3rd, 4th, 5th, 6th hypotheses (foreign buyers, pricing, export channels, promotion variables) have positive and significant relationships with export performance. These results match with the ones of Aaby and Slater (1989), Lee and Grffith (2004), and Movaghar (2011). State obstacles have inverse relationships with the export performance. This result matches with the one of Reid (1984). As shown in table 3 and figure 2, competition and technology variables, which are environmental factors, have positive and significant relationships with export performance in the significance levels of 0.000, 0.003, in respect. These results match with the ones of Aaby and Slater (1989), Ghareche *et al.* (2011), Styles and Ambler (1994). Product quality, packing, and brand have positive and significant relationships with export performance in the significant level of 0.000. These results match with the ones of Movaghar (2011), Anvari Rostami and Yadegari (2005), and Styles and Ambler (1994). The overall results show that the product quality variable with the path coefficient of 0.63 has the most effect, and the technology variable with the path coefficient of 0.20 has the least effect on the stone export performance of Lorestan. Therefore, the following suggestions are presented for Improving export performance.

Participation in international exhibitions can increase export.

Holding training courses related to export, marketing, and sale can increase our employees' knowledge in these fields.

Comparing the export performance of stone industry with other internal industries

Decreasing the overall price of the products in order to compete with others as well as increasing their quality.

Identifying the effective communication channels with external networks

Creating a collective identity through providing a common brand in both internal and external markets by considering the export outlook

Promoting the management and skills of stone industry in Lorestan

Creating units of research and development, quality laboratories and etc in a jointly manner

Creating big and powerful export companies in global levels and developing powerful commercial blocks

Employing experienced staff in stone industry

Programming and suitable organizing for export in order to enter the new markets

REFERENCES

Aaby, N.F. and S.F. Slater, 1989. Managerial influences on export performance: A reviw of the empirical literature 1978-88. International Marketing Review, 6(4): 53-68.

Anvari Rostami, A. and S. Yadegari, 2005. Studying the relationship of between competitive advantage and export performance of Iranian companies exporting decorative stones. Tehran: Commercial Researches and Studies Institute, 1: 134-152.

Auh, S. and B. Mengue, 2005. Balancing exploration and exploitation: The moderating role of competitive intensity. Journal of Business Research, 58: 1652-1661.

Barkema, H.G., J.H.J. B. and J.M. Penings, 1996. Foreign entry. Cultural Barriers, and Learning Strategic Management Journal, 17(2): 151-166.

Bilkey, W.J., 1978. An attempted integration of the literature on the export behavior of firms. Journal of International Businesstudies, 9(1): 3-46.

Cadogan, J., N. Paul, R. Salminen, K. Puumalainen and S. Sundqvist, 2001. Key antecedents to 'export' market-oriented behaviors: A cross-national empirical examination. International Journal of Research in Marketing, 18(3): 261-282

Cavusgil, S.T. and R. John, 1981. Nevin" international determinants of export marketing behavior: An eprical investigation. Journal of Marketing Research, 18(1): 114-119.

Cavusgil, S.T. and J. Naor, 1987. Firm and management characteristics as discriminators of export marketing activity. Journal of Business Research, 15(3): 21-35.

Cavusgil, S.T. and Zou, 1994. Marketing strategy performance relationship: An investigation of the impirical link in export market ventures. Journal of Marketing, 58(1): 1-21.

Cicic, M., P. Patterson and I. Shoham, 2002. Antecedent of international performance. European Journal of Marketing, 39(9/10): 1103-1118.

Conca, F.J., 2004. Development of a measure to assess quality management in certified firms. European Journal of Operational Research, 156: 683-697.

Cronbach, L.J., 1951. Coefficient alpha and the internal structure of test. Psychometricka, 16: 297-334.

Ebrahimi, A., D. Venus and A. Roosta, 2007. Marketing management. 11th Edn., Tehran: SAMT Pub.

Garson, D., 2004. Validity. Available from http://www2.chass.ncsu.edu/garson/pa756/ [Accessed November 28, 2011].

Ghareche, M., A. AlameTabriz and A. Kram Pour, 2011. A model for determining the factors affecting export performance based on competitive strategy of differentiation in non-metallic minerals industry. Strategic Management Studies, 6: 119-140.

Ghorbani, M., 2002. The history of economic geology of Iran. 1st ed., Tehran: Geological and Mineral Explorations Organization Pub.

Goharian, M., 1996. Export marketing management. 1st Edn., Teharn: Commercial Researches and Studies Institute. pp: 71, 274.

Hosseini, Y. and J. Mirjahan, 2011. Export functionality of companies: Identifying the effect of competitive advantage, conforming marketing techniques and export experience on export functionality. Scientific and Researching Journal of new Marketing Studies, 1: 155-180.

Katler, F., 2003. Marketing management analysis of programming, executing and control. Tehran: Atropat Pub.

Kline, R., 2005. Principles and practice of structural equation modeling. 2nd Edn., New York: The Guilford Press.

Kotler, P. and G. Armstrong, 2006. Principles of marketing. 11th Edn., Upper Saddle River: New Jersey: Prentice-Hall.

Lee, C. and D.A. Grffith, 2004. The marketing streting, strategy - performance relationship on an export − driven developing economy. International Marketing Review, 21(3): 321-334.

Leonidou, L.C., C.S. Katsikeas and S. Samiee, 2002. Marketing strategy determinates of export performance: A meta-analysis. Journal of Business Research, 55(1): 517-567.

Mohebali, D. and F. Aliakbar, 1999. Market managemrnt. 1st Edn., Teharan: Amirkabir Pub. pp: 204.

Movaghar, 2011. The influence of export marketing strategy determinants on firm export performance: A review of empirical literatures between 1993-2010. International Journal of Fundamental Psychology & Social Sciences, 1(2): 26-34.

Reid, S.D., 1984. Market expansion and firm internationalization. In Kaynak, E.E. (Eds). International marketing management. NewYork: Praeger.

Sadeghi, T., M. Lashkari and H. Esmaeili, 2012. Presenting the model of the main factors leading to success in export based on the opinions of Iranian exporters. Journal of Marketing Management, 17: 62-82.

Stoian, M.C. and A.R. Criado, 2010. Internationalization and international marketing. Barcelona: Autonomous University of Barcelona.

Stoian, M.C. and A. Rialp-Criado, 2010. Analyzing export behavior through managerial characteristics and perceptions: A multiple case-based research. Journal of Global Marketing, 23(4): 333-348.

Styles, C. and T. Ambler, 1994. Successful export practice: The UK experience. International Marketing Review, 11(6): 23-47.

Tookey, D., 1964. Factors associated with success in exporting. Journal of Management Studies, 20(I): 48-66.

Walker, O.C. and R. Ruckert, W., 1987. Marketing 's role in the implementation of business strategies: A critical review and conceptual framework. Journal of Marketing, 5(51): 15-33.