

The Effect of Innovative Strategies on Export Performance

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Abstract: Export performance depends on the quality of its innovation capabilities. Thus, innovation capabilities play a major role in terms of export performance. There are different types of dimensions in innovation capabilities however, in this study we are focused on the effective capabilities. Effective innovation capabilities cover the subjects of resources allocation, organizational capabilities, strategic capabilities, management capabilities, culture capabilities and learning capabilities. In this study, a survey on construction chemicals, building materials and textile export companies were selected because these industries are biased toward innovation and are considered among the most competitive industries. The model of this research is based on a review of past research studies and from the combination of them. According to the statistical evaluations made within these firms, 208 employees are randomly selected to form the sample. In this study, we use SPSS and Lisrel softwares. Validity and reliability of research variables were evaluated by using confirmatory factors analysis and Cranach's alpha. Then, by using structural equation modeling in Lisrel software, analysis is conducted on the premises of the primary and secondary hypotheses. As a result, it demonstrates that organizational and learning capabilities have positive effects on export performance.

Keywords: Innovation, Strategy, Export Performance

1. Introduction

The requirement of fewer resources in export compare with other forms of internationalization has been one the main reason that encourage companies to enter into global marketing activities. Many countries encourage companies to export their goods to foreign countries because it increases jobs, develops competition among companies and improves the current earnings. Thus, the existence of pressure and competition, force companies working very hard to earn more profits (Ziliang Deng, 2013). Involving the country in construction chemicals, building materials and textile production in export are considered as key elements for the development of country's

economy. Also, today we believe that innovation play a major role for success in competitive and dynamic environment because without innovation industry cannot attain the success or compete with other industries (Alegre, 2011). states that Success in business and innovation, including performance improvement are based on innovation capabilities of the firm because it helps companies to be up to date. Kiernan (1996) believes that the strong main stream capabilities in quality, efficiency, speed and flexibility are the factors that shown that innovation play a major role in competitive advantage. The bright future of companies is based on the help of its innovation. High performing innovators help companies to gain more profits because they consistently come up with new high quality products into the market with lower cost than their competitors. Thus, firms update their innovation in order to satisfy their customers by improving their products and values. (Kiernan, 1996)

2. Aim of the study

The aim of this study is to figure out the relationship between innovation capability and export performance and further to find the most influential innovative determinants in construction chemicals, building materials and textile for Turkish export firms. In some literature, there is a positive relationship between foreign trade and many other facilities of governmental corporation (Oz, 2017).

2.1 Statement of the Problem

Nowadays, competitive environment in business sector has been playing a pivotal role for company success. Especially, in international markets where the competition is more high, therefore companies in order to satisfy consumers they should enter into the markets with different innovation that can attract consumers. In global competition, innovation has been considered as the key factor for sustainable success. For firms to have more advantages in competition, they should increase the capacity of productivity in terms of efficiency, profitability which facilitates them to enter new markets and extend present markets. In order to determine accurate strategies, the connection between innovation and export must be understood better. (Kiernan, 1996)

2.2 Section of the study

First, study is organized as follows: Section one review existing literature reviews on innovation capabilities and export performance.

Second, research methodology, data collection method, instrument is used for collecting data, population and sample, research questions and hypothesis, data

analysis method as well as ethical considerations. Then, reports of the results and discussions. Finally, concludes the study and provides recommendation for future study.

3. Literature Review

3.1. Effective Innovation capabilities strategy

According to Adler and Shenbar (1990) innovation capabilities defined as (1) the capacity of enhancing new products and meet customers need; (2) the ability to use technology for producing new products; (3) the ability to adapt new product (4) the ability to respond with unexpected competitors. Innovation is the process and system used continuously for transforming knowledge and idea into new products in order to help firms and stakeholders to gain profits. Innovation capability is not a separated identifiable construct (Adler, Shenbar, 1990). Reinforcing practices and process are the main composed capabilities which have been played major role in firm performance.

3.1.1 Resources allocation capabilities

RAC of a firm are considered as one of the most attractive subject to be studied by many researchers. Andrews (1980) states that resources is the conventional concept of strategy, which he believes as a key factor to help firms understanding how resources of firms enhance their strengths and weaknesses (Andrews, 1980). The resources can be subdivided into many categories that are useful for the problem at hand, the resources can be cited as follow: land, equipment, labor (which refer the capabilities and knowledge from top managers to employees), capital (Penrose,1995). Therefore, for a firm to improve the level of efficiency and effectiveness it should be able to conceive and implement strategies that can control all the resources (Barney,1991). The ability of a firm to mobilize and expand its resources can be represented by the resource exploiting capability (Guan et al, 2003).

RAC are all types of resources that help companies enter into markets and they can be considered as tradable known (Amit, Shoemaker 1993).Firms that can control resources and good strategy have high change to strength their markets (Barney 1991).

3.1.2 Organizational capabilities strategies

According to Leonard Barton (1992) organization capabilities are the knowledge set that distinguishing and providing competitive advantages. This suggests that in order for organizations to develop their organizational capabilities they have to pursuit

greater organizational knowledge because knowledge can be considered as the central motivator for an organization. There are three categories in OC which are strategic orientation, organizational structure and individual knowledge. Specific empowered, system and process that cooperate and alignment between them are created if there is interaction between them (Bus, 2006).

The OC has played a significant role in terms of job creation. Firm's performance is due to organizational capabilities (Grant,1991). There two major categories on capabilities: (1) The changing nature in the business environment and (2) strategic management are the key factors in terms of adapting, integrating and reconfiguring knowledge towards future success. Thus, capabilities can be defined as the ability of managers in terms of skills and competences that can be beneficial for the company goals (Teece,1997).

In order for a company to extend its performance into new market, new product categories and new ways of doing business it must has the kind of organizational capabilities that can be able to transferring or redeploying business from one organizational to another business environment (Teece,1997).

3.1.3 Strategic capabilities strategies

Strategic capability is the ability to help firms to reach specific targets (Stephen,2007). Financial, human and physical are considered as the components of strategic capabilities (Jonson et al, 2011).Good strategy helps firm better uses their resources because it clarifies relative priorities and make good decision in terms of scarcity. Strategic capabilities enable firm to improve on how to deal with short and long term crises and challenges because clarity goals can cope with crises. In order for a company to achieve a sustainable competition advantage it must have a right innovation strategy that helps company deal with problems they face (Kuratko, et al.,2005). The firm's innovation strategy help firm to attain its direction in terms of resource and its common innovation goals (Oke, 2007).

Some researchers define innovation strategy should be focus on one innovation however others researchers believe that combining between six various types of innovations has a major impact on the organization (Tavassoli, Karlsson, 2015).

Most studies report that there is a positive relationship between innovation strategy and firm performance but in some cases the results are different based on the performance measurement (Klomp, Leeuwen, 2001).

3.1.4 Management capabilities strategies

Management capability is the ability of managers within an organization towards long term or short term desired outcomes. The success of a firm performance can be determined when there is an excellence in management capability. Management has to make sure that the focus of the organization is dully strongly in terms of goals, performance and achievement. The achievement of challenging and change of the organization is demonstrated by the ability and attitude of the management. Attitudinal and skill based characteristics have been identified as the two main management determinants categories. On the other hand, export experiences, foreign languages proficiency, and education level, are all considered part of skill based characteristics needed (Moghaddam, 2012).

Escorsa castells and Valls Pasola (2004) indicate that some studies have been conducted by bring the concept of innovation and technology management under a single name (Escorsa, Pasola, 2004). However, Durand, states that there is difference between innovation and technology management by referring management towards the development of new products (Durand, 2003).

A well-known definition by Gary Hamel (1998) , defines MC as a way in which management carry out the work of the organization in a better way, and be able to modify customary organizational forms and provide future goals of the organization. Based on my understanding management innovation is the way managers' changes things and be able to help companies reaching its goals (Hamel, 1998).

3.1.5 Culture capabilities strategies

Cultural capability is the collective programming of mind that distinguishing member of human groups from other (Hofstede,1980). Organizational culture can be defining as the environment that has a positive impact towards members of organization from different background. Thus, a well set culture can play a major role for having effective management and controlling organization. In order to solve problem related to external conformity, members of the organization train new member about written and unwritten culture. (This can help firm to participate in global markets) and

international integration (which helps firm coordinating and strengthen the process within an organization) (Oz, 2017).

Therefore, changing organization culture, views, emotion of members become possible based on the necessity of its capacity (Lawson Robert, Zeng Chen, 2002). Innovation culture helps a firm to find out a strategy towards new channels, new ways for selling products towards customers' value. Therefore, company may gain more profits if the level of product is improved day by day in order to attain desirable performance by implementing culture innovation in a better way. Cultural innovation a major role in terms of product innovation process because if the level of culture is improved then employees can be creative which is helpful for increasing productivity. Therefore, in order for a firm to improve the level of performance it needs cultural innovation because it enables the development of new product, open communication and good employee relationship (Lawson, Chen, 2002).

3.1.6 Learning capabilities strategies

Learning capability is the ability to utilize that knowledge for the necessity of the organization in order to attain desired outcomes. The performance of the organization and maintain can be improved by organizational learning. They define learning capability as a set of tangible and intangible resources or skills, organizations apply in order to compete with their competitors.

Learning play a major role in terms of firm performance because it helps firms to compete with complex and turbulent markets. The sharing beliefs and meaning among people in a society in which play an essential role can be defined as organizational learning (Chiva, Alegre 2005). Previous studies show that organization learning plays important roles when it comes to competitive issue especially in market orientation (Zhou, Yim and Tse 2005), productive innovation (Mckee 1992; Hurley and Huşt 1998), Project performance (Wu and Fang 2010), and firm performance (Calantone, Cavusgil, and Zhao 2002; Hult, Hurley, and Knight, 2004).

Goh and Richards (1997) define OLC as the managerial character that facilitate the organization learning or allow an organization to learn in order to help employees understanding their work properly. Chiva and Alegre (2009) find out that there are five facilitating factors of organizational learning namely: experimentation, risk taking, interaction with environment, dialogue and participative decision making. In generally, firms that are be able to understand other firms learning capabilities, can improve their

market environment because they will may be able to act upon other firms. Firms learning efficiency may help firm export high volumes than a firm with weak learning system. Balabanis, Theodosiou, and Katsikea, show that export performance can be identified by learning capabilities (Balabanis, Theodosiou, Katsikea, 2004).

Petersen, Pedersen and Lyles believe that learning capability help firms to enter into markets easily and help them interpret their words and identify knowledge gaps in international markets. This help firms gathering information and enable them to enhance its performance (Petersen, Pedersen, Lyles, 2008).

3.2 Export performance

Export performance is the range of target business (including strategy and financial goals) that can be achieved by designing and implementing marketing strategy to export a product. The study of export performance is dated since the 1960s (Moshabakikhademi, 2012).

EP has no unanimously recognized definition. However, (Shoham,1998) states that export performance refers on three indicators which are: sales growth, export profitability and export growth. It highlights the multidimensionality of construction but remains fairly broad. It variables can enable a firm to see whether the export activity is more or less successfully. To measure export performance, many issues are studied such as export in sales growth, volume of sales, export profits and level of performance satisfaction (Shoham, 1998).

There have been some researches that find results about export performance but still the uniformity of these results has not been yet established. Therefore, there is a need to study and elaborate the concept of export performance in order to come up with solution on this concept (Shoham, 1998). Therefore, this study includes export sales growth, export sales volume, export profit share and satisfaction of performance as dimensions of export performance. (Rodil, Vence, and Del Carmen Sánchez 2016; Love and Roper 2015).

3.3 The relationship between innovation capabilities and export performance

Researchers agree that innovation and export have strong connection toward company performance (Rodil, Vence, and Del Carmen Sánchez 2016; Love and Roper 2015).

Some researchers state that the relationship between innovation and export help company to remain competitive in the market (Guan, 2003).

However, Mandy's study (2009), concluded that distinctive capabilities and export performance have no significant relationship.

However, when it comes to globalization market, some of the researchers show that technology has played major role on export performance especially for companies enter into international market; (Basile, 2001), (Cassiman, Golovko, 2001), (Girma, Gorg, Hanley, 2008). Therefore there is positive evidence that innovation is considered as one of the most important factor to enhance export performance but research shows that the effects of innovation have been determined by many significant different capabilities (Jingtao, 2013).

Therefore, this study is focus on the factors of innovation capabilities that effect export performance.

4. Research Methodology

4.1 Research questions

- 1) Are there relationship between innovation capabilities and export performance beyond the impact of export sales growth?
- 2) Are there relationship between innovation capabilities and export performance beyond the impact of export sales volume?
- 3) Are there relationship between innovation capabilities and export performance beyond the impact of export profit share?
- 4) Are there relationship between innovation capabilities and export performance beyond the impact of satisfaction of performance?

4.2 Research hypothesis

The following hypotheses are proposed based on the above mentioned theoretical and empirical findings in the literature:

Hypothesis:

Effective innovation strategies have significant impact on export performance.

- H1. Effective innovation strategies have significant impact on export sales growth.
- H1a. Resources allocating strategies have significant impact on export sales growth.
- H1b. Organizational strategies have significant impact on export sales growth.
- H1c. Strategic strategies have significant impact on export sales growth.

- H1d. Management strategies have significant impact export sales growth.
H1e. Culture strategies have significant impact on export sales growth.
H1f. Learning strategies have significant impact on export sales growth.
- H2. Effective innovation strategies have significant impact on export sales volume.
H2a. Resources allocating strategies have significant impact on export sales volume.
H2b. Organizational strategies have significant impact on export sales volume.
H2c. Strategic strategies have significant impact on export sales volume.
H2d. Management strategies have significant impact export sales volume.
H2e. Culture strategies have significant impact on export sales volume.
H2f. Learning strategies have significant impact on export sales volume.
- H3. Effective innovation strategies have significant impact on export profit share.
H3a. Resources allocating strategies have significant impact on export profit share.
H3b. Organizational strategies have significant impact on export profit share.
H3c. Strategic strategies have significant impact on export profit share.
H3d. Management strategies have significant impact export profit share.
H3e. Culture strategies have significant impact on export profit share.
H3f. Learning strategies have significant impact on export profit share.
- H4. Effective innovation strategies have significant impact on satisfaction of performance.
H4a. Resources allocating strategies have significant impact on satisfaction of performance.
H4b. Organizational strategies have significant impact on satisfaction of performance.
H4c. Strategic strategies have significant impact on satisfaction of performance.
H4d. Management strategies have significant impact satisfaction of performance.
H4e. Culture strategies have significant impact on satisfaction of performance.
H4f. Learning strategies have significant impact on satisfaction of performance.

4.3. Sample and Data Collection

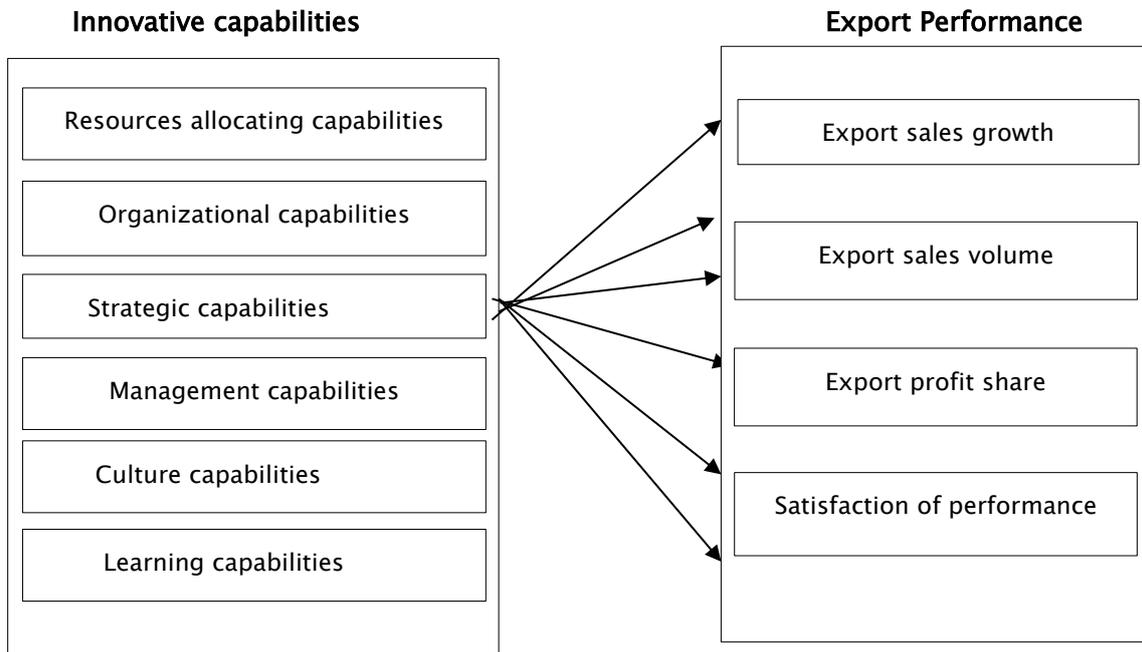
The population of the current study consists of 208 questioners in construction chemicals, building materials and textile of Turkish export firms. In line with the aims, questionnaires were developed including various types of questions. In order to prepare appropriate questionnaires, firstly the literature was reviewed and an interview was conducted with the representatives of ten exporting firms of Istanbul. Finally, a pilot study was carried out with a sample representing the targeted population.

4.4. Measurement tool.

In this study, questionnaires are comprised in two parts: (a) first part consists of six demographic questionnaires about participant. (b) Second part included 48 questionnaires related the effect of innovative strategies towards export performance. "All statements in the context of research used a five-point Likert-type scale (1 = Strongly Disagree–5 = Strongly Agree). To measure the innovation capability of the exporting firms, it used INNOVSCALE, which is developed by Vicente et al. (Vicenta, 2015).

L. F. Lages, C. Lages, and C. R. Lages (2005) developed APEV scale, which is a measure of annual performance of an export venture". This study used it to measure export performance. It was adapted for usage in Turkey by changing certain statements. The questionnaire was implemented via e-mail and face-to-face visits. (L.F.Lages, C Lages, C.R.Lages, 2005)

5. Model Drawing



The data obtained from the internet via the questionnaire were analyzed using SPSS 19.0 program. The analyzes applied for the research were interpreted in order to reach the desired purpose. Some results have been reached with statistics suitable for the research purpose. With the questionnaire form, demographic information of the

participants was obtained and the judgments of the scales were asked to be evaluated. Scale dimensions were determined by applying factor analysis to the scales respectively. These dimensions are used in further analysis as a reduced version of judgments. Reliability analysis was applied to the scales and the obtained dimensions to test whether they were suitable for research. It is concluded that the reliability obtained from the scales and dimensions is high.

After this step, correlation and regression analysis and the relationship and effect values between dimensions were calculated. Hypotheses were tested by determining which dimensions affect each other and to what extent they affect each other. Hypothesis results are interpreted.

6. Conclusion

The main findings show innovation has a widely relationship and positive effect towards export performance, based on research conducted by other researchers (Anderton, 1999; Sterlacchini, 2001; Guan & Ma, 2003). Uzkurt, Kumar, Semih Kimzan, and Eminoğlu (2013) believe that innovation plays a major role on firm performance dimensions.

The growth, sustainable and success of any firm (i.e. an export firm) largely depends on the effective and efficient of innovation system, especially management capabilities and learning capabilities because those two aspects have direct bearing on the productive capacity of a firm by managing and training its employees (sellers, managers, etc.) who eventually shoulder the responsibility of developing that firm. However, the effectiveness and efficiency of the innovation system also depends on the quality of services provided by its workforce which in turn depends on the level of satisfaction, commitment, competence and creativity of those employees. Thus firm should provide better innovation capabilities in order to achieve export performance goals.

Every firm wants to perform to the highest level possible and to be as productive as possible. However, the performance of a firm depends on how effective and efficient it implements its innovation capabilities. Thus, the performance and success of a company depends on the viability of its innovation capabilities. Therefore, as management and learning capabilities are the most key factors to attain success on export performance, firm must make sure that these two factors are well controlled in order to make sure that firm is on the right direction.

Companies evaluated their export performance in many ways but innovation capabilities play a major role for measuring firm performance. Some companies have dilemma thought in terms of firm performance expectation. However, this thought can be seen positive because the more the innovation is high the more performance is expected. Therefore, in order to compete and avoid fear in the markets, firms must make sure that they have high standard in terms of innovation capabilities.

There is a strong correlation between the amount of innovation capability and export performance. Regression analysis was conducted to determine to what extent the independent variable of innovation capability explained the changes in the dependent variable of export performance. It was determined that the change in export performance depends on the level of innovation in organizational capabilities and learning capabilities. This result shows that export performance increases in direct proportion to organizational capabilities and learning capabilities. When innovation in organizational capabilities and learning capabilities increases, export earnings increases are expected. Innovation is extremely important for providing advantage in both domestic and global markets. There is no chance to compete in any field without innovation.

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