T.C.

Istanbul Commerce University

Institute of Foreign Trade

Department of International Trade

THE EFFECT OF INNOVATIVE STRATEGIES ON EXPORT PERFORMANCE

Master Thesis

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Istanbul, 2020

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T.C. İSTANBUL TİCARET ÜNİVERSİTESİ

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İSTANBUL TİCARET ÜNİVERSİTESİ
DIŞ TİCARET ENSTİTÜSÜ

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ABSTRACT

Export performance depends on the quality of a company innovation 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.

According to the statistical evaluations made within these firms, 208 employees are randomly selected to form the sample.

In this study, analyzes were assessed with the help of SPSS 19 program. Validity and reliability of research variables were evaluated by using confirmatory factors analysis and Cronbach's alpha. Then, by using regression modeling, 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. The growth, development and success of any exporting company largely depends on how effective and efficient is its innovation system is, especially higher innovation capabilities because higher innovation capabilities have direct bearing on the productive capacity of a company by innovating resource allocation, organization, strategy, management, culture and learning capabilities which eventually shoulder the responsibility of developing that company.

ÖZET

İhracat performansı, bir şirketin inovasyon yeteneğinin kalitesine bağlıdır. Etkin inovasyon yetenekleri; kaynak tahsisi, organizasyonel yetenekler, stratejik yetenekler, yönetim yetenekleri, kültür yetenekleri ve öğrenme yetenekleri konularını kapsamaktadır. Bu çalışmada; yapı kimyasalları, yapı malzemeleri ve tekstil konularında ihracat yapan şirketler ile ilgili bir anket çalışması yapılmıştır. Bunun nedeni, bu endüstrilerin inovasyona önyargılı yaklaşmaları ve en rekabetçi endüstriler arasında sayılmalarıdır.

Bu firmalar içinde yapılan istatistiksel değerlendirmelere göre; örneklem oluşturmak üzere 208 çalışan rasgele olarak seçilmiştir.

Bu çalışmada SPSS 19 programı ile analizler gerçekleştirilmiştir. Araştırma değişkenlerinin geçerliliği ve güvenilirliği, doğrulayıcı faktör analizi ve Cronbach's alpha kullanılarak değerlendirmiştir. Daha sonra, regresyon modellemesi kullanılarak, birincil ve ikincil hipotezlerin öncülüğünde analiz yapılmıştır. Sonuçlar, organizasyonel ve öğrenme becerilerinin ihracat performansı üzerinde olumlu etkileri olduğunu göstermektedir. Herhangi bir ihracatçı şirketin büyümesi, gelişmesi ve başarısı büyük ölçüde inovasyon sisteminin ne kadar etkin ve verimli olduğuna bağlı olup, özellikle daha yüksek yenilik teknikleri, kaynak temini, organizasyon ve yönetim stratejisini yenileyen ve şirketin üretken kapasitesi ile doğrudan bağlantılıdır. Öğrenme yetenekleri ve kültür şirket gelişiminin bir parçasıdır.

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LIST OF ABBREVIATIONS AND ACRONYM

EIC - Effective Innovation capabilities

RAC - Resources allocation capabilities

OC - Organizational capabilities

MC - Management capabilities

EP - Export performance

1.Introduction

According to the Oxford languages dictionary "strategy is a plan of action designed to achieve a long-term or overall aim. According to Wikipedia "Export performance is the relative success or failure of the efforts of a firm or a nation to sell domestically-produced goods and services in other nations". As alluded by Deng et al. (2013) in business dictionary, "Innovation is the process of translating an idea or invention into a good or service that creates value or for which customers will pay".

The most common way for a company to start business activities in other countries is exporting. The requirements of fewer resources in export compared with other forms of internationalization has been one of the main reasons that lead companies to enter into export activities. Many countries encourage companies to export their goods and services to foreign countries because this activity is very important for several reasons and among them: to increase jobs in the exporting country, to develop the competitive situation among companies as well as to improve earnings. According to Ziliang Deng et al. (2013) due to the competitive pressures and interest in development, companies work very hard to increase their profits from exports. An increase in the exporting of construction and building materials as well as textile products is seen as one of the non-oil exports due to the need to move away from being a single product economy that involves the global economy.

The involvement in construction and building materials as well as textile production is one of the main developments in a country that is needed in order to boost the economic advancements. Innovation plays a major role for success in a competitive and dynamic environment because without innovation, industries cannot attain success and cannot compete with other industries. According to Alegre et al. (2011) Success in innovation and business achievement as well as performance improvement are based on the application of innovation capabilities because it helps companies to be up to date. According to Kiernan (1996), the strong mainstream capabilities in quality, efficiency, speed and flexibility are the factors that show that innovation play a major role in competitive advantage. The bright future of companies is based on the help of its innovation. Lawson et al, (2001) state that, high performing innovators help companies to gain more profits because they can consistently bring new high quality products to the market with lower cost than competitors. Additionally, these companies use process and systems innovation in order to satisfy their customers by improving their products and value. Lawson et al, (2001) state that this combination creates a dynamic and sustainable strategic position which helps the organization constantly and be able to compete towards targeting competitors.

2. Aim of the study

The aim of this study is to find out the relationship between innovation capabilities and export performance and further to find the most influential innovative determinants in construction chemicals, building materials and textile for Turkish export firms.

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 a firm to have more advantages in competition, they should increase the capacity of productivity in terms of efficiency, profitability which facilitate them to enter new markets and extend present markets. İn order to determine accurate strategies, the connection between innovation and export must be understood better.

The aim of this study is to find out the relationship between innovation capabilities and export performance and further to find the most influential innovative determinants in construction chemicals, building materials and textile for Turkish export firms.

2.2 Section of the study

The study is organized as follow: The first section is summarizing the relevant literature and explain the derivation of the main innovation capabilities and export performance. The methodology and findings of the field study on a simple of 208 questioners in construction chemicals, building materials and textile for Turkish export firms.

3. Literature review

3.1. Effective Innovation capabilities strategy

An innovation strategy is a plan to grow market share or profits through products and service innovation. According to Adler and Shenbar (1990), innovation capabilities is:

“(1) the capacity of developing new products that satisfy market needs; (2) the capacity of applying appropriate process and technologies to produce these new products; (3) the capacity of developing and adopting new products and processing technologies to satisfy the future needs; and (4) the capacity of responding to accidental technological activities and unexpected opportunities created by competitors. “An innovation is therefore defined as the kind of process and system used continuously for transforming knowledge and ideas into new products in order to help the firm and its stakeholders to gain benefits.

Innovation capability itself is not a separately identifiable construct. Reinforcing practices and processes are the main composed capabilities which play a major role within the firm. These processes are the key mechanism for stimulating, measuring and reinforcing innovation (Lawson et al, 2001).

According to Kanter (1989), he argues that, “organizations are most effective where the different resource needs of the mainstream and new stream are recognized and that their management is largely autonomous. Thus, ‘mainstream’ means capabilities and ‘new stream’ means innovation.

3.1.1 Resources allocation capabilities strategies

Resources allocation capabilities of a firm are considered one of the most eye catching topics for researchers. According to Andrews (1980), he looks at resources in the conventional concept of strategy, which he believes as a key factor to help firms understand how resources of a firm can enhance its strengths and weaknesses. “Resource allocation is the process of assigning and managing assets in a manner that supports an organization's strategic goals".

Amit & Schoemaker (1993) indicate that, the resources of the firm can be subdivided into many categories if it is useful for the problems at hand. These resources can be cited as follows: land, equipment, labor (which refer to the capabilities and knowledge from top managers and employees) and capital (organizational, tangible and intangible) (Penrose, 1995). In order for a firm to improve its efficiency and effectiveness, it should be able to conceive and implement strategies that can control all the resources such as all the assets, capabilities, organizational processes, firm attributes, information and knowledge (Barney, 1991). The firm's ability to mobilize and expand its resources can be represented by the resource exploiting capability (Guan et al, 2003).

Amit & Schoemaker (1993) further note that, RAC are all types of resources that help companies enter into markets and they can be considered as tradeable such as "patents and licenses, financial and physical assets as facilities and equipment, human capital, and organizational capital. According to Barney (1991), a company controls precious resources and strategically these resources strengthen the implementation of strategies.

3.1.2 Organizational capabilities strategies

According to Leonard Barton (1992), organizational capabilities are the knowledge sets that distinguish and provide competitive advantage. "An organizational capability is a company's ability to manage resources, such as employees, effectively to gain an advantage over competitors". This suggests that organizations have to consider pursuing greater organizational knowledge as the central motivator to build their capabilities In another definition, Barton (1992) defines organizational capabilities as "sets of knowledge based organizations that support competitive advantage through innovation and flexibility gained by building alignment between the strategic intent as well as the organizational structure and expertise of the workforce" There are three areas in OC which are strategic orientation, organizational structure and individual knowledge. Specific empowered systems and processes that cooperation and alignment between those three areas are created if there is interaction between them (B. Bus, 2006). peoples' skills, knowledge embedded in physical systems, managerial systems and organizational models are considered the core organizational capabilities which support and reinforce the growth of knowledge as well as values that encourage the accumulation of different kinds of knowledge" (Leonard,1995).

Organizational Capabilities have played a significant role in terms of job creation. According to Grant (1991) Firm's performance is due to organizational capabilities. There are two major categories of capabilities: (1) The changing nature of the business environment and (2) strategic management which is a key factor in adapting, integrating and reconfiguring knowledge-based capabilities towards a changing environment. According to Teece et al., (1997) İdeally, the capabilities are dynamic and can be defined as the ability of managers to renew skills and firm's competencies in order to match the changing business environment.

Nelson and Winter, 1982; Teece et al., (1997) believe that in order for a company to extend its performance into new market and new product categories as well as new ways of doing business, it must have the kind of organizational capabilities that can be able to transfer or redeploy capabilities from one organizational or business environment to the other.

3.1.3 Strategic capabilities strategies

According to Stephen, (2007) Strategic capabilities can be referred to as the ability to develop soundly based strategies (at a range of different levels) and the ability to apply strategic thinking and manage an organization strategically. According business dictionary "Strategic capabilities can generally be defined as sets of capacities, resources and skills that create a long-term competitive advantage for an organization."

According to Johnson et al, (2011) Financial capability, human capability and physical capability are considered as the components of strategic capabilities. Stephen, (2007) believes that, a good strategy can help firms to better use their scarce resources because it leads to clarity about relative priorities and thus helps to make good decisions in terms of resource allocation. Strategic capabilities enable firms to improve on how to deal with short and long term crises and challenges because clarity about goals can cope crises with longer term objectives in mind. Stephen, (2007) further articulates that, “Better outcomes, not only because clarity about goals allow a focus on the best means of achieving them, but because good strategy is analytically rigorous and evidence based”. In order for a company to achieve a sustainable competitive advantage, it must have a right innovation strategy that can help a company deal with problems they face. The firm’s innovation strategy helps to attain its direction in terms of resource and its common innovation goals (Oke, 2007). Some researchers believe that innovation strategy should focus on one innovation. However, other researchers are of the view that combining between six various types of innovations have a major impact on the organization (Tavasssoli and Karlsson, 2015). Most studies report a positive relationship between innovation strategy and firm’s performance but in some cases the results are differently based on performance measurement (Clomp & van Leuven, 2001).

3.1.4 Management capabilities strategies

Management has to make sure that the focus of the organization is duly strong 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. According Wikipedia " is the approach to the management of an organization, typically a business organization or firm, based on the "theory of the firm" as a collection of capabilities that may be exercised to earn revenues in the marketplace and compete with other firms in the industry".

Attitudinal characteristics as noted by (Sousa, 2004), have been further classified into management international orientation, export commitment and support, customer orientation, perception towards competitiveness, perceptions about export advantage and export barrier. On the other hand, export experience, foreign language proficiency and educational level of the manager are all considered to be part of skill-based characteristics that are needed (Moghaddam, 2012).

According Escorsa castells and Valls Pasola (2004), some studies have been conducted and brought the concept of innovation and technology management under a single name.

A well-known definition by Gary Hamel 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 this researcher’s understanding, management innovation is the way managers change things and be able to help companies reach their goals.

3.1.5 Culture capabilities strategies

According to Hofstede (1980) Culture capabilities is the collective programming of the mind which distinguishes members of a human group from others. According Beasley intercultural web “Cultural capability is an increasingly important skill that enables high performance at workplaces. It ensures people at all levels of the organization communicate effectively, engage respectfully and collaborate for results”.

Organizational culture can be defined as the environment in which variables have an effect on all organizational members in different levels. Hence a good understanding of cultural structures can play a major role in having effective management and controlling the organization. In order to solve problems related to external conformity, members of the organization train new members in written and unwritten cultures. (This can help firms to participate in global markets) and international integration (which helps firms to coordinate and strengthen the process within an organization).

According to Asgarian (2009), changing organizational culture, views and emotions of members become possible based on the necessity of its capacity. Asgarian (2009) further state that, “Some features of some organization cultures are innovation and risk taking into consideration the details, members of the organization, outcomes, ambitions and stability”.

Innovation cultures help a firm to find out a strategy for creating new channels, while providing new methods for selling products that have value for customers. Therefore, companies can gain more profits when it comes to improving product performance and marketing strategies and attaining desirable performances by implementing culture innovation in a better way. Cultural innovation plays a major role in the product innovation process because it encourages employees to be creative and take risks to develop new ideas that can be helpful for a company. Therefore, in order for a firm to improve its performance it needs cultural innovation because it enables the development of new products, open communication and creates good employee relationships.

3.1.6 Learning capabilities strategies

Learning capabilities are defined as the ability to initiate, develop, strengthen and utilize the learning that is necessary for an organization in order to help the organization reach desired outcomes and goals. According to Elgar & Chiva (2008), organizational learning is "a process that creates any changes in models that are related to learning". The performance of the organization and standards can be improved by organizational learning. Learning capability is basically the ability to gain and learn something and apply it.

Hamid Tohidi et al (2012) define learning capabilities as a set of tangible and intangible resources or skills that organizations use in order to compete and enable them to reach a new competitive advantage. Tohidi et al (2012) further state that, from the previous definitions, these capabilities include experimentation, managerial commitment and empowerment, risk taking, open space, and interaction with external environment, knowledge transfer and integration as the indicators of measuring organizational learning capabilities.

One of the main factors that enhance a firm's performance is organizational learning because it has been identified as the key factor for achieving competitive advantage in a complex and turbulent market. The sharing beliefs and meaning among people in a society in which they play an essential role can be defined as organizational learning (Chiva and

Alegre 2005). Previous research show that organizational learning plays an important role when it comes to competitive issues especially in market orientation (Zhou, Yim and Tse, 2005).

According to Goh and Richards (1997) OLC as the managerial characters that facilitate organizational learning or allow an organization to learn in order to help employees understand 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 general, firms that are able to understand other firms learning capabilities such as customers, suppliers and competitors, market evolution and technology can improve their market environment because they will be able to act upon other firms. Firms that learn efficiency from their past experience can export faster than firms whose system of learning is weak. Export performance can be identified by learning capabilities.

Learning capabilities help firms to enter into international markets easıly and help them compete with other firms. This also helps firms to gather information and enable them to enhance their performance.

3.2 Export performance

According to Moshabakikhademi (2012), "Export performance is the range of business targets (including strategic and financial targets) that can be achieved by designing and implementing marketing strategies to export a product. The study of export performance dates back to the 1960s. "The EP indicators used in the studies reviewed that it can be classified into objective and subjective measures. Indicators that are based mainly on absolute values such as export intensity, export sales volume and export market share, among others are called objective measures. Meanwhile, indicators that measure the perceptual or attitudinal performance such as perceived export success and satisfaction with export sales are considered to be subjective measures of performance".

Meanwhile, indicators that measure the perceptual or attitudinal performance such as perceived export success and satisfaction with export sales are considered to be subjective measures of performance (Sousa, 2004)".

EP has no unanimously recognized definition. However, (Shoham, 1998) states that export performance refers to three indicators which are: sales growth, export profitability and export growth. It highlights the multidimensionality of construction but remains fairly broad. İts variables can enable a firm to see whether the export activity is more or less successful. According Wikipedia "Export performance is the relative success or failure of the efforts of a firm or nation to sell domestically-produced goods and services in other nations".

To measure the export performance of a firm, many issues have to be studied such as export sales growth, sales volume, export profits and satisfaction of performance.

There have been some researches carried out to find out results about export performance but still, the uniformity of these results have not yet been established. Thus, there is a need to study and elaborate the concept of export performance in order to come up with solutions on this concept (Shoham, 1998). Therefore, in this study, the researcher will study export sales growth, export sales volume, export profit shares and satisfaction of performance as key factors on export performance.

3.3 The relationship between innovation capabilities and export performance

As indicated by Azar and Ciabuschi (2017), these two scholars note that, over the past twenty (20) years, some scholars believed that, there is a relationship between innovation capabilities and export performance. Azar and Ciabuschi (2017) further state that this is due to various types of research that has been done on the impact of innovation capabilities and export performance. Researchers agree that innovations and export have strong connections towards company performance (Rodil, Vence, and Del Carmen Sánchez, 2016).

However, Mandy's study (2009), concluded that distinctive capabilities and export performance have no significant relationship. According to Basile (2001) When it comes to the globalization market, some of the researchers show that technology has played a major role in export performance especially for companies that enter into the international market.

Thus, there is evidence that innovation can be considered as one of the most important factors to enhance export performance. On the other hand, research shows that the effects of innovation have been determined by various significant differences (Jingtao et al, 2013). Some Empirical evidence states that, there is a relationship between these two concepts on a firm's performance (Cassiman and Golovko, 20117), However, some scholars suggest that there is no relationship in export and innovation towards a firm's performance (Kaleka, 2012). Due to the various types of research on the impact of innovation capabilities and export performance. In this study, this researcher will point out the innovation capability-related components that are significant and determinants in a business's export competitiveness.

4. Methodology

4.1 Research questions

1.Is there a relationship between İnnovation capabilities and export performance beyond the impact of export sales growth?

2. Is there a relationship between İnnovation capabilities and export performance beyond the impact of export sales volume?

3. Is there a relationship between İnnovation capabilities and export performance beyond the impact of export profit share?

4. Is there a relationship between İnnovation capabilities and export performance beyond the impact of satisfaction of performance?

4.2 Research hypothesis

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

Hypothesis:

H. Effective innovation strategies have significant impact on export performance.

H1. Effective innovation strategies have major influence on export sales growth.
H1a.Resources allocating strategies have major influence on export sales growth.
H1b.Organizational strategies have major influence on export sales growth.
H1c.Strategic strategies have major influence on export sales growth.
H1d.Managment strategies have major influence export sales growth.
H1e. Culture strategies have major influence on export sales growth.
H1f.Learning strategies have major influence on export sales growth.

H2. Effective innovation strategies have major influence on export sales volume.
H2a.Resources allocating strategies have major influence on export sales volume.
H2b.Organizational strategies have major influence on export sales volume.
H2c.Strategic strategies have major influence on export sales volume.
H2d.Managment strategies have major influence export sales volume.
H2e. Culture strategies have major influence on export sales volume.
H2f.Learning strategies have major influence on export sales volume.

H3. Effective innovation strategies have major influence on export profit share.
H3a.Resources allocating strategies have major influence on export profit share.
H3b.Organizational strategies have major influence on export profit share.
H3c.Strategic strategies have major influence on export profit share.
H3d.Managment strategies have major influence export profit share.
H3e. Culture strategies have major influence on export profit share.
H3f.Learning strategies have major influence on export profit share.

H4. Effective innovation strategies have major influence on satisfaction of performance.
H4a.Resources allocating strategies have major influence on satisfaction of performance.
H4b.Organizational strategies have major influence on satisfaction of performance.
H4c.Strategic strategies have major influence on satisfaction of performance.
H4d.Managment strategies have major influence satisfaction of performance.
H4e. Culture strategies have major influence on satisfaction of performance.
H4f.Learning strategies have major influence 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, a questionnaire was developed including various types of questions. In order to prepare an appropriate questionnaire, firstly the literature was reviewed and an interview was conducted with the representatives of ten exporting firms in Istanbul. Subsequently, a pilot study was carried out with a sample representing the targeted population.

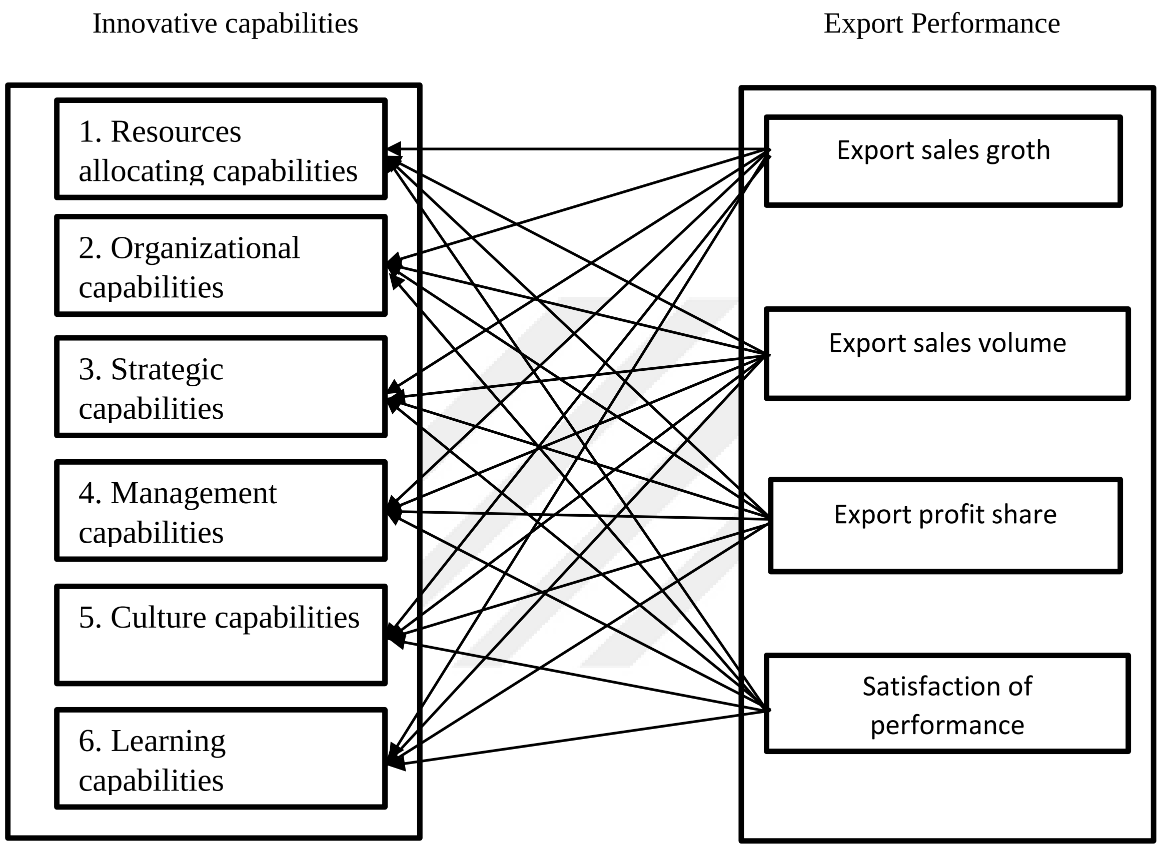
4.4. Measurement tool.

In this study, the questionnaire comprised two parts: (a) The first part consists of 6 demographic questions about the participant. (b) the second part included 48 questions related the effect of innovative strategies on 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 was developed by Vicente et al. (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.

5. Results and discussions

5.1. Data analysis and scales

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.

5.2. Research Findings

5.2.1. Demographic Frequencies

In the table below, some demographic data of the research participant is compiled.

Table 1: Demographic Variables Statistics

Variables	f	%
Gender		
Male	128	61,54
Female	80	38,46
Total	208	100
Age		
18-24	17	8,10
25-34	74	35,58
35-44	67	32,21
45-54	50	23,79
Total	208	100
Education		
Less than secondary education	32	15,38
Secondary education	36	17,3
Undergraduate Degree	128	61,54

Postgraduate Degree	12	5,77
Total	208	100
How many years of work experience do you have		
Less than 1 year	58	27,88
1-5 years	92	44,23
6-10 years	25	12,02
11-15 years	22	10,58
16 years and over	11	5,29
Total	208	100
Sector of the Company		
Chemicals	105	50,48
Building	70	33,65
Textile	33	15,87
Total	208	100
What is your current position		
Company owner	5	2,41
High-level manager	12	5,77
Intermediate manager	33	15,87
Low-level manager	36	17,31
Employee	122	58,64
Total	208	100

In the table above, demographic information of the employees participating in the research was compiled. 61.54% of the participants are male and 38.46% are female. Looking at the age of the people, the majority was found to be between 20 and 55 years old. People in this age range constitute approximately 88% of the participants. As many as 61.54% of the participants are graduates of Undergraduate Degree. 15.38% is at the level of Less than secondary education. Participants were asked about their work experience period and people with less than 1 year work experience 27.88%, 44.23% with 1-5 years work experience, 12.02% with 6-10 years work experience, 11-15 years They have 10.58% of work experience and 5.29% of work experience of more than 16 years. Sector distributions are also given in the table. 105 people from the chemical industry, 70 from the Building industry and 15.87 from the textile industry participated in the research. Employees were asked about their positions in their companies. The majority of employees are intermediates and low-level managers.

5.3 Factor Analysis

The following tables include factor analyses of the research scales.

Table 2: Factor Analysis for Innovation Capabilities Scale

Dimensions	Average Components Value	Total Variance Explained
Strategic capabilities	0,802	15,439
Organizational capabilities	0,786	11,957
Learning capabilities	0,781	10,485
Resources allocating capabilities	0,734	7,153
Management capabilities	0,724	7,946

Culture capabilities	0,722	7,754
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
Total Variance Explained: 60,734		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,852
Approx. Chi-Square		7344,3765
Df		811
Sig.		0,000

In the table above, factor analysis was applied to the Innovation Capabilities scale and 6 dimensions were obtained as a result. Average factor loads corresponding to the dimensions are included in the table. The scale disclosure rate for each dimension is arranged in the table. The strategic capabilities dimension can explain 15.439% of the scale, Organizational capabilities 11.957%, Learning capabilities 10.487%, Resources allocating capabilities 7.1153%, Management capabilities 7.946%, Culture capabilities 7.754. The 6 dimensions obtained as a result of the analysis can explain 60, 734% of the scale. The rest is explained by different variables. The next analysis will continue with the new 6 dimensions (variable).

Table 3: Factor Analysis for Export Performance Scale

Dimensions	Average Components Value	Total Variance Explained
Export sales growth	0,805	15,833
Export sales volume	0,801	15,253
Export profit share	0,793	13,485
Satisfaction of performance	0,721	7,843
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
Total Variance Explained:		52,414
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,907
Approx. Chi-Square		8243,2607
Df		846
Sig.		0,000

In the table above, factor analysis was applied to the Export Performance Scale and as a result, 4 dimensions were obtained. Average factor loads corresponding to the dimensions are included in the table. The scale disclosure rate for each dimension is arranged in the table. Export sales growth size scale can explain 15,833%, Export sales volume 15,253%, Export profit share 13,485% and Satisfaction of performance 7,843%.

All of the 4 dimensions formed can explain 52.414% of the scale together. The remainder is explained by different variables.

5.4 Reliability Analysis

The following table shows the reliability values of the scales and its sub-dimensions.

Table 4: Reliability Analysis Results

Scales and Dimensions	Cronbach's Alpha	N of Items
Innovative Capabilities Scale	0,852	39
Resources Allocation Capabilities	0,888	6
Organizational Capabilities	0,848	7
Strategic Capabilities	0,891	6
Management Capabilities	0,848	7
Culture Capabilities	0,891	6
Learning Capabilities	0,816	7
Export Performance Scale	0,804	9
Export Sales Growth	0,765	2
Export Sales Volume	0,848	2
Export Profit Share	0,811	2
Satisfaction of Performance	0,796	3

(n): 208

The reliability values obtained as a result of the analysis are compiled in the table above. Reliability of the dimensions of the Innovative Capabilities scale was found above 0.800. These values are very reliable for research. The value for the Innovative Capabilities scale is 0.852. The Cronbach Alpha value of the export performance scale was found to be 0.804. This value is reliable for research. The Cronbach alpha values calculated for the sub-dimensions of the export performance scale are above 0.700 as seen in the table. This situation found us that the scale and its sub-dimensions are suitable for research and are in good reliability.

5.5. Regression Analysis

In the tables below, regression analyzes are compiled to examine the effects of independent variables on dependent variables.

Table 5: Regression Model for Export Sales Growth

Independent Variables	B	Stnd. Deviation	Beta	t	Sig.
Constant	1,222	1,011		2,014	0,000
Resources allocating strategies	0,344	0,109	0,246	1,498	0,012
Organizational strategies	0,316	0,103	0,216	1,439	0,031
Strategic strategies	0,013	0,019	0,012	2,133	0,034
Management strategies	0,133	0,082	0,122	1,058	0,000
Culture strategies	0,333	0,082	0,228	0,682	0,000
Learning strategies	0,213	0,108	0,212	2,941	0,000
F: 14,754 df: 5 R*: 0,285 p<0,05					
Dependent Variable: Export Sales Growth					

In the table above, the dependent variable is Export sales growth. The effects of the independent variables on the Export sales growth variable are the magnitude of the Beta values. For example, when the actions related to Culture strategies are increased, the amount of Export sales growth will increase by 0.228. The positiveness of all Beta coefficients indicates that independent variables will have an increasing effect on the dependent variable. In the regression model, sig corresponding to Beta coefficients. values are important. This sig. Values are expected to be below the 0.05 significance level to achieve significance. Otherwise, the effect of independent variables on the dependent variable will be meaningless. All sig in this model. values below 0.05 significance level indicates that the following hypotheses are rejected. The model disclosure rate of the variables is 0.285. The high F value (F: 14,754, $p < 0.05$) indicates that the model parameters are significant.

H01. Effective innovation strategies have not major influence on export sales growth.

H1. Effective innovation strategies have major influence on export sales growth.

H01a.Resources allocating strategies have not major influence on export sales growth.

H1a.Resources allocating strategies have major influence on export sales growth.

H01b.Organizational strategies have not major influence on export sales growth.

H1b.Organizational strategies have major influence on export sales growth.

H01c.Strategic strategies have not major influence on export sales growth.

H1c.Strategic strategies have major influence on export sales growth.

H01d.Managment strategies have not major influence export sales growth.

H1d.Managment strategies have major influence export sales growth.

H01e. Culture strategies have not major influence on export sales growth.

H1e. Culture strategies have major influence on export sales growth.

H01f.Learning strategies have not major influence on export sales growth.

H1f.Learning strategies have major influence on export sales growth.

Table 6: Regression Model for Export Sales Volume

Independent Variables	B	Stnd. Deviation	Beta	t	Sig.
Constant	1,077	0,381		2,049	0,000
Resources allocating strategies	0,444	0,119	0,346	2,492	0,002
Organizational strategies	0,416	0,103	0,316	2,439	0,000
Strategic strategies	0,014	0,019	0,013	2,233	0,004
Management strategies	0,144	0,082	0,133	2,052	0,000
Culture strategies	0,444	0,082	0,338	0,622	0,000
Learning strategies	0,214	0,108	0,313	2,942	0,000

F: 16,033 df: 5 R*: 0,243 p<0,05

Dependent Variable: Export Sales Volume

The dependent variable in the table above is Export Sales Volume. The effects of the independent variables on the Export Sales Volume variable are the magnitude of the Beta values. For example, when the actions related to Management strategies are increased, the amount of Export Sales Volume will increase by 0.082. The positiveness of all Beta coefficients indicates that independent variables will have an increasing effect on the dependent variable. Also sig corresponding to this value. value of less than 0.05 indicates that this effect is statistically significant. In the regression model, sig corresponding to Beta coefficients. values are important. All sig in this model. values below 0.05 significance level indicates that the following hypotheses are rejected. The model disclosure rate of the variables is 0.24. The high F value (F: 16,033, p <0.05) indicates that the model parameters are significant.

H2. Effective innovation strategies have major influence on export sales volume.

H02. Effective innovation strategies have major influence on export sales volume.

H2. Effective innovation strategies have major influence on export sales volume.

H02a.Resources allocating strategies have not major influence on export sales volume.

H2a.Resources allocating strategies have major influence on export sales volume.

H02b.Organizational strategies have not major influence on export sales volume.

H2b.Organizational strategies have major influence on export sales volume.

H02c.Strategic strategies have not major influence on export sales volume.

H2c.Strategic strategies have major influence on export sales volume.

H02d.Managment strategies have not major influence on export sales volume.

H2d.Managment strategies have major influence on export sales volume.

H02e. Culture strategies have not major influence on export sales volume.

H2e. Culture strategies have major influence on export sales volume.

H02f.Learning strategies have not major influence on export sales volume.

H2f.Learning strategies have major influence on export sales volume.

Table 7: Regression Model for Export Profit Share

Independent Variables	B	Stnd. Deviation	Beta	t	Sig.
Constant	1,103	0,811		1,306	0,000
Resources allocating strategies	0,278	0,109	0,185	1,098	0,000
Organizational strategies	0,083	0,103	0,115	2,469	0,000
Strategic strategies	0,065	0,019	0,102	2,166	0,001
Management strategies	0,037	0,082	0,044	1,054	0,001
Culture strategies	0,157	0,082	0,177	0,682	0,000
Learning strategies	0,244	0,108	0,19	3,066	0,000
F: 13,444 df: 5 R*: 0,297 p<0,05					

Dependent Variable: Export Profit Share

The dependent variable in the table above is Export Profit Share. The effects of the independent variables on the Export Profit Share variable are the magnitude of the Beta values. For example, when the actions related to Resources allocating strategies are increased, the amount of Export Profit Share will increase by 0.109. The positiveness of all Beta coefficients indicates that independent variables will have an increasing effect on the dependent variable. In the regression model, sig corresponding to Beta coefficients. values are important. This sig. Values are expected to be below the 0.05 significance level to achieve significance. Otherwise, the effect of independent variables on the dependent variable will be meaningless. All sig in this model. values below 0.05 significance level indicates that the following hypotheses are rejected. The model disclosure rate of the variables is 0.297. The high F value (F: 13,444, p <0.05) indicates that the model parameters are significant.

H03. Effective innovation strategies have not major influence on export profit share.

H3. Effective innovation strategies have major influence on export profit share.

H03a.Resources allocating strategies have not major influence on export profit share.

H3a.Resources allocating strategies have major influence on export profit share.

H03b.Organizational strategies have not major influence on export profit share.

H3b.Organizational strategies have major influence on export profit share.

H03c.Strategic strategies have not major influence on export profit share.

H3c.Strategic strategies have major influence on export profit share.

H03d.Managment strategies have not major influence export profit share.

H3d.Managment strategies have major influence export profit share.

H03e. Culture strategies have not major influence on export profit share.

H3e. Culture strategies have major influence on export profit share.

H03f.Learning strategies have not major influence on export profit share.

H3f.Learning strategies have major influence on export profit share.

Table 8: Regression Model for Satisfaction of Performance

Independent Variables	B	Stnd. Deviation	Beta	t	Sig.
Constant	1,008	1,001		2,612	0,000
Resources allocating strategies	0,138	0,109	0,188	2,481	0,000
Organizational strategies	0,083	0,103	0,063	2,685	0,000
Strategic strategies	0,065	0,019	0,065	1,487	0,002
Management strategies	0,037	0,082	0,037	1,011	0,000
Culture strategies	0,105	0,082	0,122	1,066	0,023
Learning strategies	0,217	0,108	0,204	1,934	0,000
F: 5,145 df: 5 R*: 0,198 p<0,05					

Dependent Variable: Satisfaction of Performance

In the table above, the dependent variable is Satisfaction of performance. The effects of the independent variables on the Satisfaction of performance variable are the magnitude of the Beta values. For example, when the actions related to organizational strategies are increased, the amount of Satisfaction of performance will increase by 0.063. The positiveness of all Beta coefficients indicates that independent variables will have an increasing effect on the dependent variable. In the regression model, sig corresponding to Beta coefficients. values are important. This sig. Values are expected to be below the 0.05 significance level to achieve significance. Otherwise, the effect of independent variables on the dependent variable will be meaningless. All sig in this model. values below 0.05 significance level indicates that the following hypotheses are rejected. The model disclosure rate of the variables is 0.198. The high F value (F: 5,145, $p < 0.05$) indicates that the model parameters are significant.

H04. Effective innovation strategies have not major influence on satisfaction of performance.

H4. Effective innovation strategies have major influence on satisfaction of performance.

H04a.Resources allocating strategies have not major influence on satisfaction of performance.

H4a.Resources allocating strategies have major influence on satisfaction of performance.

H04b.Organizational strategies have not major influence on satisfaction of performance.

H4b.Organizational strategies have major influence on satisfaction of performance.

H04c.Strategic strategies have not major influence on satisfaction of performance.

H4c.Strategic strategies have major influence on satisfaction of performance.

H04d.Managment strategies have not major influence on satisfaction of performance.

H4d.Managment strategies have major influence on satisfaction of performance.

H04e. Culture strategies have not major influence on satisfaction of performance.

H4e. Culture strategies have major influence on satisfaction of performance.

H04f.Learning strategies have not major influence on satisfaction of performance.

Summary

According to the regression analysis, all hypotheses were accepted. The effects of all the independent variables mentioned in the research on the dependent variables are positive and significant. In this case, it has been concluded that strengthening the strategies related to resource, organizational, strategic, managerial, cultural and learning will increase the export performance in export companies.

Rejected all of all hypotheses means rejected in the H0-hypothesis, which is the basic hypothesis.

5.6. Hypothesis Results Table

Table 9: Hypothesis results table.

HYPOTHESIS	RESULT
H0. Effective innovation strategies have not major influence **on export performance.**	**Rejected**
H. Effective innovation strategies have major influence **on export performance.**	
H01. Effective innovation strategies have not major influence **on export sales growth.**	**Rejected**
H1. Effective innovation strategies have major influence **on export sales growth.**	
H01a.Resources allocating strategies have not major influence on export sales	**Rejected**

growth.	
H1a.Resources allocating strategies have major influence on export sales growth.	
H01b.Organizational strategies have not major influence on export sales growth.	**Rejected**
H1b.Organizational strategies have major influence on export sales growth.	
H01c.Strategic strategies have not major influence on export sales growth.	**Rejected**
H1c.Strategic strategies have major influence on export sales growth.	
H01d.Managment strategies have not major influence on export sales growth.	**Rejected**
H1d.Managment strategies have major influence export sales growth.	
H01e. Culture strategies have not major influence on export sales growth.	**Rejected**
H1e. Culture strategies have major influence on export sales growth.	
H01f.Learning strategies have not major influence on export sales growth.	**Rejected**
H1f.Learning strategies have major influence on export sales growth.	
H02. Effective innovation strategies have not major influence **on export sales volume.**	**Rejected**
H2. Effective innovation strategies have major influence **on export sales volume.**	
H02a.Resources allocating strategies have not major influence on export sales volume.	**Rejected**
H2a.Resources allocating strategies have major influence on export sales volume.	
H02b.Organizational strategies have not major influence on export sales volume.	**Rejected**
H2b.Organizational strategies have major influence on export sales volume.	

H02c.Strategic strategies have not major influence on export sales volume.	**Rejected**
H2c.Strategic strategies have major influence on export sales volume.	
H02d.Managment strategies have not major influence export sales volume.	**Rejected**
H2d.Managment strategies have major influence export sales volume.	
H02e. Culture strategies have not major influence on export sales volume.	**Rejected**
H2e. Culture strategies have major influence on export sales volume.	
H02f.Learning strategies have not major influence on export sales volume.	**Rejected**
H2f.Learning strategies have major influence on export sales volume.	
H03. Effective innovation strategies have not major influence **on export profit share.**	**Rejected**
H3. Effective innovation strategies have major influence **on export profit share.**	
H03a.Resources allocating strategies have not major influence on export profit share.	**Rejected**
H3a.Resources allocating strategies have major influence on export profit share.	
H03b.Organizational strategies have not major influence on export profit share.	**Rejected**
H3b.Organizational strategies have major influence on export profit share.	
H03c.Strategic strategies have not major influence on export profit share.	**Rejected**
H3c.Strategic strategies have major influence on export profit share.	
H03d.Managment strategies have not major influence on export profit share.	**Rejected**
H3d.Managment strategies have major influence on export profit share.	

H03e. Culture strategies have not major influence on export profit share.	**Rejected**
H3e. Culture strategies have major influence on export profit share.	
H03f.Learning strategies have not major influence on export profit share.	**Rejected**
H3f.Learning strategies have major influence on export profit share.	
H04. Effective innovation strategies have not major influence **on satisfaction of performance.**	**Rejected**
H4. Effective innovation strategies have major influence **on satisfaction of performance.**	
H04a.Resources allocating strategies have not major influence on satisfaction of performance.	**Rejected**
H4a.Resources allocating strategies have major influence on satisfaction of performance.	
H04b.Organizational strategies have not major influence on satisfaction of performance.	**Rejected**
H4b.Organizational strategies have major influence on satisfaction of performance.	
H04c.Strategic strategies have not major influence on satisfaction of performance.	**Rejected**
H4c.Strategic strategies have major influence on satisfaction of performance.	
H04d.Managment strategies have not major influence on satisfaction of performance.	**Rejected**
H4d.Managment strategies have major influence satisfaction of performance.	
H04e. Culture strategies have not major influence on satisfaction of performance.	**Rejected**

H4e. Culture strategies have major influence on satisfaction of performance.	
H04f.Learning strategies have not major influence on satisfaction of performance.	**Rejected**
H4f.Learning strategies have major influence on satisfaction of performance.	

6. Conclusion, Limitations and Recommendations for Future Research

6.1. Conclusion

The demographic data in the analysis section, 61.54% of the participants are male and 38.46% are female. Looking at the age of the people, the majority was found to be between 20 and 55 years old. People in this age range constitute approximately 88% of the participants. As many as 61.54% of the participants are graduates of Undergraduate Degree. 15.38% is at the level of Less than secondary education. Participants were asked about their work experience period and people with less than 1 year work experience 27.88%, 44.23% with 1-5 years work experience, 12.02% with 6-10 years work experience, 11-15 years They have 10.58% of work experience and 5.29% of work experience of more than 16 years. Sector distributions are also given in the table. 105 people from the chemical industry, 70 from the Building industry and 15.87 from the textile industry participated in the research. Employees were asked about their positions in their companies. The majority of employees are intermediates and low-level managers.

Scales were reduced in this research to sub-dimensions in order to examine them easily. For this, factor analysis was applied to the data. Export Performance Scale and as a result, 4 dimensions were obtained. Average factor loads corresponding to the dimensions are included in the table. The scale disclosure rate for each dimension is arranged in the table. Export sales growth size scale can explain 15,833%, Export sales volume 15,253%, Export profit share 13,485% and Satisfaction of performance 7,843%. All of the 4 dimensions formed can explain 52.414% of the scale together. Innovation Capabilities scale and 6 dimensions were obtained as a result. Average factor loads corresponding to the dimensions are included in the table. The scale disclosure rate for each dimension is arranged in the table. The strategic capabilities dimension can explain 15.439% of the scale, Organizational capabilities 11.957%, Learning capabilities 10.487%, Resources allocating capabilities 7.1153%, Management capabilities 7.946%, Culture capabilities 7.754. The 6 dimensions obtained as a result of the analysis can explain 60, 734% of the scale. The rest is explained by different variables. The next analysis will continue with the new 6 dimensions. The reliability of the dimensions obtained after factor analysis was measured. As a result of the reliability analysis, it was seen that the dimensions were reliable enough for our research.

Further analysis was continued with new variables, i.e. the dimensions obtained. The dimensions obtained are in accordance with the literature. Regression analyzes were conducted to examine the effects and relationships between these dimensions. Hypotheses were tested with regression analysis. According to the regression analysis, all hypotheses were accepted. The effects of all the independent variables mentioned in the research on the dependent variables are positive and significant. In this case, it has been concluded that strengthening the strategies related to resource, organizational, strategic, managerial, cultural and learning will increase the export performance in export companies.

Despite a great deal of research on innovation-performance relationship, the focus has been on innovations and the effects of organizational innovations have been relatively studied. The hypotheses regarding the relationship between organizational and technological innovations and the export performance of the firm were tested as a result of the regression analysis and it was concluded that the innovations had positive effects on performance. The results show that the innovations made in manufacturing companies increase export performance both directly and indirectly. This study helps manufacturers examining the links between different innovations in relation to export performance, and contributes to international trade and marketing literature by generating new evidence on the mechanisms by which organizational and technological innovations can improve export performance.

The growth, development and success of any exporting company largely depends on how effective and efficient is its innovation system is, especially higher innovation capabilities because higher innovation capabilities have direct bearing on the productive capacity of a company by innovating resource allocation, organization, strategy, management, culture and learning capabilities which eventually shoulder the responsibility of developing that company. Thus, the effectiveness and efficiency of the export performance depends on the quality of services provided by its innovation capabilities. Thus, it should be provided with better quality in order to achieve the company's goals.

The first point of view is that innovation can directly affect the performance of export, showing positive, no effect or negative effects. The second point of view is that some moderating variables affect the relationship between innovation and export performance and the market environment can be considered as one of the moderating variables.

While these results appear to be sensitive to the matching methodology applied and perhaps are not as robust as those of existing studies. The data still provides a strong indication that the relationship between innovation and export depends on the innovation capabilities in which the firms operate.

For Turkish small firms, SMEs in which most of the innovation products are well known in the world show that, Turkish export firms play a major role in terms of economy. It is worthy mentioning that, since there are mixed results in literature regarding the topic, the findings of this study is consistent with the findings from some previous studies, but it also contradicts with the results of other studies as outlined in the literature review.

In this era of intensifying competition in the real world, innovation is one of the most important determinants of success in exporting. Innovation capabilities include the information that consumers have about the product, its innovation towards it and any other impressions that they have about the product, which in turn affects their decision about where and when to shop. Therefore, the understanding of the innovation attributes, deemed important in the eyes of the company. The creation of successful innovation capabilities gives a differential advantage to the company over its competitors.

Some of the recommendations from this research include that, Turkish companies should increase the level of cultural capabilities in order to boost their export performance. This means that more collaboration among employees should be applicable. Other than cultural capabilities, learning capabilities should also be shared among the companies. High innovation frameworks should be implemented in order to increase the level of export performance. Thus, the most important action should be taken on the resources allocation because it is one of the key factors that enhance export performance. The most innovative companies benefit the most in terms of export performance. Turkey and Turkish companies should get talented people who are good at innovation in order to increase the export performance.

6.2. Limitations and Recommendations for Future Research

Like other studies, this study has certain limitations in terms of sizes, companies and countries selected. The main limitation is that the research was carried out with limited companies in Istanbul in Turkey. Thus, further research on this topic could be carried out in different companies in Istanbul and other cities in Turkey. In addition, comparisons between cities and businesses would also be useful to broaden the current understanding of the issue.

Among the limitations of this study is that it is a very restricted research focusing only on ten exporting companies in Istanbul. Some companies in Turkey have not been included in this research. These limited facts may create some bias on the study since the findings could not be generalized to companies of the other cities other than Istanbul. The other limitation that arises from the research is one’s intrinsic to the methodology adopted. That is, basing only on interviews without case studies, there is some concern because they provide little basis for generalization and replication of the study. The summary of the research provides the direction for further research. On the other hand, the summary can also help us recognize the mechanisms between innovation and export performance which gives room for the improvement and performance of a company.

It is advisable that in future researches, other Istanbul exporting companies be included as well as companies from other cities and not to concentrate on Istanbul companies alone. It must also be noted that comparison be done to chemical exporting companies, textile exporting companies and to companies that export building materials.

Primarily, in this study, the researcher used a small size sample to analyze the impact of innovation capabilities on export performance. As the behaviors of employees change with the changing of the environment as well as the changing of organizational practices, data should be collected more than once and compare the results from the different samples of the data collected. And as alluded above, future research should include more companies both in Istanbul and in other cities so as to give a wider comparison and understanding. In addition, future researchers should also consider moderating variables such as operational innovation capabilities including manufacturing, marketing as well as R & D capabilities.

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APPENDICES

Appendix 1: Introductory or Cover Letter to Respondents

Institute of Foreign Trade

Department of International Trade

Dear Respondent,

This questionnaire is designed to collect data on the "effect of innovative strategies on export performance". The answers from your questionnaire and others will be used as the main data set for my thesis in partial fulfillment of an award of a Master's Degree **International Trade** at Istanbul Commerce University in Istanbul, Turkey. The information that you provide will be kept strictly confidential and will be used strictly for academic purposes. In order to ensure the utmost privacy, you are not asked to provide you name or address anywhere on the questionnaire.

Please take 15 to 20 minutes of your time to fill out the questionnaire and answer the questions as frankly, honestly and objectively as possible because only you can give us the correct picture of how you experience your innovation on export.

Thank you so much for taking part in this research and for your understanding and assistance.

Best Regards.

Student Supervisor

Abderemane Hassani Assoc.Prof.Dr Pınar Başar

Appendix 2: The Questionnaires

I.GENERAL INFORMATION

1. Gender ? ☐ Male ☐ Female

2. Age ?

☐ Under 18 ☐ 18 – 24 ☐ 24 – 34

☐ 35 – 44 ☐ 45 – 54 ☐ 55 – 64

☐ 65 or above

3. Education ?

☐ Less than secondary education

☐ Secondary education

☐ Undergraduate Degree

☐ Postgraduate Degree

4. How many years of work experience do you have?

☐ Less than 1 year

☐ 1-5 years

☐ 6-10 years

- ☐ 11-15 years
- ☐ 16 years and over

5. Sector of the Company

   ……………………………………………………………………………….

6. What is your current position?

- ☐ Company owner
- ☐ High-level manager
- ☐ Intermediate manager
- ☐ Low-level manager
- ☐ Employees

II. THE EFFECT OF INNOVATIVE STRATEGIES ON EXPORT PERFORMANCE

For each of the questions below, circle the response that best characterizes how you feel about the statement,

Where: 1 = strongly disagree, 2 = Disagree, 3 = uncertain, 4 = Agree, 5 = strongly agree

Please answer to the following statements regarding your innovative capabilities on export market.	Strongly disagree	Disagree	uncertain	Agree	Strongly agree

1.Our firm has enough land	1	2	3	4	5
2. Our firm has enough equipment	1	2	3	4	5
3. We have enough potential managers to all departments	1	2	3	4	5
4. We have enough employees	1	2	3	4	5
5. Our firm has expert employees on innovation	1	2	3	4	5
6. Our firm has expert employees on export performance	1	2	3	4	5
7.Our firm has enough capital to run our business	1	2	3	4	5
8. Our firm has strategic orientation	1	2	3	4	5

[1]

[1] Adopted from : Applied mathematics in Engineering, Management and Technology 3(2) 2015:295-308

	1	2	3	4	5
9. Our firm has strategic organizational structure					
10. Our firm has individual knowledgeable	1	2	3	4	5
11. Our firm has financial strategy	1	2	3	4	5
12. Our firm has human strategy	1	2	3	4	5
13. Our firm has ability to range of different levels	1	2	3	4	5
14. Our firm has capability to deal with short term crisis	1	2	3	4	5
15. Our firm has capability to deal with future challenge	1	2	3	4	5

2

16. Our firm has management competencies to achieve desired outcomes	1	2	3	4	5
17. Our firm has strong organizational performance	1	2	3	4	5
18.Our management ensure firm's goals	1	2	3	4	5
19. Our management ensure firm performance	1	2	3	4	5
20. Our management ensure firm achievement	1	2	3	4	5
21. Our management ensure international orientation	1	2	3	4	5
22. Our management ensure export commitment and support	1	2	3	4	5
23. Our management ensure customers orientation	1	2	3	4	5

3

[2] Adopted from : Applied mathematics in Engineering, Management and Technology 3(2) 2015:295-308

24. Our management ensure competitiveness	1	2	3	4	5
25. Our management has perception on export advantages	1	2	3	4	5
26. Our management has perception on export barrier	1	2	3	4	5
27. Our management has export experiences	1	2	3	4	5
28. Our management know different foreign languages	1	2	3	4	5
29. Our management has education background on management	1	2	3	4	5
30.Our firm has variable environment to all different levels	1	2	3	4	5
31.New employee receive training for written and unwritten culture	1	2	3	4	5

[3] Adopted from : Applied mathematics in Engineering, Management and Technology 3(2) 2015:295-308

[4]

32.We have the right recruiting and hiring system in place to support a culture of innovation	1	2	3	4	5
33.Our firm induce culture that encourage innovation	1	2	3	4	5
34.Our firm is highly adopted and responsive to external culture	1	2	3	4	5
35.Our firm has strength learning necessary	1	2	3	4	5
36.Our learning improve firm performance	1	2	3	4	5
37.Our firm has learning capability to reach new competitive advantage	1	2	3	4	5
38.Our learning enable firm to interact with external environment	1	2	3	4	5
39.Our learning play major role on decision making	1	2	3	4	5

[4] Adopted from: Applied mathematics in Engineering, Management and Technology 3(2) 2015:295-308

[5]

Please answer to the following statements regarding your export performance	**Strongly disagree**	**Disagree**	**uncertain**	**Agree**	**Strongly agree**
40. Our exports are very profitable.	1	2	3	4	5
41. Exports enabled us to reach high volume sales.	1	2	3	4	5
42. Our exports enabled us to realize rapid growth.	1	2	3	4	5
43. Exports have increased the global competitiveness of our company.	1	2	3	4	5
44. Export strengthened the strategic position of our company.	1	2	3	4	5
45. Exports have significantly increased the global market share of our company.	1	2	3	4	5
46. Our export performance has been quite satisfactory for our company.	1	2	3	4	5

[5] Adopted from: Applied mathematics in Engineering, Management and Technology 3(2) 2015:295-308

6

47.Our exports have been quite successful	1	2	3	4	5
48.Our exports fully met our expectations	1	2	3	4	5

i

[i] Translated from: Inci Karadayı (2019) P.73

[6] Translated from: Inci Karadayı (2019) P.73