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DESIGN EXPORT DEVELOPMENT MODEL OF DAIRY PRODUCTS (BY GT)

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ABSTRACT

Purpose: Today, export development is as a way of generating a recovery economy. Almost in all of the developing countries; the issue of export development is at the top of the government's priorities and policies, as there is awareness and attention to the nature of the issue of exports in developed countries. Under these circumstances, companies are trying in different ways to sell their goods and services around the world and maximize their profits.

Method: The present study has a qualitative-exploratory approach and the method of GT has been used as a research method. The tools of this research are semi-structured interviews. The participants of this research are 18 academic experts, experts in the field of export, managers and experts of the companies that were sampled by snowball sampling in the period of 2019

Findings and Conclusion: By analyzing the data of the interviews in the research, developing resistive export as the axial category; the causal conditions include economic foresight, export supports and the necessity to fulfill the macro-policies of resistive economy; interferer conditions include business diplomacy, conditions of economic sanctions and the role of government; ground factors include technological and up-to-date production, competitive organizational climate, efficient supply chain logistics and dynamic contribution of employees; strategies include designing an export-oriented marketing strategy document, enabling knowledgeable human assets, architecting trade negotiations and business intelligentization; consequences include competitive power, economic resilience, economic growth and production and employment boom.

INTRODUCTION

In today's competitive world, a nation's success depends on understanding the available facilities and optimally utilizing them for more

growth and development in all the aspects and fields. This issue seems crucial for our country Iran which has depended largely on oil income for so many years now (Rahmani Youshanlouei, Ansari, MirkazemiMood & Ebrahimi; 2013).

Today, export growth and especially non-oil exports, increase in the country's share in global commerce and international markets, reducing the economy's huge dependence on foreign exchange earnings from selling oil and escaping from a single-product economy (oil) are among the main tasks are among the most important goals of the economy (Monavvarian & Bahadorani; 2017).

It is clear that one of the most important problems of developing countries and transition economies is their single-product economy and their dependency on raw materials (Asgari, Azarbaijani, Tayyebi & Barzani; 2013). Such countries have an extremely fragile structure against inconsistencies and outside pressure. It is obvious that in such situation, any kind of irregular fluctuation in prices of a commodity or limited commodities that constitute the main income sources of these countries will lead to massive effects on their entire structures (Costa, Lages & Hortinha; 2015). It is obvious that in these conditions, the policy of expanding exports has gained the attention of macroeconomy planners (Asgari & et al.; 2013).

Nowadays, exports growth for governments is the key to recreate economy (Griffith & Czinkota; 2012), Almost in every developing country, the subject of exports development is one of the main priorities and policies of governments as there is an awareness and attention regarding the importance of exports in developing countries (Moshabaki & Khademi; 2012). For reasons such as the growth of global commerce and sales activities in the world, exports are very important for countries and companies. The process of globalization, global market competition and also performance problems of exporters have led to an increased interest in this subject (Sousa, Martinez Lopez and Coelho; 2008). In these conditions, companies try in different ways to sell their goods and services around the globe and maximize their profits. With exports, companies can present their product in foreign markets with minimum involvement in local activities (Natiq & Niakan; 2009).

For some reasons, dairy industries in recent years have experienced a vast decrease in export markets and also sinusoidal exports and strategies should be made to fully escape this situations. Potential abilities of the country's dairy companies and also the presence of diverse and proper markets for exporting dairy products to Middle East and Asia can create the proper conditions to retake past markets and even improve and increase continuous and stable exports. In recent years and despite application of different policies for the growth of this industry, exports of dairy products have not experienced a significant increase and considering the potential power of the country, this is not suitable. This issue could be due to different influence of different factors and their susceptibility to each other; and others might just be the intermediate between factors that should be detected and ranked and the impact of each factor on exports should be determined. If we do not find the main roots of problems and barriers on the way of dairy industry and if the factors contributing to and reasons for this situation are not determined, we will continue to see the loss of income and benefits of

exporting these products into international markets. Thus, the current research tries to detect and rank the most important factors that can be effective in development of exports of dairy products; and in the end, we present its model. The main research question is: what is the proper model for development of dairy products' exports in the macropolitics framework of resistive economy?

THEORETICAL BASES

Globalization of markets has been one of the most notable discussions among academic researchers and professional businessmen in the last two decades. The efforts made by governments to increase their share in international commerce has made this discussion more important than ever (Ahmadi, Kordnaeich & Mirsharifi; 2008).

Although globalization does not have a single definition, one of its features which everybody agrees with is the integration in economy, politics, environment, social development, etc. (Hasanpour; 2014)

In the current process of globalization, expanding foreign commerce has a special place. In recent years, international commerce has been widely considered in the agendas of all countries. In this process, developing countries which constitute a large part of the world are actively contributing in the global commerce and are looking to increase their portion of global commerce. So that in the new geography of international commerce, developing countries (south countries) are gradually becoming one of the hubs of global commerce (Harati, Bahrad Amin & Kahraze; 2014).

Doubtless, achieving global markets is the goal of companies and organizations that consider "following" as failure and does not like compliance; rather they look to be known, profound and futuristic. They want to be capable of developing teamwork in the form of global or transnational teams with contribution of people from different countries and nationalities. Our business institutes should consider the necessity of global activities and try to make them purposeful. They should also believe in being capable of competing with other companies and in the fundamental and progressive role they can have in the new civilization and try to turn their looks away from internal markets and toward global ones. They should reinforce this belief and ability and prepare a detailed and specific plan to use foreign opportunities and by selecting a proper competitive strategy, they should present themselves in the global economy more than ever (Imankhan, Hoseini, Teymourinasab & Bahraminasab; 2011).

Strengthening exports has important advantages which include mass production, foreign exchange earnings, increased employment, improved quality and reduced prices of produced goods (Sadeghi, Lashkari & Karbalaie Esmaeili; 2012).

On one hand, exports improve company performance including sales volume, market share, profitability and competitive position; they also positively affect levels of employment, foreign exchange earnings, industrial development and national welfare (Rahmani Yooshanlooei & et al.; 2013).

Export is not just a word, rather it has big and vast consequences in terms of country development, social welfare improvement, employment and especially the employment of country's educated workforce, national power improvement and national economy's ties with global economy and it can

help maintain national security (Mahmoudi Meymand, Khabbaz Babil & Foroughinia; 2015).

Abdi Hevelayi et al (2018) studied Predicting Entrepreneurial Marketing through Strategic Planning (Including Case Study). Also in another study Abdi et al (2018) studied the relationship between strategic planning with entrepreneurial marketing in the saderat bank of north tehran. Also in another study Ghadamzan Jalali et al (2020) studied Explain the Relationship Between Intellectual Capital, Organizational Learning and Employee Performance of Parsian Bank Branches in Gilan province. Azarian et al (2020), studied The Effect of Implementing Total Quality Management on Job Satisfaction (Including Case-Study). Also in another study Azarian and Taghipour (2020) studied The Impact of Implementing Inclusive Quality Management on Organizational Trust (Case Study: Education). Taghvae yazdi et al(2020), studied The Impact of Intellectual Capital on Organizational Entrepreneurship (Case Study: Mazandaran Science and Technology Park). Also in another study Taghvae yazdi et al(2020,) studied The Relationship between Implementation Principles of Implementation with Organizational Accelerations, Ethical Leadership and Empowerment of Managers (Case study: Employees of national banks in Sari, District 1). Taghipour et al (2016) studied the impact of ICT on knowledge sharing obstacles in knowledge management process. Also in another study Taghipour et al (2015) studied Supply Chain Performance Evaluation in IN The IT Industry. Asadifard et al (2020) studied A Multi-Objective Mathematical Model for Vehicle Routing Problem Considering the Time Window and Economic and Environmental Objectives Using the Metaheuristic Algorithm Based on Pareto Archive. Taghipour et al (2015) studied Evaluation of the effective variables of the value engineering in services. Habibi Mac Also in another study hiyani et al (2020) studied Designing a smart model for managing Iranian chain stores based on business intelligence (case study of proma chain store). Habibi Machiyani et al (2020) studied Using Business Intelligence to Provide a Model for Smartening the Management of Iranian Chain Stores.

It is obvious that in order to increasingly use exports advantages in achieving economic development and growth, it is essential to use proper models (Sadeghi & et al.; 2012).

A successful presence in global markets and in today's competitive environment requires understanding of effective factors in the first place and then reinforcing the stable competitive advantages. On one hand, external factors that are not in the corporation's control and intra-corporation factors on the other hand affect the selection of a proper strategy to be present in foreign markets and its performance in these markets as well. The most difficult and important part in the planning process for an effective presence in global markets is understanding internal and external factors that affect this global competition (Ahmadian & Parsamanesh; 2016).

On the other hand, economic sovereignty and security are among the goals of an Islamic economy and the macro-politics of resistive economy have been set to achieve these goals. General policies of resistive economy were announced in 24 Articles in January 2014. Implementing its articles can provide the setting for developing exports of different industries including

dairy products and it can also lead to economic improvement which will result in reinforcement and strengthening of country's economic system.

Policies of resistive economy which resemble an engineered map were announced by the Supreme Leader. Resistive economy is a kind of Islamic economy which aims to improve and develop the country's economy by presenting plans. Implementing the policies of resistive economy, which is the discourse of continuous development and a unique Islamic-Iranian domestic economic model, can strengthen the national economy against threats and it can overcome barriers that are slowing down the country's economic growth and development by creating the power to break sanctions and turning them into opportunities and by creating economic growth (Dadashi Jokandan, Esnaashari & Rahmati; 2016). In order to resume this type of economy, the country should limit the use of oil reserves and free itself from economic dependency on these resources (Feshari & Pourghaz; 2014).

Exports are like a propulsion engine for economic growth and the importance of this subject comes to light when we understand that dairy industries have a good potential and power and according to the amount of exchanges in this industry until 2016 (based on the report of Islamic Republic of Iran Customs), dairy products are the leading food products in exports. This demonstrates the need for more attention to this industry and shows that proper planning and management of its exports as non-oil products can lead to enormous success and this is why this industry has received so much attention from researchers.

In this regard, the present study reviews the dairy companies under study and their surrounding environment and can be an operationally comprehensive and practical tool whose results can lead to success of dairy exporting companies in international markets, improve the country's share in global commerce and increase non-oil exports. In the end, this research is a practical step for accomplishing the policies of resistive economy and by presenting a model, it will conceptually help knowledge creation in this field.

Export

The rise of commerce globalization has led to the increasing growth of companies who are looking for markets beyond their traditional internal markets and are focusing on the rapid growth of export markets which not only will help them expand, they will ensure the survival of these companies. This, the role of export in activities of a company has become increasingly crucial (Dorzian Azizi, Rahimi & Mousavi; 2015).

Export is one of the most important preliminary steps of companies for development and it is their investment for entering global markets and expanding their international activities (Mohammadian, Allahverdi & Salimi; 2014).

Exports are the easiest way to enter a foreign market (Mohammad Kazemi, Solati & Kiani; 2016). Nowadays, exports are the most important indicator for the global development of companies and countries as well (Mohammadian & et al.; 2014).

Nowadays, exports are considered as the most common way for corporations, especially small and medium-size corporations to enter well-known foreign markets. Exporting is one of the most important preliminary

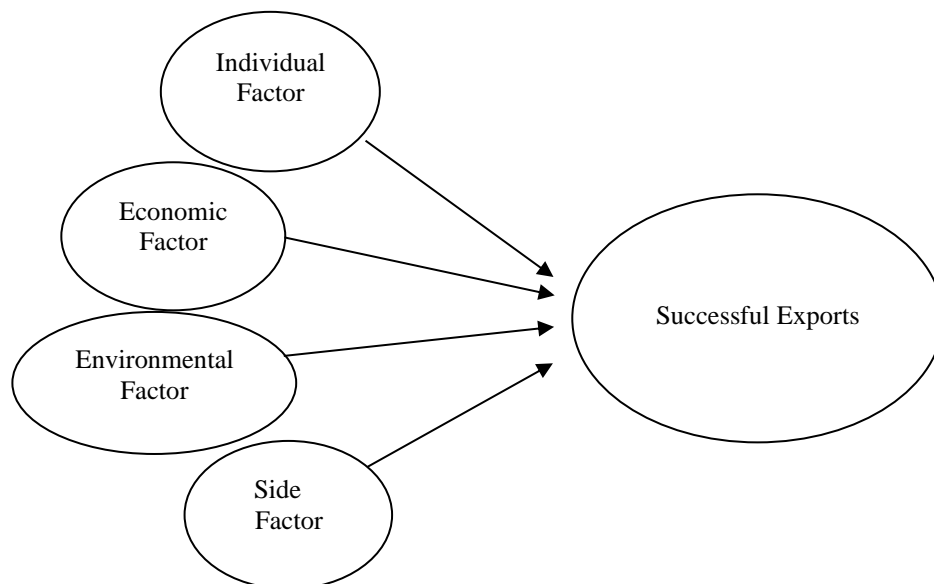
steps of companies for development and it is their investment for entering global markets and expanding their international activities (Zarei, Motameni, Feyz, Kordnaeich & Farsizadeh; 2017).

Exports are the engine for economic growth and key to survival of countries in international markets; thus, they play a crucial role in the scene of global economy (Nagheli & maddah; 2017).

If we accept that non-oil exports are the most efficient and important way to regulate the country's economic situations, we should conduct a detailed plan and follow the footsteps of countries that have successfully finished the path of development.

The prospect of increasing non-oil exports is being presented by government members for years. Although governments have always tried to achieve this goals, but comparing the statistics of non-oil exports with other countries reveal that not much success has been achieved and we need more planning (Karampour, Sharifi & Safabakhsh; 2012).

Sadeghi, Lashkari & Karabalaie Esmaeli (2012) presented a model of main factors in the success of exports from the perspective of exporters in Iran and in which individual factor (education, experience, export knowledge, public relations), economic factor (export markets, government subsidies, export pricing, export marketing), environmental factor (rules and regulations, culture, technology, non-official communications, political factors), product's side factor (design and packaging, quality of products, warranty and after sales services, distribution channels, brand of products) are the mail four factors that affect exports. The final model of the study is shown below:



Internal factors that affect export strategy are variables that are under the company's control. Structures such as the company's commitment to exports, company's desire to export, management capabilities, a proper understanding of exports, company size and product's advantage are among the factors that were reviewed. External factors are variables that are not in control of the company or the company has only a little bit of control over

them. These factors include: market environment and level, type and amount of government's assistance to exports.

The government's assistance includes policies that the government uses to help exporters in the process of international commerce. Studies have shown that governments can help exports and also prevent them. They usually help exports by offering information, guidance in sales, tax motivations, insurance, and budget provision plans.

Many companies cannot or do not want to widely follow up on exports due to lack of experience, limited resources or other barriers (Vazifedoost & Zarrinnegar; 2009).

Regarding the concept of export potential, a country can have the potential for production of a commodity and actually produce it with a lower price in comparison with other countries, but this does not necessarily mean the success of that country in exports. Because the exchange of goods between countries occur under different local conditions and the product is presented to other countries after production, relations between various factors affect the export potential. A country can have the production potential but cannot present that exported product with a competitive price compared to other exporting countries due to relative inefficiency in product marketing and in stages such as packaging, quality, supply standards, skills in creating transactions, and elasticity of production supply, transportation costs, insurance, marketing, advertisement, communication and even political factors.

In terms of export demand, different factors determine whether a country can use its potential or not; and changes in preferences of consumers and market conditions, price elasticity, income elasticity and cross price elasticity of demand affect exports. Therefore, export potential underlines both supply-side factors and demand-side factors (Yaghoubi Manzari & Afzali Abarghouei; 2013).

Export-oriented policies can be implemented by institutions that are not necessarily involved in improving exports. In order to create more diversity and improve exports, it is necessary to use a proper combination of financial, monetary and currency policies. When these policies are implemented, they usually have goals other than improving exports; therefore, it is necessary to create a proper connection between exporting strategies in order to achieve more exports. Implementing different policies require coordination between different governmental bodies (Vojdani Tehrani & Razini; 2013).

Export Development

In the current century and in a period in which production and economy are experiencing a downturn and are more competitive than ever, developed and developing countries are trying more than any other time to overcome their problems that arise from the mentioned conditions by developing their export markets and movement toward internationalization. They aim to solve these problems by employing proper marketing tools (Ghaffari Ashtiani & Maleki; 2014).

In recent years and considering the political-economic situation of Iran and sanctions on oil and international commerce, the need to develop exports and enter global markets has become important more than ever and

developing non-oil exports has become a serious necessity. In explaining this process, we should state that developing exports will lead to continuation of production, development of new investments and development and perpetuation of current employment. All these mentioned items will lead to economic development (Mohammadian & et al.; 2014).

Our country has a lot of potential in this field and can take very effective steps and stabilizes its place in global supply by a proper planning and marketing policy. It is necessary to do this because many industries in our country have a very good potential to enter global markets and by creating a proper global planning, they can achieve a superior exporting performance, compared to competitors. In almost every developing country, exporting is one of the main priorities and policies of governments; and the awareness of and attention to the importance of exports already exist in developed countries (Zarei & et al.; 2016).

The goal of developing and expanding exports is in fact the improvement of economic situation of a country and subsequently the standards of living in that country. Developing exports can be done through increasing exports volume, diversity in exported products or targeted markets. It should be mentioned that achieving these goals requires the mobilization of essential resources, improvement of management style and technology of products, and etc. in a national business environment. Therefore, these goals are achievable; but this is difficult for small and medium-size companies, because they do not get the required resources (Gharechah & Shamshiri; 2010). Developing exports is not an easy matter and many other factors and conditions are needed to sell more goods and services to foreign buyers. Keeping foreign consumers satisfied about quality, price, supply conditions, marketing and after sales services are not the only tasks, our country also faces tough and experienced competitors in this field.

Developing exports in every country is considered as an economic strategy that will lead to balance between the country's relative portion of the global population and its relative share from global commerce. This economic strategy has received attention from economic experts in our country and they have always emphasized on the need to increase non-oil exports, but it should be noted and success in implementing this strategy, exports development and in achieving these goals require different moves; one of which is business facilitation and improved international relations (Hasanpour; 2014).

A prerequisite for effective policies to develop exports is identifying the determining factors for export. Determining factors can be divided into two groups of supply-side factors and demand-side factors. Demand-side factors include the economic situation of buyer countries. Supply-side factors include production capacity and economic conditions ruling over production activities. Now, the issue in evaluating determining factors in exporting goods and services is that because of the diversity in theories and lack of a specific model in the field of effective factors in exports and also the number of explanatory variables that potentially impact exports, using a classic econometric model will become difficult (Kazerouni & Nasibparast; 2014).

Resistive Economy

Resistive economy in a domestic economic extension (not necessarily a system) based on science, rationality, public will and pure Islamic teachings. This extension is used to increase public health, create economic justice, close the gap between social classes, increase public welfare, eradicate poverty, and to achieve an Islamic economic system capable of being implanted in the great Islamic civilization. This extension is used to strengthen national economy against potential and actual blows and disruptions (domestic and foreign) in the path of success and achieving outward, strategic, long-term and visionary goals (Kamfiroozi, Bonyadi Naeini & Mousavi Loghman; 2014).

There are many statements and explanations in the definition of resistive economy. Supreme Leader comments on this issue:

"Resistive economy means that we should have an economy that maintains the growing economic trend in the country. This means that against the various and never-ending tricks of enemies, the damage and disruption in country's economic situation and economic system should be less."

Another study states:

"Model of resistive economy is an Islamic model which determines the quality of economic interaction and relation with foreign countries. In a way that monitors the country's internal economic situation and covers the weaknesses and on the other hand, it relies on the strengths of internal economy to take back the violated rights of the nation from transgressive countries (Moallemi; 2011)."

RESEARCH BACKGROUND

In the study "Evaluation and development of non-oil exports in Social Security Investment Companies (SSIC), Mahmoudian & Hashemi (2017) concluded that in order to increase, benchmark, improve and develop non-oil exports in SSICs, more attention should be paid to distribution, environment and supplier indicators.

Ahmadian & Parsmanesh (2016) conducted a study named "Identifying the effective factors for successful presence of Iranian exporter companies in foreign markets" and they concluded that the strategies used by producer and exporter companies in the country include exports, direct foreign investment, concession, and strategic agreements. The results also show that the incentives of company managers to enter foreign markets include increased sales, short-time profit, long-time profit, technology improvement, preparation for globalization and achieving global success. Another finding of this study indicates that the global outlook of managers can turn into a competitive advantage and improve their performances. On one hand, the existence of a relation between managers' commitment to exports and their attitude regarding how to enter global markets and on the other hand, international performance indicators are other findings of this study.

In a study with the title of "Analysis of strategies of developing exports to Middle Asian countries with SWOT model and in line with sixth development plan", Bani Hashemi & Saghafi (2016) concluded that the most appropriate approach in designing the strategy to develop exports to middle Asian countries is an offensive one. The results from writing and prioritizing

strategies showed that the highest strategic priorities for exporting to the mentioned region are: strategy to improve banking and insurance services to export goods and services, offering exporting incentives, and also improving exporting infrastructure including transportation infrastructure.

In a mixed research and with an Islamic marketing perspective, Hasanzadeh & Feyzollahi (2016) reviewed the effective factors in developing exports of handmade carpets in the resistive economy era. Linear regression tests results showed that four components of planning, organizing, technologic environment and distribution mix on exporting carpet in the resistive economy era with an Islamic marketing outlook. ANOVA results also showed that there is no significant difference between the opinions of experts, exporters and buyers about the effective factors for developing the exports of carpets in the resistive economy era (Feyz & Siah Sarani Kajouri; 2017).

Rastegar & Shabani (2016) carried out a research titled "The mediating role of export entrepreneurship in the influence of factors affecting export performance" and in which they concluded that export entrepreneurship has a positive dependency with internal factors such as management's commitment to exports, experience-related resources, structure and contingent environmental factors such as competition intensity and difference between exporting markets. Export entrepreneurship also positively influences export performance.

Karampour & Vahid Moqaddam (2016) conducted a study named "Pattern of Influence of marketing style and marketing environmental systems on export performance" and they concluded that the influence of environmental systems (0.63) is more than marketing style (0.29) and also in terms of aspects shaping the main research structures, exporting incentives have the highest influence on export performance.

In the study "Prioritizing the factors effective on exporting performance of companies that export sports equipment", Mohammad Kazemi, Solati & Kiani (2016) concluded that determining factors in export performance of apparel and sports equipment industry include (in order of effectiveness): environmental factors, managers' commitment to exports, managers' marketing strategy, exporting incentives and company's objective features.

Shoghi, Hozouri & Delavari (2015) carried out a research with the title of "Identifying and ranking the factors affecting the development of entrepreneurs' exports in international markets" and concluded that based on the opinions of the population under study, the following factors are respectively effective in the development of entrepreneurs' exports in international markets: Advertisement, financial resources, raw materials, marketing studies, technology and technical knowledge, required infrastructure, quality of products, intensity of international competition, strategic attitude, support and role of government, existence of related industries.

In the study "Presenting a model to explain antecedents and consequences of competitive intelligence of Iran's top exporters", Heydari, Aghzadeh & Valipour (2014) reached this conclusion that human assets and knowledge management capability have a positive influence on improving competitive intelligence. Competitive intelligence will lead to improvement

of market-oriented approach among top exporters. Also by increasing competitive intelligence, strategic orientation of exporters will move closer to probing strategy.

In their study "Reviewing the relation between sending business delegations and export performance (Markazi Province; 2008-2011)", Ghaffari Ashtiani & Maleki (2014) concluded that under specific mechanisms, factors such as exports experience, gaining basic knowledge on exports, governmental support from exports and exporting strategy have a relation with exporting performance of business delegates of Markazi Province that send people on foreign missions.

In their study of "Designing a model of the effects of marketing resources on export performance; based on the mediating role of competitive strategy of differentiation (Case study: Iran's ceramic and tile industry)", Karampour, Asadollahi Dehkordi & Ahmadi (2014) concluded that out of the components of marketing resources, market-orientation has a bigger direct influence on export performance, compared to other variables. Competitive strategy of differentiation and entrepreneurship-orientation are the next. On one hand, market-orientation and its components have the biggest indirect influence on export performance through differentiation strategy.

In their study, Mohammadi, Tababtabei & Azad (2014) reviewed the effect of packaging factors on export development and concluded that five packaging aspects are effective in food industries export development and they are: communications, infrastructures, awareness, design, and technical construction.

Majlessara, Afshari, Ghadimi, Mohammadi & Asadi (2014) conducted a research titled "the effect of export skills on export performance" and in which they found out that international financial skills and risk management, international business research skills, international marketing skills and skills of international trade rules are the most effective factors on export performance.

In their research, Naej Haghighi & Salarian (2014) investigated the role of culture in international market based on resistive economy. The results showed that there is a direct relation between culture and marketing. In other words, success in international marketing depends on marketing decisions to be in accordance with cultural norms; and these criteria are marketing acceptance or rejection criteria.

Imankhan, Hoseini, Teymourinasab & Bahraminasab (2011) conducted the study "Reviewing the internal factors affecting export performance in Petrochemical Trading Company; from the perspectives of experts, management and HR in oil industry" and in which they concluded that management features, export strategic marketing capabilities, and company's features and capabilities are effective on export performance of Petrochemical Trading Company.

In the study "Effect of strategic factors of export marketing on company's export performance", Movaghar Moghaddam, Abolhamid, Abdolrashild & Darestani (2011) concluded that components of export development marketing strategy can be categorized into four main groups of price marketing strategy, location-based marketing strategy, promotion marketing, and product marketing strategy.

Okpara & Koumbiadis (2010) conducted a research titled "export-oriented strategy and internationalization barriers" and they concluded that common inhibitors of export development in companies under study include financial limitations, barriers to knowledge, corruption, lack of export assistance and weak infrastructures.

In their study "Reviewing the effect of export and distribution support on performances of small and medium-size companies", Sousa & Bradley (2009) concluded that export and distribution support programs have a significant influence on export performance.

Mavrogiannis, Bourlakis, Dowson & Ness (2008) carried out a study named "Evaluating the export performance in Greece's food and beverage industries" and they concluded that the combination of export marketing, entrepreneurship tendency, export problems and trade barriers influence export performance. On one hand, export marketing is also indirectly influenced by export market attractiveness, competency and capabilities of export and management.

Eusebio, Andreu & Belbeze (2007), in their study of "Key internal factors affecting export performance", concluded that international experience is the main factor affecting export performance in two Italian and Spanish firms; but investment in research and development section and export experience have a bigger influence in the Italian firm.

In their research "Reviewing the effect of company's internal and external factors on adaptive strategy of international products and export performance in the US, Korea and Japan", Calantone, Kim, Schmidt & Cavusgil (2006) concluded that the adaptive strategy of products has a positive influence on the export performances of these three countries.

Ibeh and Wheeler (2005) conducted the study "The effect of resource-centered integration on export performance" and reached the conclusion that management, physical, organizational, and relational resources are effective in export performance.

Julian & O'Cass (2002) carried out a research named "Export marketing performance in Australia's export market investment" and the results indicate that export marketing strategy and company and market features are among the factors which affect export marketing performance

RESEARCH METHOD

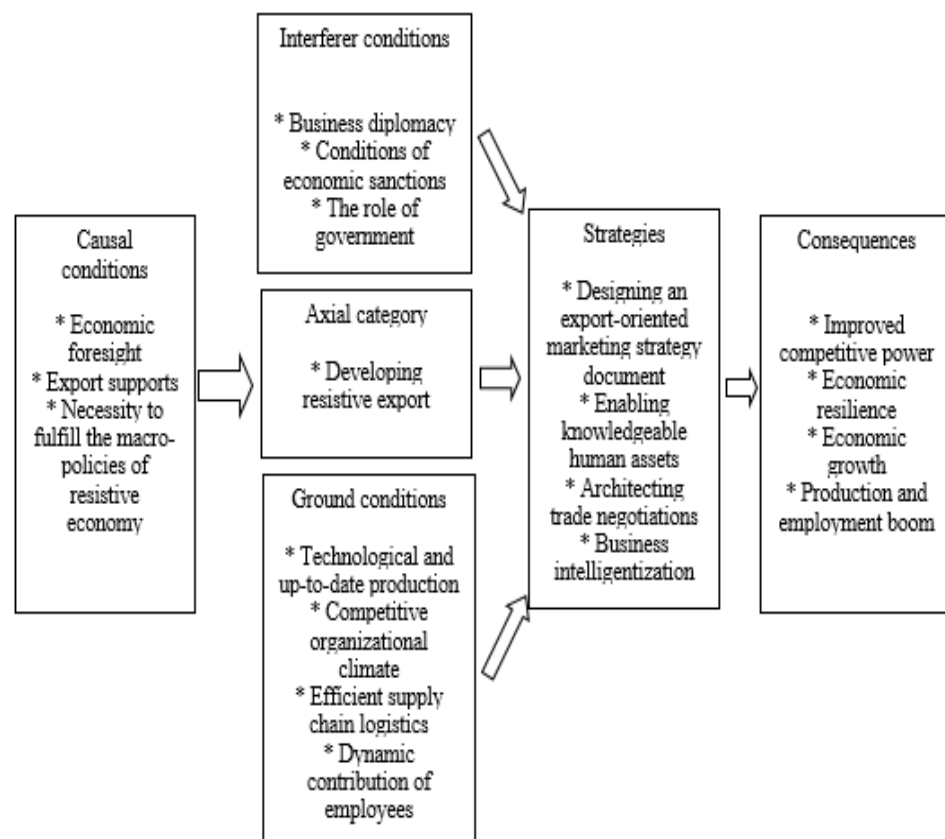
Here, we explain how the present study was designed and its implementation stages. For this purpose, grounded theory strategy as the base research method is explained along with its components and stages and based on it, information collection methods will also be discussed. Different methods such as interviews, documents examination, researcher contribution, and etc. were used in this research; but in order to rely more on interviews, its stages will be explained. Then the statistical population, the reason behind its selection and research sampling method will be explained.

In terms of research goal, this study is of fundamental type and it is an exploratory research in terms of data collection and the study is implemented with a qualitative approach. The present qualitative study was carried out with a data-based method, both in strategy and data analysis during 2019. Participants in this research were 18 academic experts, export pundits, managers and experts of the companies under study. The main entry

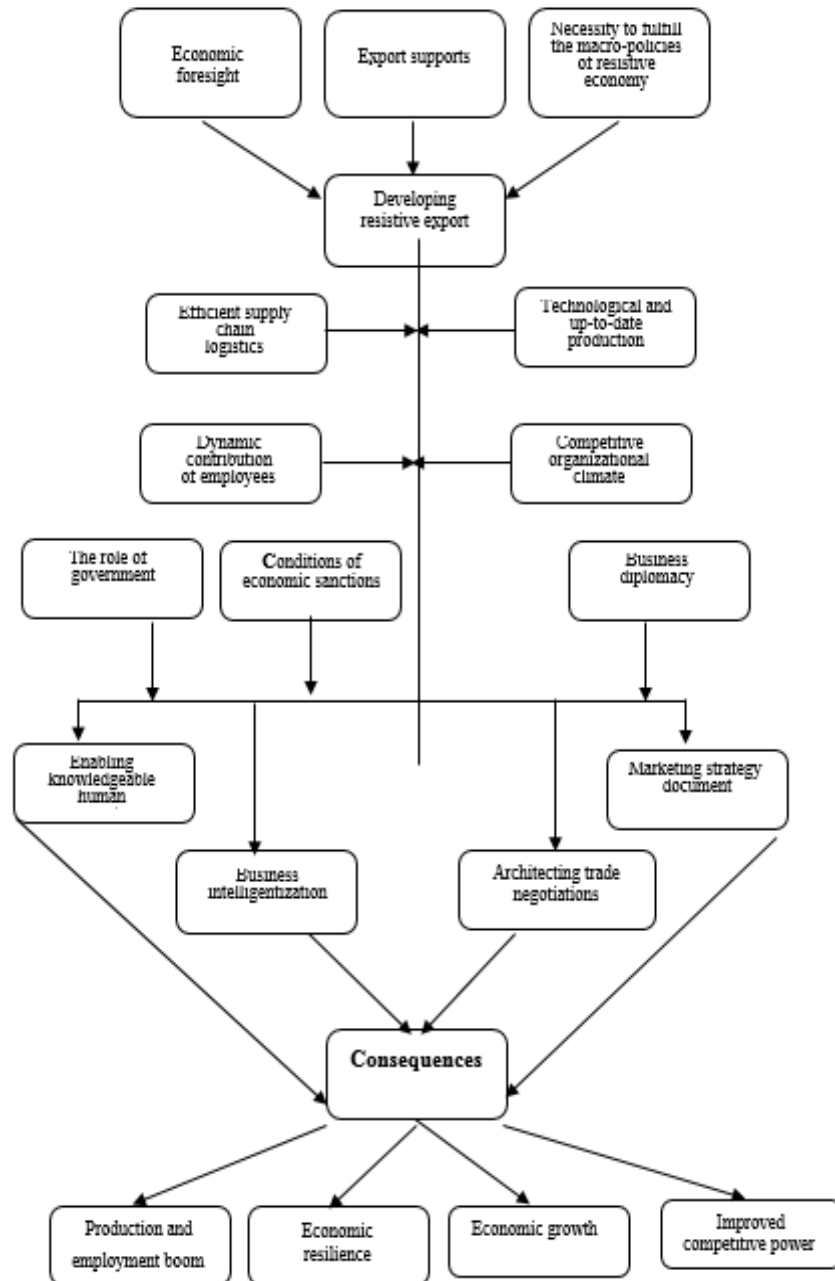
criterion for participants was being a faculty member in majors of business management and governmental management and export pundits and company managers and experts that were selected are people that have the basic knowledge, experience and skill in sales, production, financial issues, studies, marketing and export. Snowball sampling method was used in this research and the selected people were available samples. Data and information collection resources are divided into two groups. Primary resources include individual, face-to-face, semi-structures (open-ended questions) and recorded interviews. Secondary resources were research theoretical foundations, magazines, books and journals. Interview questions were open-ended and were asked during the interview and answer to one question might have led to another one. But in order to keep the interviews under control, the interviews were unofficially conducted during 2019 and the average interview time was 29 minutes. Each interview was recorded and then implemented. To analyze the data, grounded method was used which was done immediately after each interview. Field notes were also taken during interviews.

FINDINGS

Data analysis results are described during three stages of open coding (creating concepts and categories), axial coding (identifying the axial category, causal conditions, interferer conditions, ground conditions, strategies and consequences) and selective coding (theory creation).



The following is a graphical model of the final model process of export development dairy products in the resistive economy macro politics framework



First theorem: Economic foresight, export supports and the necessity to fulfill the macro-policies of resistive economy were selected as the causal conditions for developing exports.

Second theorem: Developing resistive export was identified and established as the axial phenomenon.

Third theorem: Business diplomacy, conditions of economic sanctions and the role of government as macro-factors created a general ground for taking actions to continue the development of exports.

Fourth theorem: technological and up-to-date production, competitive organizational climate, efficient supply chain logistics and dynamic contribution of employees can be considered as a special ground for taking actions to continue the development of exports.

Fifth theorem: Designing an export-oriented marketing strategy document, enabling knowledgeable human assets, architecting trade negotiations and business intelligentization are among actions/reactions that can lead to continuation of export development.

Sixth theorem: Resistive economy development and actions that were taken to continue exports will lead to improved competitive power, economic resilience, economic growth and production and employment boom.

DISCUSSION AND CONCLUSION

The goals of the current study is to design and explain an export development model for dairy products in the framework of macro-policies of resistive-economy. After reviewing the research literature, it was determined that such model does not exist in the dairy industry. This led the researcher to use grounded method to extract the research qualitative model. Regarding the explanation of a dairy export development model and identifying its categories, 19 main categories were identified: economic foresight, export supports, the necessity to achieve macro-policies of resistive economy, resistive export development, business diplomacy, conditions of economic sanctions, government's role, technological and up-to-date production, competitive organizational climate, efficient supply chain logistics, dynamic contribution of employees, writing an export-oriented marketing strategy document, enabling knowledgeable human assets, architecting trade negotiations, business intelligentization, improving competitive power, economic resilience, economic growth, and production and employment boom. Each of these categories consist of various aspects and concepts. Resistive export development was selected as the axial category based on criteria such as too many repetitions, being central, relation to other categories, ability to affect other categories and create changes in them.

Based on the model designed in this study and in case active dairy companies are inclined to employ resistive export development, causal conditions should first be identified and reinforced. In other words, an economic foresight should be considered for the company and plans should be made with a bright outlook for reaching a better future. Financial and non-financial export supports should be considered for fulfilling export goals. These supports which are usually given by governments can encourage producers and facilitate exports. Macro-policies of resistive economy are another reason for exports; as they will be the national engineered road map that will lead to increased exports in line with economic boom and the end of dependency on oil-economy.

Resistive export development refers to increased and improved exports when the country is faced with internal and external barriers, but the companies are not affected by these barriers and they can use their abilities and advantages in production, processes and strategies to adapt themselves to the surrounding environment or to overcome obstacles and achieve profits and increased production and etcetera.

In the field of international and cross-border activities, in addition to considering the quality of products, adopting marketing strategies and policies, and company-related factors, companies are faced with another environment which is referred to as uncontrollable environment. Therefore, the governments enter the political and economic fields to help companies.

Nowadays, business diplomacy has a significant role in the process of globalization and new economic and business relations between countries. In the last two decades, the coverage range and nature of business diplomacy have changed dramatically due to changes in governments' priorities, technology advancement and business system development, active approach of governments and business diplomats to attract direct foreign investment, electronic commerce and electronic government, business diplomacy methods and added value resulting from their secondary activities, and etc.

Many top countries in commerce fully understand this issue and pay special attention to these business relations. They have taken actions to develop business diplomacy in terms of organizational structure, quality, the way tasks should be done in correspondence with the environment and conditions of the targeted countries, their economic structure and advantages of their countries, quantity and number of business diplomats, and finally necessary tools and incentives.

Nowadays and considering the globalization of economy, business diplomacy has received a lot of attention as an activity to develop business, commerce and investment. Governments contribute to the public sector and invest significant amounts with the aim of international expansion of business. They expect that these actions will lead to increased employment, economic growth and connection to global economy and generally improved mutual business relations. One of the most important tools to achieve this goal is expert human workforce. Almost every member of The Organization for Economic Co-operation and Development and also other emerging economic countries frequently revise their policies and budget during regular periods in order to reflect and reorganize offices and organizations responsible for business diplomacy affairs and they also review investment and business development and other related bodies (Kamari; 2014).

International sanctions against the country made foreign exchange earnings from non-oil exports extremely important (Nematollahi & Garshasbi; 2014). Sanctions, whether successful or not, impact different economic parts such as commerce, investment, employment and economic growth (Garshasbi & Yousefi Dindarlou; 2016).

Regarding fulfilment of technological and up-to-date production, products can be made with new and modern technology and processes and we can increase our share from scientific productions by extra efforts, proper planning and optimal management, relation between industry and university, employing the latest science and turning it into wealth.

In today's world, advancement and development of countries are based on science and technology; and research and producing science and technology is considered as one of the most important elements of country's economic, social, cultural, industrial, and political growth and development. Success in these fields can only be achieved if we pay attention to research and technology in country's purposeful macro-plans and prioritize them as a

crucial factor in progress and sustainable development and in achieving real sovereignty and welfare.

Revising the rules and reducing administrative bureaucracies in the field of science and technology, financial and spiritual support from technological companies and innovative plans are among the solutions that will help this situation (Azadi Ahmadabadi & Nourmohammadi; 2016). Considering that one of the features of a successful company is possession of competitive power and an obvious characteristic an unsuccessful company in the lack of this power.

Considering the resources, capacities and talents, it seems that Iranian companies can reach an acceptable level of competitiveness in global markets through supports, guidance and a proper management and they can lead to significant improvements in Iran's economic conditions. Competitiveness is a relative matter and not an absolute one. Competitiveness, which depends on customers and shareholders' values, is the financial power that determines the action/reaction ability in a competitive environment and the potential of people and technology to apply necessary strategic changes. Competitiveness will be stable when there is a proper balance between the mentioned factors (Aghazadeh, Estiri & Asanloo; 2007).

Creating a competitive organizational climate in companies can lead to income increase and creates the possibility of competitiveness with competitors; and on the other hand creates an ability in company for business success, obtaining capital and return on investment.

Employees can dynamically contribute to decision-makings, plans and export support and have more authorities to do more tasks and duties.

On one hand, contribution programs will lead to more efficient human resources and on the other hand, they create opportunities to teach feedbacks and develop job roles and responsibilities and thus lead to staff progress. Participation in job-related tasks and organizational decision-makings reduces alienation in employees and adds a sense of belonging and identity to the job and organization; thus, abandonment, absence, resignation and escape from organization will be less. Participation leads employees to consider their job as important and significant and thus naturally attractive. The feeling of significance that employees experience in the work environment increases job satisfaction, because it provides them with the possibility to satisfy upper level needs such as self-esteem and self-actualization. Efficient participation requires connection with employees in regards to their job performance and expectations. Such connection will not only reduce the tension related to role ambiguity, but also provide the employees with important feedbacks that will guide them toward the path of growth and development and thus increases their job satisfaction (Ebili, Naderi, Ourei Yazdani & Nastizaei; 2014). On one hand, marketing strategy is an integrated series of selections on how to create long-term value and is a tool for organization to respond to competitive situations. Marketing strategy has many aspects and all the marketing actions by companies are influenced by marketing strategies (Rezvani & Fataei; 2016).

In the field of writing an export-oriented marketing strategy document, a series of actions related to company marketing should be prepared with an export-oriented approach. These actions include a

combination of marketing, buyer behavior, market segmentation, marketing strategic planning, marketing studies, relational marketing, marketing strategies, and etc. Today, it is believed that managers and employees will benefit from empowerment. Empowerment creates freedom for employees to improve their skills and abilities and will lead to organization's effectiveness and efficiency. On the other hand, empowerment nurtures motivated and capable employees that will enable managers to react faster and more properly to the dynamic competitive environment (Rezaei, Narimani & Rajabpour; 2015).

Considering that the negotiation process is strongly influenced by environmental parameters, we cannot suggest specific principles and same frameworks to use tactics and strategies to make the negotiations effective. In other words, every negotiation session has its own unique conditions. The parties involved in a negotiation identify these factors and through the various strategies and techniques they know, they select the proper strategies to reach their desires, so they can achieve their goals while creating a good relational space in negotiations. In order to effectively implement various types of strategies, negotiators need to employ different types of negotiation techniques (Nekahi, Farahi & Mortazavi; 2016).

Business intelligence is not just a tool or a system, but rather it is a new approach in organizational architecture based on speed of information analysis to make smart and precise business decisions in minimum time.

These systems include a series of practical and analytical applications and according to operational and analytical databases, they help decision-making for smart business activities. Business intelligence greatly helps organizations in the century of information by identifying and processing mass information and data of various types and improving knowledge and intelligence. Business intelligence presents organization-related information properly and on-time to be used and provides us with the ability to reason and understand hidden meanings in business information (Ronaghi, Feyzi & Asadpour; 2014).

Business intelligence is among the newest and most applicable concepts related to information and communication technology and also business management; which is actually a series of methodologies that allows people on all levels to access, interact and analyze data to use in business management, improve performance, discover opportunities and efficiently utilize data and information (Mehrabani, Mahmoudi & Ali Hoseini; 2016). Competitive power and competitiveness of an economy depends on complete power and competitiveness of its internal corporations and companies (Razini & Rasti; 2015). Competitive power is an efficient weapon which enables a company to defend its competitive position and to improve its competitive place in the market. Numerous evidence show that many organizations that possess a competitive position lose that position due to inability to maintain their competitive power and some of which have even left the competition. In contradiction, there are organizations that have attained a proper competitive position by achieving competitive power. Therefore, competitive power is a subject that should be the center of attention in organizations that are active in the market (Hoseinipour, Parhizgar, Hoseini & Jokar; 2018).

One of the key factors in sustainable economic growth of countries is export development. Export development is an economic extraversion policy or in other words, it is an economic development policy based on developing the export sector based on export encouragement in the country (Ahmadi & et al.; 2008). Development and expansion of non-oil exports and achieving reliable and long-lasting markets outside country is one of the solutions for escaping an oil-based economy. Many studies have found a strong and significant relation between foreign business development and economic growth and many of World Bank's suggested development policies are policies that are based on export development and extrovert business goals (Ghasemi; 2008). Development of non-oil exports is essential in order to achieve high rates of economic growth, to significantly reduce unemployment rate, and to achieve the goals of the 20-year vision plan (Ramezanzpour; 2008). Business and export development policies always have a significant importance in economic development and countries' financing (Nagheli & Maddah; 2017).

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