T.C.

ISTANBUL AYDIN UNIVERSITY

INSTITUTE OF GRADUATE STUDIES



ANALYSING THE RELATIONSHIP BETWEEN INTEGRATED MARKETING CHANNELS AND BORN GLOBAL COMPANIES

MASTER'S THESIS

HAJAR DAGHMI

Department of Business

Business Administration Program

NOVEMBER, 2022

T.C.

ISTANBUL AYDIN UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

ANALYSING THE RELATIONSHIP BETWEEN INTEGRATED MARKETING CHANNELS AND BORN GLOBAL COMPANIES

MASTER'S THESIS

HAJAR DAGHMI

(Y1912.130165)

Department of Business

Business Administration Program

Thesis Advisor: Prof. Dr. ILKAY KARADUMAN

NOVEMBER, 2022

APPROVAL PAGE

DECLARATION

I hereby declare with respect that the study “analysing the relationship between integrated marketing channels and born global companies”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (.../.../20...)

HAJAR DAGHMI

FOREWORD

This thesis would not have been possible without the conscious intervention of a large number of people around me. In the preamble, I want to express my gratitude to these people with whom I was able to share and who helped me to write this thesis.

In particular, I would like to thank my supervisor Ast. Prof. Dr. Hatice Şehime ÖZÜTLER for her guidance and her constant direction of this research by paying meticulous attention, as well as her advices. And I would like to thank Asst. Prof. Dr. ILKAY KARADUMAN for his help in a moment of need, his availability and extreme friendliness despite his great workload to continue with me till the end of the road.

I sincerly appreciate all the professors of the departement of business administration, Istanbul Aydin University for their support during all my courses.

I would like to thank specially my life mentor, who has always been the person to keep me level-headed throughout the years, that without him I won't be achieving all this, my beloved father NASREDDINE DAGHMI.

NOVEMBER, 2022 HAJAR DAGHMI

ANALYSING THE RELATIONSHIP BETWEEN INTEGRATED MARKETING CHANNELS AND BORN GLOBAL COMPANIES

ABSTRACT

This research is about born global companies operating in Turkey. Born global companies are firms expanding from or near their inception into overseas markets and display international business boldness. Based on past literature from different sources, a conceptual framework has been developed, it contains one independent variable: Integrated marketing channels, and one dependent variable; global-born companies' performance. A simple random sampling method has been used for sampling. The sample size is 97 and data was collected from born global textile companies operating in Turkey. Furthermore, data were analyzed by SPSS 27.0 Version. Initially, the frequency tables presented all demographic and items and two tables of descriptive statistics in which mean and standard deviation was calculated. Based on the conceptual framework factor analysis has been used under the KMO analysis (0.726) presents that sample is adequate. Cronbach Alpha of all scales is more than 0.7. The correlation suggests that there is a strong positive relationship among variables. Linear Regression analysis used for measuring the direct effect. (Beta1= 0.358, P= 0.03) suggests that Integrated Marketing Channels have a positive and significant effect on Born Global Companies Innovation performance. The research has examined that the correct use of marketing channels is benefited the textile industry so much. The research has found that the Turkish textile industry has a large organization with skilled and competitive employees the organization is highly focused on marketing strategies.

Key Words: Global Born Companies, Integrated Marketing channels, Innovation Perfromance, Turkish Textile Industry.

ENTEGRE PAZARLAMA KANALLARI İLE DOĞAN KÜRESEL ŞİRKETLER ARASINDAKİ İLİŞKİNİN İNCELENMESİ

ÖZET

Bu araştırma, Türkiye'de faaliyet gösteren küresel tüketimle bağlantılıdır. Küresel şirket olarak kurulmuş firmalar, başlangıç veya gelecek dönemlerde uluslararası pazarlarda, uluslararası iş cesareti sergileyen firmalardır. Küresel doğumlu şirketlerin performansı , farklı kaynaklardan geçmiş literatüre dayanarak kavramsal bir çerçeve geliştirmiştir, bu bir bağımsız değişken içerir: Entegre pazarlama kanalları ve bir bağımlı değişken; Örnekleme için rastgele basit bir örnekleme yöntemi kullanılmıştır. Örneklem büyüklüğü 97'dir ve veriler Türkiye'de faaliyet gösteren global, köklü tekstil şirketlerinden toplanmıştır.. Ayrıca veriler SPSS 27.0 Sürümü ile analiz edilmiştir. Başlangıçta, frekans tabloları tüm demografik bilgileri ve maddeleri ve iki tanımlayıcı istatistik kullanarak ortalama ve standart sapmanın hesaplandığı bir tablo ortaya çıkmaktadır. Kavramsal çerçeveye dayalı olarak, Faktör analizi KMO analizi kapsamında kullanılarak (0,726) örnekleme ile yeterli olduğunu ortaya koymaktadır. Tüm ölçeklerin Cronbach Alpha'sı 0,7'den fazladır. Korelasyon değişkenler arasında güçlü pozitif bir ilişki olduğunu göstermektedir. Doğrudan etkiyi ölçmek için kullanılan Lineer Regresyon analizi (Beta1= 0.358, P= 0.03) Entegre Pazarlama Kanallarının Küresel Şirket olarak doğan firmaların İnovasyon performansı üzerinde pozitif ve kayda değer bir etkiye sahip olduğunu göstermektedir. Bu araştırma pazarlama kanallarının doğru kullanılmasının tekstil sektörüne çok fazla fayda sağladığı göstermektedir. Bu araştırma, Türk tekstil endüstrisinin büyük bir kesiminde tecrübeli ve rekabetçi çalışanlara sahip olduğunu ve bu endüstrinin yüksek oradan pazarlama stratejilerine odaklandığını ortaya çıkarmaktadır.

Anahtar Kelimeler: Küresel Şirketler, Entegre Pazarlama kanalları, İnovasyon Performansı, Türk Tekstil Sektörü.

TABLE OF CONTENT

DECLARATION ..... **i**
FOREWORD ..... **ii**
ABSTRACT ..... **iii**
ÖZET ..... **iv**
TABLE OF CONTENT ..... **v**
LIST OF TABLES ..... **viii**
LIST OF FIGURES ..... **ix**
I. INTRODUCTION **1**
A. Research Objectives: 3
B. Statement of Problem: 3
C. Logic of conceptual Framework: 4
II. LITERATURE REVIEW **5**
A. Born global companies 5
1. Definition and history of born global companies 5
2. The difference between multinationals and born global companies 8
a. Features and characteristics of born global companies 11
b. Internal capabilities of born global companies 12
3. Survival of Born Global companies 15
4. Emerging Economies and Born Global companies 19
5. Challenges to Born Global companies 19
B. Marketing Channels: 22
1. Marketing Channel's Definition: 23
2. Marketing Channel's Importance 23
3. Development of marketing Channel Structure 25
4. Types Of Marketing Channels 26
5. Conversion Rate Optimization (CRO) 29
6. Internet marketing 30
7. Integrated Marketing Channels 31

8. Marketing Channel and Firm Performance 32
a. Marketing mix and firm performance 38
9. channel strategies and the design of marketing channels 41
a. distribution strategies in marketing 42
b. Channel Selection / Design 43
c. Use of Multi-channel strategy 45
C. Conceptual framework of the study 48
D. Hypotheses Creation: 49
III. RESEARCH METHODOLOGY 50
A. Research Approach 50
B. Sampling method 51
C. Sampling size 52
D. Data Collection Method and Tools 53
IV. RESEARCH ANALYSIS 54
A. Descriptive statistics of demographic profiles: 54
1. Number of Employees 54
2. Industry: 55
3. Year of Establishment: 55
4. Year of Internationalization: 56
5. International Sales Ratio 56
6. First International Market 57
7. First International Entry Mode 57
8. Sales focus 58
9. Mean and Standard Deviation 59
B. Descriptive statistics of scales 60
1. Mean and Standard Deviation of the Scales 60
2. Reliability Statistics: 60
3. KMO Estimations: 61
C. Correlation analysis 61
D. Linear Regression Analysis: 62
1. Regression Analysis. 62
E. Hypotheses Testing: 62
V. CONCLUSION, LIMITATION AND RECOMMENDATION 64
A. Discussion and Conclusion 64

B. Limitations: 67
C. Recommendation: 68
VI. REFERENCES 69
RESUME 95

LIST OF TABLES

Table-1 Entrepreneurship Related Studies 13
Table-2. Related Studies 16
Table 3. Born Global Hi-Technology Companies 18
Table 4. Reasons and criterion is portrayed in the given table below for case firms selection. 53
Table 5 Number of Employees respondents 54
Table 6 Calculations about Industry 55
Table 7 Year of Establishment 55
Table 8 Year of Internationalization 56
Table 9 :International Sales Ratio 56
Table 10 First International Market 57
Table 11 First International Entry Mode 57
Table 12 Sales Focus 58
Table 13 Descriptive Statistics Results 59
Table 14 Descriptive statistics of the scales results 60
Table 15 Reliability Cronbach alpha 60
Table 16. KMO Output Estimations 61
Table 17 Correlation Estimations 61
Table 18 Regression outputs with effects on born Global companies' performance. 62
Table 19 Hypotheses Testing 62

LIST OF FIGURES

Figure 1: Hypothesized Framework 49

I. INTRODUCTION

Authors researching the topic of internationalization define born globals, international new ventures, born internationals, or export beginning as businesses that proceed to be involved nationally and globally from the beginning and later start seeking to gain significant competitive advantage from trade to numerous nations (Danik and Kowalik, 2013; Prieto and Merino, 2022). A "Born Global Model" of internationalization, which has existed for thirty years, was created in a survey taken by Mckinsey & co. for Both the Australian Production Committee (Caputo et al., 2022). Firms internationalizing rapidly have questioned the traditional opinions and models in the attainment of internationalization for two centuries, basically because these firms follow a very distinct pattern in which they frequently use fresh techniques and unique intangible assets (Cavusgil and Knight, 2009) as precious resources and capacities to succeed (Rialp and Rialp, 2006). Such offsetting globalization process was first examined in the field of entrepreneurship at the start of the 1990s as a gap in research since the process of internationalization was considered exclusively as for large and well-structured multinationals and not for small and medium-sized enterprises (SMEs). Indeed, the SMEs that were marketed internationally in the ‘70s and ‘80s were out of context and were merely outstanding studies (Oviatt and McDougall, 1994). This fresh perspective awakened in the '90s, and distinct writers started analyzing these companies. These companies are ordinarily outlined as firms that carry on global business from the very beginning in their founding years, attempting to extract substantial competitive gain from the application and consumption of capabilities, resources, and sales in numerous countries (Oviatt and Shane and McDougall, 1994). While these companies can be entitled with several mentions like; high technology start-ups, born global start-ups, and international new ventures, born globals is the term widely accepted for naming them (Knight and Cavusgil, 2009).

The term Born Globals can be associated with a firm that can be described as a company that has started exporting only after two years of its establishment on

average and accomplished as much as 76% of its entire export revenues (Rennie, 1993). Following Servais, Madasen, and Rasmussen (2000) and Cavusgil and Knight (2004), born globals can also be outlined as firms that have achieved an overseas share of revenues of at least 25 percent following the initiating export operations well within the time frame of 3 years of their foundation. Some scholars like Senturia and Roberts (1996), Hitt, Zahra and Ireland (2000), Blomstermo and Sharma (2003), McDougall and others (1994), primitively described born globals as high-tech firms. Contrary to that some other understandable studies in high-earning states (as per the criterion of World Bank for economic classification) like the US, Norway, Denmark, and Australia portray that omnipresence and additional development of born globals are not only affiliated or associated with novel high-tech industries but also associated to a broader spectrum of markets and industries, containing services and/or production. (Servais and Moen, 2002; Cavusgil and Knight, 2004; McDougall and others, 2003). Born global companies are firms expanding from or near their inception into overseas markets and display international business boldness. Data shows that born-global companies benefit from a specific combination of guidelines and strategies that allow them to succeed in various global markets (S. Tamar Cavusgil and Gary A. Knight, 2004).

The concept of integrated marketing communications (IMC) has gained widespread acceptance in the marketing world over the past 25 years. It has become a staple in the communication strategies of many businesses, including corporations. This is evident in the studies conducted by Kitchen (2005) and Schultz et al. (2011). The significance of IMC lies in its ability to impact the outcomes of marketing strategies, helping companies to effectively position their products, services or brands, reach target markets and build brand image, both domestically and internationally. Hsu et al. (2009), Naik and Raman (2003), and Prasad and Sethi (2009) have all noted this.

Marketing communications, such as advertising, play a crucial role in promoting businesses and achieving their financial and non-financial goals, regardless of whether they are business or non-profit organizations. Shimp (2008) notes that advertising is the primary tool used in the business-to-consumer sector.

In recent years, the integration of political, economic, cultural, and technological advancements have enabled companies to operate globally and adopt

international advertising strategies. This is highlighted by the study conducted by Okazaki and Taylor (2006). The integration of IMC into marketing strategies has become an ongoing process, reflecting the increasing importance of IMC in achieving business success.

A. Research Objectives:

To identify the effect of integrated marketing channels on born global companies operating in Turkey.

B. Statement of Problem:

The internationalization process requires time before the company becomes an international one. The number of start-ups and small business-entrepreneurs were collapsed within first few years of existence (Ladzani & Vuuren, 2002), which is caused with the lack resources: financial or managerial one (Welsh & White, 1981, p. 19). Meanwhile, the Born Global companies are phenomenon due to its international activities right after the inception (Zhou et. al., 2007,), despite their lack of resources such as financial, human and some other intangible ones (Weerawardena et. al., 2007).

This thesis focuses on born globals due to the personal interest of the researcher in the topic and recognition of the significant contribution of SMEs to global economic growth and development, as acknowledged by several organizations such as Eurostat, Istat, OECD, and the European Commission, as well as various researchers (Knight 2000, Evers 2011b). As an emerging management issue, this thesis also considers born globals as a unique form of Market-Driven Organizations (MDOs) that excel in the global market by quickly and effectively penetrating the market faster than competitors (Brondoni 2008).

Turkey is the biggest hub of international business and a lot of born global companies are operating here. It was never researched before how the marketing channels are affecting the performance of born global companies operating in Turkey.

C. Logic of conceptual Framework:

Such companies' jargon and methodological approaches are pretty varied. The goal of this thesis is to evaluate the methodologies used in ongoing studies on born globals and to present the research methods and analysis measured by the questionnaire used in our study of textile Turkish firms. This same reason for picking this subject is that there are currently few tasks in the literature reviewed about Turkish early globalized companies (Galperin and Galperin, 2022; Verfürth, 2022).

II. LITERATURE REVIEW

A. Born global companies

1. Definition and history of born global companies

Born Global firms can be outlined as an organization that is "younger than 20 years, globalized within 3 years of foundation and have at least rendered 25% of their sales from export" (Servais, Knight and Madsen 2004), however, contradictory explanations furnish for globalization within the period of 2 to 8 years (Campbell-Hunt & C hetty, 2004), having an export-to-domestic sales ratio fifty (Gabrielsson and Gabrielsson 2003) or seventy-six (Cavusgil 1994) percent, with even other explanations admitting a requirement for "high technological orientation" (Gabrielsson & Luostarinen, 2006), innovation (Coviello & Jones 2005) and a "superior performance" in relation to usual exporters (Cavusgil& Knight 2004).

Most frequently used theoretical frameworks for born global studies include theories of internationalization, like the **Uppsala model** suggested by Johanson and Vahlne (1977), **the resource-based view** (Barney 1991), **dynamic-capabilities** view (Eisenhardt and Martin 2000), **network theories** (Granovetter 1973; Burt 1992; Arenius 2002), and **entrepreneurship theories** (Lumpkin and Dess 1996; Brazeal and Herbert 1999; Oviatt and McDougall 2005).

The Uppsala model: comprises of interplaying the variables of state and change, meaning that learning and building commitment influence the information inventory, including emotionally oriented willingness to behave, and the company's network position, which in turn impacts learning and building commitment, making the model dynamic and evolutionary. The situation of the network includes the degree of internationalization, confidence, and engagement for and from network parties. (Johanson and Vahlne 1977)

The model is based on four key ideas as market knowledge, market engagement, engagement choices, and present operations. At a certain stage in time, market knowledge and market engagement are presumed to affect engagement

choices and how operations are conducted in the subsequent era, which in turn will influence market understanding and later stage market engagement. Based on these four ideas, and by creating the hypothesis of incrementalism, the model predicts that the fundamental pattern of internationalization of companies is: (1) starting and continuing to invest in just one or a few neighboring nations, rather than simultaneously investing in several nations; and (2) making cautious, sequential and co-investment in a particular nation. Companies are expected to enter fresh markets with increasing psychological distance and market investments evolve according to the so-called establishment chain (Johansson & Vahlne, 1990).

Cavusgil (Cavusgil 1980) suggested a five-stage assessment outline as the operations of companies in national marketing; pre-export participation; active export participation; and engaged export participation. This process of export growth is based on the consecutive export choices of management over a period of time. Furthermore, on the grounds of empirical evidence, it suggests that several firm-specific features and organizational variables are instrumental in enabling or inhibiting the progress of companies from one point of internationalization to the next.

Dynamic capabilities: It infers the background organizational and strategic routines through which executives change their resources base-acquire and shed funds-, integrate and recombine them to create fresh value-creating policies (Grant, 1996; Pisano, 1994). As such, they are the drivers behind other assets being created and evolved into fresh sources of competitive benefit (Henderson and Cockbur, 1994; Teece et al., 1997). Similar to Teece et al.(1997), therefore, dynamic capabilities are the organizational and strategic routines through which companies attain fresh resource settings as markets arise, collide, divide, develop, and die.

The resource-based theory: It was initially conceived as a strategic management view with a book called "Company's Growth Theory" (Penrose, 1959). Later in 1991, with his scholarly study contributions, Barney introduces and develops the key principles of this theory by providing a comprehensive definition of resources as a potential source of competitive advantage. Significant organizational capabilities can be acquired by accumulating relational and structural capital, a set of intellectual capital assets and their schemes that would be difficult to recreate by the competitors, at least in the short-run, which will resultantly make the businesses

capable of gaining ingress to international marketplaces from the commencing point. A model manifests that firms influencing organizational capabilities and intellectual capital assets could shortly gain substantial overseas market success in spite of the restricted tangible, economical, and human resources that distinguish the majority of new firms (Teece et al., 1997; Rialp and Rialp, 2006; Cavusgil and Knight, 2004).

As Barney referred in 1991, solitarily resources do not provide an unvarying competitive edge. Therefore, it can be affirmed that firms portraying a broader spectrum of intellectual capital assets like structural, human and relational capital and blend of their schemes can yield cherished and fundamental organizational capabilities.

In summary, born globals need to invest in generating and developing certain capacities that enable both the useful exploitation of current assets and positions and, at the same time, the exploration of fresh technologies and possibilities emerging in the economies. In conjunction with this concept, we can say that BGs' long-term survival will rely on their ongoing dedication to constructing new capacities or resources and recombining or reconfiguring current capacities to adapt to new market requirements (Teece et al., 1997, Eisenhardt and Martin, 2000, Rindova and Kotha, 2001, Wu, 2007, Zhang, 2007, O'Reilly and Tushman, 2008). That is, to the extent that they can generate dynamic capacity.

The results indicate that before their first overseas market entry, born globals possess global market understanding. Foreign market entry choice is based on their current expertise and the expertise that their network provides.

Network Theories: They are commonly acknowledged as important in the process of internationalization, but comparatively few studies concentrate on INV networks evaluation. Of those identifiable, most track networks' impact starts with entering into overseas market. Coviello and Munro (1995, 1997), for instance, show both beneficial and negative effects of the network on the speed and patterns of INV entry mode and market choice.

Autio (2005), Blomstermo and Sharma (2003), Wictor and Andersson (2003) and Arenius (2002) acknowledged that necessity for INV-specific network research. These scholars also observed that network relationship generates social capital for INVs-a resource that grants the mobilization of entrepreneurial organizations. As

cited by Arenius (2002), enhanced access to international possibilities and resources, as well as a way of subduing foreign and new liabilities are the benefits of improved social capital for the novel undertaking.

Subsequently, for the decade 2000-2010, a consolidative and all-inclusive born global literature review (1993-2003) by Rialp, Rialp and Knight (2005) loosely presented repeating characteristics of the firm's internal setting that seems to render or encourage the process of globalization at an early stage. Oftentimes discovered features in the studies and articles of many scholars and academics are also intellectual assets in nature and can be categorized into ten: (1) a global vision from the commencement by the managers; (2) prior worldwide experience at higher levels in executive hierarchy; (3) leadership involvement; (4) hefty utilization of organizations and private networks (networking); (5) comprehensive cognition of market and market involvement; (6) classifiable intangible assets grounded on management of knowledge; (7) proper utilization of quality leadership, state-of-the-art technology goods, technological innovation (typically connected with enhanced use of IT) for creating high value and product distinction; (8) a pro-active international approach based and focused on niche, around the globle in geographically leading economies from the very beginning; (9) robust customer orientation with constrict customer groups and close client relations; and finally (10) flexible in adapting and quick in changing ouside conditions and circumstances. This abstract base is complemented in a subsequent manner by various other studies and surveys and resolve that networks in global marketplaces formulated by organization in particular alongwith organizational knowledge (Rhee and Park, 2012; Dal-Soto et al., 2007), customer and marketplace orientation, apart from organizational learning, are as well essential considerations in globalization at an early stage (Kim et al., 2011; Perin et al., 2007; Weerawardena et al., 2007; Rialp and Rialp, 2006).

2. The difference between multinationals and born global companies

For more than forty years, academic literature has been examining firms' internationalization process in terms of export market growth. Traditional business research has concentrated on big multinationals with standardconcepts of internationalization, but these theories are not adequate to explain the process of internationalization of certain companies (particularly tiny companies in high-tech

areas) (Wickramasekera&Bamberry, 2003, p. 207). Furthermore, it is hard to explain the born global company phenomenon in terms of the traditional theory of internationalization because of the constraints of these theories as they miss the context of born global companies. Born global firms' rise has driven scholars to discover various strategies and characteristics of these firms. Many of the qualitative and quantitative research concentrated on born global companies contribute to a stronger comprehension of these organizations. These early internalization adapters start with a worldwide vision and build capacity to assist them to attain superior efficiency in global marketplaces. Global entrepreneurship today is primarily linked to the born globals (McDouglla& Oviatt, 2003). Even though traditionally no more than big firms were linked with globalization through improvements in transportation, technology, and communication, and fresh financial circumstances that reduced trade barriers. This progress has changed value chains worldwide. As a consequence, born global companies are becoming increasingly prevalent throughout the world today. Global companies actually are not born globally, but rather are quickly internationalizing by extending their geographical scope to overseas activities. (Hashai, 2011b, p.1). Inspite of their constrained human, economic and tangible assets which describes most of fresh organizations, such firms are still capable of competing with firms which can retrieve much superior resources in an efficient manner. Even though the majority of multinational firms like Wall-Mart, P&G and Samsung flourished greatly in their native country earlier than they proceeded abroad; a few companies rapidly became international players (Kudina et al., 2008). Born global companies is the tittle these companies are addressed with. Born globals are firms/organisations that join the global marketplace by crossing the national market shortly after their founding (Knight &Cavusgil, 1996). In a research about manufacturing exports in Australia, the Australian Manufacturing Council AMC and McKinsey (1993) were the pioneers to use the word "born global company." Rennie (1993) surveyed 310 Australian export companies and recognized 'a new breed' of Australian companies exporting at an average life of two (Lin & Panteli, 2011, p.127). Two kinds of exporters are obviously differentiated in this research. These are domestic-based and born global companies that recognize the world as their marketplace. Cavusgil (1994) obviously states the implications of discovering this new form of exporter in the first scholarly article on Born Global companies (Rasmussen & Madsen, 2002, p.6). Born global firms were outlined by

the following studies (Cavusgil and Knight, 1996; McDougall & Oviatt, 1994) and their characteristics were distinguished from common firms. “Global Start-up” was the label of those studies (McDougall and Oviatt, 1994), “Global born” (Cavusgil & Knight, 1996), “Instant internationals” (Fills, 2001), “instant exporters” (Rialp et al., 2005a) and “international new ventures” (McDougall et al., 1994).

Night and Cavusgil (2004) performed studies to better understand the phenomenon of early internationalization, highlighting the critical role of creative culture, capabilities, and knowledge in in-depth interviews with 33 experts. Then, with 203 usable studies, these case results were validated with survey-based research. They pointed out that the organisational innovativeness of born global companies was also discovered to be associated with fast internationalization, and these types of companies have a unique combination of orientations and strategies that enable them to succeed in various international markets. Accordant to Kudina et al., (2008), the survival of high technology companies of the UK is due to their decision and capability of going global.Globalization was not an affair of options for them: it was essential for their survival. Haldin (2010) tried to find out by conducting a study on the survival of new-born global organizations that in what manners characteristics of employee leverage the survival of born global organizations. A study was carried out on three reference groups and scrutinized 3 hypotheses to contrast born globals to numerous other organizations. An organization can endure for a long if it has a greater number of shares of women and immigrants. Because if an organization remunerated women and immigrants with lower wages it gets gainful to employ them and most probably to develop and endure in a competitive marketplace. For long-term endurance having an educated or well-versed employee is always beneficial. For born global organizations human capital is a vital intangible asset. According to Haldin (2010), a born global company’s survival is positively influenced by the level of education of that organization’s employees. And the final hypothesis is; an organization that has a workforce of upper age is less likely to endure. In various studies, disclosed that in resolving novel kinds of problems and pertaining to modern technologies senior or elder employees are not proven to be productive. However, they can stay more productive and fertile in fields in which they have experience and expertise. Thus, the significance of workers' qualities and characteristics as determining factors of endurance of an organization outcomes

display a trivial sign of lone worker characteristics having an impact on firm endurance amidst born global organizations (as a determinant for survival rates).

a. Features and characteristics of born global companies

In many research, the characteristics of born global businesses have already determined that the primary aspects that distinguish these firms from others are fast internationalization, innovation, and the manager's entrepreneurship (Ramunas et al., 2011, p.389). Accordingly, most surveys have adopted four criteria to identify born global (i) date of foundation; (ii) time span between foundation and start of global activities; (iii) significance to the company of global activities; and (iv) geographic scope of international operations (Dib et al. 2010, p.235).

Born globals are connected with information and communication technologies in various empirical research (Pezderka, et al., 2012), entrepreneurial skills (Karra, et al., 2008; Cannone, et al., 2012), organisational understanding (Lewin &Massini, 2003; Massiniet al., 2003) and technology (Tanev, 2012). Born globals do not have the same tendency to be global around the globe due to distinct environmental circumstances (Dib et al. 2010, p.234). Furthermore, the literature conflicts over the use of the word "global". The words "international" or "multinational" would be more suitable than "global", according to Hordes et al. (1995). In addition, Rasmussen et al. (2001) referred to newly internationalized companies in Denmark as "born German" or "born European" with their geographical activities. Despite the absence of consensus on the concept, there is some empirical evidence of born global companies in international business and international marketing literature. Moreover, in various case studies, born global companies have been extensively reported.

Researchers from around the globe list the features of born global companies and have recognized numerous organisational capacities that allow these innovative companies to internationalize and boost their efficiency. Academics have performed numerous case studies and most companies are quickly internationalizing technology companies. The results from the systematic literature review were classified under two subjects as (1) the company's internal capabilities (entrepreneurship, worker features) and (2) industry-specific issues

b. Internal capabilities of born global companies

A sum of inner capacities and capabilities have been distinguished by researchers which help the firms to enhance their global efficiency and can contribute towards globalization. Global entrepreneurship is one of the primary capacities of born globals. The literature on global entrepreneurship was evaluated by Roudini and Osman (2012). They then identified these five dimensions linked to the capacity of global entrepreneurship: (i) global networking capacity; (ii) global advertising capacity; (iii) capacity for innovation and risk-taking; (iv) global teaching capacity and (v) global experience.

This research provides an extensive image of international capacities to executives of born global companies and tells them how to handle the vibrant international marketplace. Born global accomplishment is credited to entrepreneurial capacity and the process is discussed by Karra et al., (2008) through which capacities of entrepreneurs are developed. As per this research, global entrepreneurship entails early sales in international marketplaces along with developing a competitive advantage by formulating complicated international resource settings.

Skype, Facebook, and Google are high-profile examples of Born Global organisations. For instance, Google was set up in a California garage in 1998; and this company undertook comprehensive global expansion within three years, before setting up its first foreign office in 2002 in Sydney, Australia (Yan & Panteli, 2011, p.128). Entrepreneurs create enormous opportunities and value in developing nations as well as emerging countries. Significant financial and political changes in many emerging markets are providing the world economy with born globals from these nations. Born global companies with distinct company cultures originate from distinct backgrounds. Dynamic structures and capabilities are required by them (Jantunen et al., 2008, p.158), as well as entrepreneurial vessel capability to cope with the changing setting to attain profit from probabilities. A survey of the cross-national level global firms born between China and the US was carried out by Zhang et al. (2012). For the determination of the Company-level and appropriate environmental effect of IT capability on export performance and IT capability itself, an attempt was made on the born-global US and Chinese firms. In this cross-national research on-site more than 136 born global firms' directors in China and 66 firms managers of US-based born-globals were interviewed. It was discovered by them

that business-level variables like global entrepreneurial orientation and information intensity motivated the development of IT capacities by born-global firms. Real-time connectivity and interactivity are made possible with the help of new techniques (Panteli & Yan, 2011, p.1). Pertaining to this, for the business model of various born globals quick response is vital. Lea-Greenwood and Barnes (2006) explained this word as a strategy of business intended to decrease the steps involved in the buying cycle and the lead times for delivering new merchandises in the shops to satisfy the demand of consumers at peak levels (Bhardwaj et al., 2011, p.293). It also decreases the time gap between design and consumption when businesses are born global so that they can gain a competitive advantage in their industry. One of the Turkish marble suppliers, for instance, decreases the time between demand and offer, the firm builds a fresh design vessel during the trip to produce marble. As seen in Table-1, several researchers disclosed the inner capacities of born global companies and their entrepreneurial characteristics.

Table-1 Entrepreneurship Related Studies

Entrepreneurial characteristics.	Studies
Superior Know-How	R&D Tanev (2012);Pezderka et al. (2012);Vapola et al. (2008);Kudina et al. (2008); Evangelista (2005); David (2005)
High Tolerance to Risk	Bhardwaj et al. (2011);Hashai, (2011a); Hashai (2011b); Deligonul et al. (2008);Kuivalainen et al. (2007); Harveston et al. (2000); Madsen and Servais (1997); Knight and Cavusgil (1996
International Experience	Jody and Mika (2011); Boehe (2009);Moen et al. (2008); Gabrielsson (2005); Kundu and Renko (2005);Wickramasekera and Bamberry, (2003); Harvestonetal. (2000); McDougall and Oviatt (1996); Bloodgood et al. (1996)
International Orientation	Ramunas et al. (2011); Crick (2009); Gabrielsson et al. (2008);Gabrielsson (2005); Rialp et al. (2005b);Gabrielsson et al. (2004); Knight et al. (2004); Moen (2002); Oviatt and McDougall (1995)
Relationships and Networks	Zhang et al. (2012); Karra et al. (2008); Zhou et al. (2007); Mort and Weerawardena (2006); Rasmussen et al. (2001); Andersson and Wictor (2003); Andreea et al. (2012

Resource: Prepared by S. Nardali (Systematic Literature Review on Born Global Firms)

Born global companies are essential for international entrepreneurial orientation. Kundu S. and Renko M. (2005) attempt to determine how business and management variables influence the export performance of born globals. Entrepreneurship is capable of contributing to and shaping these firms' future. Because of this, the characteristics of born global founders and leaders seem to have a higher effect on younger companies' global performance. Evangelista F. (2005), attempted to define the key aspects that contribute to the development of born globals. They undertake an in-depth interview with six born Australian global companies and identify the key aspects that contribute to the development of a fresh international undertaking. Global experience, past industry, education, process, environmental considerations, business activity and technical experience are these elements.

Global networks are being exploited by Bord global firms to reach the finances required to internationalize. Rasmussen et al. (2001), tried to uncover how in terms of reduction of risk and network support, equivocality is decreased by the initiator, principally in a global environment. Outcomes of the latest studies are described by them in this region along with born global models of multiple born global models and constraints of them. A case study of five Australian and Danish-born global organizations is presented by the authors and they concluded that globalization was not the fundamental objective in the foundation of born global process Servais and Madsen (1997) discovered some of the literature's main characteristics.

They discovered that born globals are favorably correlated with elevated creative abilities, including the capacity to access efficient R&D and distribution channels, often in partnerships with close global relationship cooperation. For their export channel hybrid types of government is often selected by various born globals for the nature of the product line and competencies in particular (Madsen and Servais, 1997, p.581). An earlier study by Andersson and Wictor (2003) involves variables such as globalization, entrepreneurs, networks, business, born global. Globalization has made it simpler to perform born global policies, according to this research. Nevertheless, active entrepreneurs who acknowledged the worldwide possibilities and private networks of entrepreneurs (both worldwide and local) were essential to implementing these policies.

Network facilitate born global organizations allowing them to access clients, knowledge, and other resources globally. Weerawardena and Mort (2006) analysed the components that drive medium and small-sized organization globalization, especially concentrating on networking in born globals to evolve ample insights. They achieved that capabilities of networking enables expoitation and identification of opportunities in the marketplace, help in building up of knowledge-intensive products and services, and global market performance. Numerous other scholars tried to discover some essential features of born global organizations' managers. Harveston et al., (2000) perceived managers of born global companies distinguished from managers of gradual international organizations.Those managers have risk-tolerance levels, international experience, and different mindsets. Cavusgil and Knight (1996) underline that born global firms have classifiable entrepreneurial potentialities that can contribute towards chances on an international level that others overlook. Osman and Raudini (2012) seek to find out the function of entrepreneurship potentiality on global performance in international organizations. Additionally, they seek to disclose the proportions of global entrepreneurial potentiality and its outcome on global performance in born global organizations. This study describes and discovers the substantial co-relation between the dimensions of global entrepreneurship potentiality and global performance in born globals.

3. Survival of Born Global companies

For globalization processes of these organizations sector or industry in which born global organization work is essential. As per Wictor and Andersson (2003), the concentration on a particular sector or industry was more essential than exploiting psychologically and geographically nearest markets. There is a multitude of verifiable manifestations that born global organizations rely highly on communication technologies and data as a growth facilitator (Kelli & Mets, 2011; Kudina et la., 2008; Zhang et la., 2012; Pezderka et al., 2012). Gabrielsson and Luostarinen (2004) have portrayed that the born global organizations are probably to survive in areas like production categories of SME: high-know-how and high-system business,high-services, high-design, and high-tech. In writings, some surveys and studies concentrate on various different features of born global which are different from conventional organizations' features. Tanev (2012) catalogs a couple of prominent features of organizations that are born global in the field of technology.

The majority of the other studies suggest that born globals are extremely innovative organizations and they call forth the growth of a particular accumulation of organizations' schemes or strategies. Cavusgil and Knight (2004) scrutinize some essential business schemes and strategies applied by born global organizations. These are (i) competency in global technology, (ii) development of unparallel products, (iii) acute concentration of quality and influencing of foreign distributor competencies. Mentioned strategies along with some other strategies which are particular to that specific firm are represented with associated studies through Table-2.

Table-2. Related Studies

Firm Characteristics	Studies
Global Technological Competence	Panteli and Yan (2011); Kelli and Mets (2011); Lopez et al., (2009); Tansuhaj and Zhang (2007); Gabrielsson (2005); Evangelista (2005); Cavusgil and Knight (2004); Knight (1997); Moen (2002)
More Intensive to Use of Partnership	Wiggenhorn and Gleason (2007); McDougall et al., (1994); Blomstermo and Sharma (2003); Gabrielsson (2005).
Know, How Unique Products Development	McDougall and Oviatt (1995) ; Bloodgood et al., (1996) ; Servais and Moen (2002) ; Campbell-Hunt and Chetty (2004) ; Cavusgil and Knight (2004) ; Knight et al., (2004) ; Gabrielsson et al., (2004) ; Evangelista (2005) ; Rialp et al., (2005) ; Weerawardena et al., (2007).
Marketing Strategies and Capabilities	Gabrielsson and Kirpalani ; Gabrielsson (2005) ; Fewwman et al., (2006) ; Falay et al., (2007) ; Fuerst (2010) ; Maria et al., (2011) ; Mort et al., (2012).
More Intensive to Use of Networks	McDougall and Oviatt (1994, 1995); Cavusgil and Knight (1996); Blomstermo and Sharma (2003); Freeman et al., (2006); Varma (2011); Zhang et al., (2009); Forza and Kalinic (2012).

Resource: Prepared by S. Nardali (Systematic Literature Review on Born Global Firms)

One of the major driving components considered in the ability of a born global organization is its vehemence in formulating new technologies. In comparison

to traditional firms born global organizations were much more successful in their efforts of the globalization process. Kudina et al., (2008) discovered two noteworthy differences in these organizations' schemes or strategies (i) The extent of acquiring technology from abroad (ii) the sum of R&D carried out by the organization. Kurdina et al., (2008) in this study noticed two contrasting groups of organizations. The first group is the one that conducted R&D on the same or less level according to average the standards set in their field while the other group of organizations carried out more extensive R&D as per the average standards set in their field. Additionally, the global exposure of these companies improves with the information acquired from overseas marketplaces about new trends in technologies and competencies (Kurdina et al., 2008). For influencing overseas distributor competencies utilization networking and partnership is everyday practice for smaller organizations to globalize. Freeman et al., (2006) attempted to discover how born global organizations outdo the scarcity of resources and other limitations by utilizing networking capabilities to formulate a scope of bonds and cooperative partnerships.

As stated in this study, senior managers of modest born-global firms are capable of using their networks to drive marketplaces via sizeable fundamental overseas suppliers and clients and, hence, to engage swiftly in those marketplaces. On this account, private correspondence with fundamental overseas clients, distribution channel representatives, and suppliers is the primary marketing process for this type of firm (Falay et al., 2007).

Managers of International business not only consider the networks but social networks as well in order to go multi-national more profitably and quickly to be successful in overseas marketplaces. Because an arbitrator role is being played amid the relationship between the outward and inward globalization process by social networks (Zhou et al., 2007). Capabilities and Innovation know-how are the other characteristics that have attracted the concentration of numerous academic or scholarly studies. They point out that in communication technologies and information, the majority of new businesses appear to be established on novel thoughts and how to develop the business model which matches best to their service/product and target classes. An example of Skype is given by them in this setting. Little or modest high-technology organizations are globalizing as swiftly and quickly as possible around the globe. Pezderka et al., (2012) attempted to understand

how more gains and profits are harvested by born global SMEs from Information and Communication Technologies (ICT) utilized by various other internationalizing modest firms and their object was to unearth the impact of utilizing the internet on the performance of born-global. Seven-point Likert-type multiple scales were used on 115 UK-based SMEs involved in export activities. It was discovered by them that the internet has the potency to raise the export performance bar. Still, when the strategy of the firm is not oriented with the use of the internet it can cause the firm sizeable monetary damage.

Small technology companies can also get a push from a dynamic economic environment to amplify their operations overseas and globally. Xiaomi Corporation is a company based on the internet that concentrates on the development and research of top-end smartphones. Xiaomi corporation was founded in April 2010 and the base of the firm is shaped by the Mi phones, Miliao, and the MIUI Skin of Android. After only one year of the foundation of the company (in December 2011), it publicized collaboration with Chinese Telco China Unicom. The firm planned to penetrate the European marketplace in 2012 because the company thought that the Chinese smartphone market was not sufficient for them (Lia, 2012).

Below Table-3 portrays examples of numerous other hi-tech-born global.

Table 3. Born Global Hi-Technology Companies

Company	Country	Description
PIWorks	Turkey	Network work performance and optimization solutions for wireless operators are rendered by P.I. Works.
Acesso Digital	Brazil	Solutions for Comprehensive electronic document management is provided to across-the Brazilian businesses by Acesso Digital.
Esoko	Gana	A two-way communication platform is created by ESOKOspanning 15 African Countries.
MPESA	Kenya	Mpesa, a cash transfer company that was created in Kenya allows Kenyan people to transfer their money to 40 other countries across the globe.
Social Metrix	Argentina	Social Metrix synthesizes millions of tweets, comments, and the internet. More than 25 MNC use this data to make effective marketing decisions

Resource: Prepared by S. Nardali (Systematic Literature Review on Born Global Firms)

4. Emerging Economies and Born Global companies

A broadening figure of organizations in recent years can be categorized as born global organizations in egressing states. For a more competitive economy, owning business models, producing novel products, and rendering innovation are the terms that define that freshly founded born global organizations are essential for emerging states. Globalization processes or these organizations are leveraged by internal and external business situations like; economic and cultural forces, the extent of their dwelling marketplace as well as the capacity of production (Philip & Terence, 2007, p.1). knowledge of and financial resources scarcity in emerging economies also differentiates born globals from accustomed organizations along with global experience, the capability of networking globally, and global learning capability (Zhang et al., 2009b, p.292).

Dib et al., (2010) contemplated the globalization procedure of software firms in Brazil and the phenomenon of born global. The paper scrutinizes the phenomenon of born-global in the context of an emerging state, Brazil. In order to formulate a consolidative model of the phenomenon under this work, a literature review was also carried out. A survey was carried out with a sample of 218 software organizations from Brazil and they discovered that entrepreneur variables appeared to be correlated with the type of globalization procedure selected by these organizations. Network variables did not significantly differentiate the two sets.

5. Challenges to Born Global companies

Lack of experience in global marketplaces and small sizes of the organization are the challenges to born global firms. For instance, various big firms are globalized by different entry models including acquisitions and mergers. Nevertheless, born global SMEs deal with these challenges and issues by employing hybrid structures and networks (McDougall and Oviatt, 1994).

A big number of external and internal challenges to born globals is enumerated by research that obstructs their globalization process. Rennie (1993) discussed that the challenges that born globals are facing are different from the ones which are faced by big organizations.

Lack of Financial Access, market information, management transition, lack of innovation, and lack of resources are the primary challenges that born globals face

(Rennie, 1993). McDougall and Oviatt (1994) angulated further that deficiency of experience in global marketplaces and small size are the major contributors to these challenges. McDougall and Oviatt (1994) also distinguished corporate governance structure as a challenge, besides, the scarcity of information regarding the overseas government's policies and language barriers and business exercises. Servais and Madsen (1997) cited the scarcity of competent and experienced workforce as a prominent test for born global SMEs. They have discussed that inexpensive human resource is not the answer to born global SMEs but the need for competent and experienced labor is a requirement.

Along with external environmental issues and challenges which include comprehension of trade and business laws, government policies and restrains, the conduct of business exercises, language barriers, political situations and to start exporting SMEs have to cope with various other issues and challenges in the establishment of employees requirement processes, production, and HRM. Moen (2002) further spotlights the lack of a brand image of born-global SMEs' in the international marketplace. Gabrielssson and Luostarinen (2002) pinpointed various extensive classes and categories of issues and challenges while scrutinizing high-tech born global organizations of Finland, like governmental issues and challenges, financial challenges, marketing/sales challenges, R&D challenges, managerial challenges, and entrepreneurial challenges.

Entrepreneurial challenges are further categorized into four major categories as:

- Managerial Challenges,
- Research and development challenges,
- Sales and marketing Challenges,
- Financial Challenges

- **Managerial Challenges**

Cost and marketing activities and managing financial resources to administer globalization are covered by managerial challenges. Lack of workable business plan, strategic international knowledge, and troubles in employing experienced and qualified managers faced by small-sized organizations which come under the

umbrella of finance are in this category. Further, these disadvantages create huge issues of credibility and trust in the eyes of network members and chain members. Managers of born global organizations ordinarily have restrained information of dealing with international marketing activities and particularly ICT-related born globals (as the challenges were discovered while scrutinizing 89 Finish high tech born globals) are also discussed in this category (Gabrielsson Luostarinen, 2002).

- **Research and Development Challenges**

Financial instability and Research and Development are directly correlated. As per the outcomes acquired from the study, it can be portrayed that Research and development activities require a hefty amount of experimenting with uncertain and dynamic technological shifts, and costly and lengthy Research and Development phases. The marketing and sales position of the organization gets weaker due to these burdens' investments can induce towards financial crises (Gabrielsson&Luostarinen, 2002).

- **Sales and Marketing Challenges**

For Gabrielsson and Luosarinen high-tech business is the focal point because most of the preceding literature on born globals is concentrated on high tech. Hence, the scholar submits that marketing and sales activities are not on the preference list of those organizations. However, reiteratively the challenges and issues of marketing and sales are directly related to the insubstantial financial status of born global organizations (Gabrielsson&Luostarinen, 2002).

- **Financial Challenges**

As per the determinations of the study carried out on 89 high techs born globals of Finland (Bio-Tech and IT), the particular financial challenges put under this class or category are extremely native in type. In this study examination of financial position is carried out based on the economic situation of the country, and in countries where after the year 2000, was a monetary culmination that decreased the adequate provision of finances to born global organizations. Nevertheless, scarcity of capability in introducing collaterals and scarcity of endorsing government policies might be the established financial challenge for born global organizations (Gabrielsson&Luostarinen, 2002).

- **Governmental Challenges**

The promotion of cross-border activities are the fundamental challenge associated with the government, as the process of born global is novel and governmental agencies or institutes are aware of it. In this category it has been also highlighted that pioneers of this new engender are young technology entrepreneurs and are deficient in capability of planning and proficiency and endurance of their operations (Gabrielsson&Luosarinen, 2002).

B. Marketing Channels:

The interest in marketing channels has risen significantly in the marketing literature. Publications related to marketing channels have increased by more than 150% over the past decades, resulting in a fragmented body of literature (Watson et al., 2015). Although the initial focus of scholars was primarily on the economic aspects of channel relationships (e.g. cost minimization and optimization), current research is more aimed at studying factors such as trust, satisfaction, unfairness, and commitment (Kozlenkova et al., 2015) and research domains such as power-dependence relationships, conflict, and control mechanisms (Krafft et al. 2015). Findings by Watson et al. (2015) reveal and emphasize this shift; showing that behavioral-based studies about commitment and trust have become significantly more prominent in literature than economic-based approaches. This transition does not mean that the economic-based approaches such as transaction-cost theory or the resource-based view have become redundant. Rather it can be seen as an opportunity to review prior work and to examine potential research possibilities within the established research clusters. When reviewing papers about the behavioral-based approaches it becomes clear that they possess the common feature of primarily focusing on relational outcomes such as relational norms (e.g. Cannon, Achrol and Gundlach, 2000), commitment-trust (e.g. Zhang, Netzer, and Ansari, 2014), and power-conflict and dependence (e.g. Gaski, 1984; Samaha, Palmatier, and Dant, 2011), mainly once the relationship is established. Contrary, the economic-based approaches also tend to include the phase before such a relationship is established; the channel selection phase, based on for instance agency theory (e.g. Grace and Weaven, 2011), transaction-cost economics (e.g. Jeuland and Shugan, 2008), and resource-based-theory (e.g. Pentina, Pelton and Hasty, 2009) which leads to the

identification of the potential channel partners (Kozlenkova et al. 2015; Watson et al. 2015). Hence, to revitalize or extend the current diminishing amount of economic-based research approaches on channel selection and understanding channel relationships, it is useful to integrate or introduce a different perspective to this domain. Hoppner and Griffith (2015) extensively looked at emerging research clusters within the international marketing channel literature over the past 30 years and described several possibilities to achieve this. An interesting proposed research context is linked to the network research cluster and is focused on the capabilities of network actors. Looking at the capabilities of network actors offers the potential to review what channel partners can do and how complementarities can lead to synergistic effects or how mutual benefits can be gained. Before diving further into this matter, it is useful to further explain the theoretical lens of this research and to provide a clear definition of capabilities and why they are valuable.

1. Marketing Channel's Definition:

The external contractual firm that executives administer to attain an organization's distribution goals, can be defined as the marketing channel (Rosenbloom,1999), which has persisted to execute a vital function in the stream of goods from producer to the final user of the manufactured product. In recent times, various scholars have proposed that by taking on a relational exchange (relationship marketing) philosophy, marketing channels can be utilized to gain competitive benefit (Webster, 1992; Paswan et al., 1998; Hunt and Morgan, 1994; Brown and Lusch, 1996; John and Heide, 1992; Wilson and Fontenot, 1997; Dwyer et al., 1987;). Further, Wilson and Fontenot (1997) assert that the endorsement of a relational philosophy drives toward the formulation of long-term seller-buyer relationships and an enhanced vehemence of collaboration amongst the parties. Hence, there is a requirement for comprehension that what nurtures collaboration in these marketing channel partnerships and application for marketing channel strategy and performance.

2. Marketing Channel's Importance

One of the most crucial and vital decisions that management have to make is deciding is marketing channel decision. Surely, if someone looks at the dominant strategy of the marketing mix (distribution, promotion, price, product), the important

potency for attaining a competitive advantage now dwells in distribution (Obaji, 2011).

Distribution, among one of the four components of the marketing composite, is an indivisible component of marketing decisions that calls for all the decisions regarding the distribution of products to the end-user. Several marketing specialists tried to examine the issues and difficulties in distribution (Stern, 2006; Rosenbloom, 1999; Kotler, 2003; Frazier, 1999; Delton, 1997; Kim, 1996; Berman, 1999; etc.) giving care to the amplification of the processes of marketing channel design (Gudonaviciene&Alijosiene, 2008).

For competing in a successful manner a new frontier is still offered by Distribution, particularly if importance is placed on the design and management of higher ranking marketing channel systems to furnish brilliant customer service. Yet to boost sales by formulating an optimal marketing channel system, designing strategies for distribution that are innovative, and effectively and efficiently managing the channel system is not an easy job. (Obaji, 2011).

The pioneer formal concepts of marketing channels concentrated on the operations executed by a distribution system and the associated utility of these operations and the overall system. Mirroring their existence in transitional and industrial economies, moderately marketing channels transpired to be regarded as the group of autonomous firms engaged in the process of service available or producing a product for utilization (El-Ansary, Stern, Anderson &Goughlan, 2001). This organizational-oriented view attracts concentration to those representatives (e.g. retailers, wholesalers, distributors, etc) making up the distribution system and involved in the delivery of services and manufactured goods from the concept point to the utilization point (Coughlan & Anderson, 2002).Controlling the attempts of channel members, directing, coordinating or collaborating, organizing and planning is done through marketing channel management by the management of such organizations (Gundlach et al., 2006).

The conception of distribution generally denotes how and where services and products are to be put up for sale, possession of services and goods by the client and every essential logistical support and mechanism for shifting of services and goods (Stern et al., 2006). An assurance of satisfying the desired consumer by the desired

amount through the desired channel with the distribution of desired product is generally a sign of a successful marketing channel (Keller & Kotler, 2009).

The issue of definition is one of the pioneering issues found when the area of incorporated distribution is discussed. A single "model" distribution system cannot be oriented for all business organizations. Like various other operations of organizations the distribution operation/function necessarily be formulated with the model of philosophy of management and availability of resources for that individual organization. Three recognizable approaches or characteristics to incorporating distributed management surfaced during the 1960s. Which are business logistics, physical distribution management, and material management (Robeson, La Londe&Grabner, 1993).

An important role is played by research committed to channel management in the marketing discipline for over 40 years. Marketing has developed into two major channels for research in marketing. The first one is, the structure of channels or organization of channels being a central point, focusing on the integration level of channels, confidence in multiple channels, the intensity of distribution, and policies and terms of organization regarding surveillance, standardization, formalization and centralization (Challagalla, Frazier &Shervani, 2007; Anderson & Fein, 1997; Weitz & John, 1988; Oh & Cf. Dwyer, 1988). The second one and the one which is even more eminent is coordination in a behavioral sense for ongoing channel relationships, handling procedures of channel governance, inclusive of commitment and trust attainment, the extent of conflict and control, approaches for communication, formulation and implementation of interfirm powers, and effects of contracts (Brown and Lusch, 1996; Hunt and Morgan, 1994; Simpson, Dweyer Boyle, and Robicheau, 1992; cf. Frazier, 1983)

3. Development of marketing Channel Structure

A distribution channel can be explained as the assemblage of organizational units, external or internal to the producer, which executes the operations required for the marketing of the product. These operations are persuasive and involve the provision of market information, market risk-bearing, financing, grading, storing, transporting, selling, and buying. A channel member or representative is insole organization unit agency or institution that executes one or more marketing

operations and by exercising so has an active part in the distribution channel (Lambert, 1978).

Substantial concentration has been given to the study of channel structure by marketing channels literature. Initial scholars argued channel structures in the footing of the operations executed by channel members (Mallen, 1973). The fundamental concept was that such operations can be assigned in various dissimilar combinations amongst the multiple channel members relying upon the features of the channel as, various ordinary components egressed, which were perceived as changing throughout various channels, containing the number of channel levels (i.e., number of intermediaries engaged), level of intensiveness at respective levels (the number of intermediaries at each level of distribution), and t intermediaries types at every level (i.e., distributors, retailers, wholesalers) (Rosenbloom B., 1987). Hence, channel structure was basically addressed at the micro level, instead of scrutinizing macro issues like method of organizations for deciding which activity should be performed by whom, the trade-offs and costs involved in employing multiple channel strategies, and multiple external components affecting channel relations.

Emerging in the ‘70s, enormous spaces have been made in the comprehension of how organizations should manage and organize their distribution channels. Yet, the scholars have hardly scratched the surface of all the issues related to management that have been covered. Moreover, numerous issues of managerial significance associated with the firm and management of channels of distribution have obtained no concentration in empirical research (Frazier, 1999).

Modern-day research regarding channel structure scrutinizes both micro and macro issues. Most of the present research on channel structure concentrates on one of two broad operationalizations of structure: bureaucratic form and transactional form. Although it can be debated that the extent of relationism also imitates the structure of the relationship, bureaucratic form and transactional form is the most broadly recognized (Brent, 2007).

4. Types Of Marketing Channels

To reach consumers with services and products marketing channels are a source that encompasses both the procedure of delivering the service or product to them and selling it to consumers. Utilization of multiple marketing channels is an

ordinary practice for firms that incorporate various strategies for each geographic area they serve or function (Spacey, John (7 Dec 2015). There are Simplicable 7 Types of Marketing Channel).

- **Retail marketing**

Perceived as an utmost gate in the delivery of products – Retailing, for utilization by the last customer. The function of retailing can be characterised as any organization that markets goods to the final buyer. Therefore, it incorporates various actions and processes affiliated with the trading of services and products straightly to the purchasers, for their private use. Hence, it can be said that for any economic activity retail is the concluding stage. (Arora, 2012: 10).

- **Retail Partners**

Sub-contractor with whom the contractor enters into a trading agreement to run the retail business is defined as a retail partner. The retail partnership is based on two different brands which have non-competitive but complementary audience bases. That intends there is some overlap amongst their objective audience, but are not competing directly with each other (Phil Grossman, 2020).

- **Direct Marketing**

By utilizing and adopting strategies like e-commerce or personal selling, setting up a direct relationship with consumers.

Attempting via several advertising media marketing functions which straightly interact with a customer, usually asking for a direct response from a customer is known as direct marketing (Armstrong and Kotler, 2009). Which is an interactive application of advertising media to induce alteration in behaviour in such a way that this change of behaviour can be analyzed, tracked, and stored on a database for future retrieval and utilization which is commonly established to cultivate long-lasting relationships with consumers (Jacob and Stone, 2001)

- **Wholesale**

"The wholesaler buys goods on a large scale to sell them at a profit in smaller quantities. The Wholesaler purchases goods directly from the manufacturer which are extractor or producers and trades them to the retailers, and are, therefore, the connecting link between these two". – Carrad and Oliphant (the elements of

commerce, 1934)

- **Agents/Brokers**

A broker is an individual in charge of transacting business deals on behalf of clients. A broker gets a commission for every transaction he or she makes. A broker can also be a firm acting as a customer agent and charges a commission for the services it renders to customers. Another way to define a broker would be a middleman who purchases and sells products or services for a third party. (Jason Gordon, 2020)

- **Value Added Reseller**

Narus and Anderson (1986) elaborated VAR as "an organization which furnishes attendant services to various organizations for utilization in the production of those organization's products and resells manufactured goods and/or services. As per Rosenberg (1995), Value-added Resellers (VARs) buy products from a primary manufacturer and add value via assembly of products, alteration or modification, and/or customization. A VAR should influence the organization's competitive strategy positively by executing some functions or procedures in a context that is much better than the competition and, as such providing some unparallel advantage (Kotler 1997). Kotler (1997) highlighted that the function of the value-added reseller is to create value-added functions and gain a price premium in that procedure. For their suppliers, VAR needs to add value, and also the same for their consumers. Both producers and consumers anticipate that VARs are supposed to play a vital role in assisting them to develop their businesses (Aggarwal &Mudambi 2003).

- **Internet/Electronic Marketing Channels**

  - **Display Advertising**

The procedure of forming brand awareness and/or rendering traffic by putting ads on third-party websites. For instance, interstitials, overlays, interactive ads, video ads, banner ads, etc.

  - **Email Marketing**

Initiate the process of marketing via email messages after the collection of email addresses from possible leads. For instance, conversion-focused emails, brand-building emails, email newsletters, etc.

- **Pay-Per-Click Advertising (PPC)**

To initiate the course of earning visibility and traffic when applicable queries are executed by bidding for arrangement at a search engine (major or niche). For instance, Advertising, Business.com, Search Marketing, Yahoo!, Google Adwords, etc.

- **Online Public Relations**

To initiate the course of engendering media from mainly online outlets to gain traffic and branding. For instance, PR agency work, PRWeb, PRNewswire etc., are concentrated by internet media

- **Search Engine Optimization (SEO)**

The Ranking attaining process in the "organic" outcomes of search engines who are leading (Yahoo, Bing, Google). For Instance, link building, on-page optimization, keyword research, etc.

- **Affiliate Marketing**

The course of incentivizing various sites to force your merchandise in return for the percentage of income they generate. For example, commission junction, in-house affiliate programs, etc.

- **Social Media Marketing (SMM)**

The course of influencing large and small social media platforms to generate traffic and visibility. For example, forcing content on Digg, Facebook Group pages, twitter marketing etc.

- **Viral Content Campaigns**

The course of engendering creative message which assists in extending marketing message/branding and yield traffic. For example, viral videos, linkbait production, guerrilla marketing etc.

5. Conversion Rate Optimization (CRO)

The course of enhancing the track from landing to conversion to get excess customers/sign-ups/leads. For example, purchase-process simplification, click-through-rate improvements, split & multivariate testing etc.

6. Internet marketing

Implication of technologies in marketing efforts such as online marketing, digital marketing, and electronic marketing are generally regarded as internet marketing or its associated terms Marimuthu, Mohamad, Lin, Ramayah & Omar, 2011; Jarvinen et al., 2012). A lack of agreement has been revealed in the literature review relating to what each term covers and scholars employed these terms in an interchangeable manner established on their perspective, specialization, and experience (El-Gohary & Eida, 2013).These terms and ideas are linked and tangled, in this survey, Internet marketing was employed as an umbrella term inclusive of marketing activities throughout the subsequent channels: banner advertising, mobile marketing, e-mail marketing, content marketing, social media marketing, search engine marketing, and website.Internet marketing is a part of digital marketing that, in addition to internet marketing channels, is inclusive of digital television and wireless communications (Li et al., 2011). This study did not cover digital advertising, SMS, and WebTV; Hence, the term internet marketing was an accurate one to elaborate on the scope of marketing activities and dig into this research. Possible advantages of the adoption of Internet Marketing to Small Businesses cited by researchers in the literature on Internet Marketing. A number of advantages cited in the research apply to organizations of all sizes; Nevertheless, some writers concentrated on spotlighting the methods of online marketing that can be advantageous for medium and small-sized businesses (Kim et al., 2013; Harrigan et al., 2011). Researchers consented that, the advantages of internet marketing and under-researched issues were gauging the factual effect of online marketing activities on an organization's performance (Rezvani et al., 2012; Harrigan et al., 2011). Researchers frequently correlate internet marketing to conventional media outlets and channels like television advertising, radio, direct mail, and print. Exact measurement, flexibility, prompt response, personalization and interactivity are some of the many benefits of online advertising over conventional media (Varkani, Ahadi, Behboudi&Hanafizadeh, 2012).Scholars have manifested that the utilization of the internet may help enhance an organization's marketing and operational efficiency (Tsai & Huang, 2007; Hamidi &Safabakhsh, 2011; El-Kasswawy& Eid, 2012; Mafini& Dlodlo, 2014). For instance, Safabakhsh and Hamidi (2011) mentioned the affordability of online marketing compared to numerous other channels. A range of

opportunities is offered by internet for organizations to attain operational and marketing efficiency gains by cutting down the costs (Hanafizadeh et al., 2012; Boyles, 2011). Thus, internet marketing can contribute towards the positive effect on the marketing expenditures and efficiency.Trend of investing in conventionalvehicle advertising is diminishing due to the extending scope of daily functioning of businesses and consumers towardsthe internet (Christiansen, 2011; Kesterson-Townes & Berman, 2011). According to the survey of 230 agency leaders and advertisers over 65% shifted not less than 30% of their budgets from conventional to digital marketing, and 44% currently spend not less than 50% of their entire marketing budgets on digital and social media (RSW/US, 2012).

MarketLine (2011) forecasted that the online advertising industry of the world will range at $73 billion by 2015, symbolising 64% of the whole industry value. Internet marketing is no more a complementary tool to numerous of conventional types of advertising media, but instead it is a mainstream media channel. The fast development of the internet and its enhancing significance as a marketing channel is demonstrated by this marketing industry trend.

7. Integrated Marketing Channels

The concept of Integrated Marketing Channels (IMC) was first introduced in North-western University in 1989, with a definition that emphasized the importance of a comprehensive plan that evaluated the strategic roles of various communications disciplines, including general advertising, direct response, sales promotion, and public relations (Schultz et al., 1993). The first formal description of IMC appeared in the text "Integrated Marketing Communication: Pulling it together and making it work" by Schultz and Schultz (2004), in which IMC was defined as "a strategic business process used to plan, develop, execute, and evaluate coordinated, measurable, persuasive brand communication programs over time with consumers, prospects, and other targeted, relevant external and internal audiences".

There are three key factors that have driven the development of IMC: the widespread use of digital technologies in all fields, the use of trademarks as a key tool for product differentiation, and business globalization (Schultz et al., 2009a). In an economy that was becoming increasingly global, organizations needed to compete across geographical, cultural, and internal boundaries, requiring a greater level of

coordination between various communication activities.

However, understanding and managing the perceived synergy between different communication activities remains a challenge in implementing IMC (Kitchen et al., 2009). Connecting objectives and messages across multiple media vehicles is a critical issue, especially as the number of available vehicles continues to grow. Mulhern (2009) suggests that a set of axioms about relevance, exposure, timing, behavioral response, and other media planning principles can be used to solve this challenge. However, digital media consumption is new and constantly changing, requiring the development of new media planning tools to keep up with evolving technology and usage protocols.

8. Marketing Channel and Firm Performance

Significance of distribution channel is manifested for years, for its capability to reduce the cost of economic transactions (Williamson, 1981). Its ability to efficiently support organization's competitiveness, namely consumers, distributors, manufacturers and retailers, because of the geographical separation that divide them apart, establishing a distribution channel as an important function to increase export performance (Stan & Zou, 1998; Leonidou, 1996).Similar results of other studies show its vital role as a distribution channel to be a contributing element for the enhancement of export.

Numerous researchers have indicated a keen interest in analyzing further distribution channels due to their vital role in enhancing performance of the firm. Hunt and Morgan (1984), Heide (1994), Moore (1991), and Leonidou (1989) pointed that the development of the export-oriented organization was greatly related with the potency of the collaboration and relationship amongst foreign importer and the producers. In his sduty Anderson et al., (1997) also discovered that potency of channel members' corresponding and collaboration between retailers, distributors, agents and manufacturers enhanced channel member performance. As per the determinations by Shoham and Rose (2004), it was manifested that practical disagreement that occurred amongst channel members would not strengthen the association, but on the other hand, it would dilute the potency of strategy employed, which, would, in turn, relieve their performance. Frazier et al., (1989), in their empirical study focused on industrialized producers discovered that, requirement to

assert an effective and efficient channel relationship in marketplace of vendors by dealers was ordinarily influenced by the support to dealers' benefit from producers. Nevertheless, in conditions of the members of distribution channel placement, it has been recognized that the inducement of producing incorporated channels is to enhance better distribution channel performance. Mc Naughton (2002) scrutinized the structural channel consolidation decision amongst 2,000 Spanish export-oriented firms. It was discovered that the constitution of various distribution channels was encouraged by helping foreign marketplaces or importers to maintain the service quality and assets of exporters to sustain a beneficial relationship with the consumers. Besides, it was cited by Weigand (1991) that, partial 'unfair behavior' can be induced by the application of unsanctioned channels and as well as valuation by monopolistic channel members. A fresh study by Kim (2009) also discovered substantial outcomes in the case of organization of the Korea, by which effective supply chain consolidation played an important function in the competitiveness of feasible supply chain management (SCM). In his study on manufacturers and producers in Thailand Ely (2009) highlighted that firms which are foreign-oriented would be capable of formulating pioneering competencies to participate in novel and dissimilar environments. Resultantly, these firms were capable to attain eminent progression. In addition to that, it was also found that the organizations which were engaged in prominent global procedures portrayed a higher level of exports. Likewise, the characteristics of distribution channels are that when once instituted, it is ordinarily hard to alter. Patton and Ramaseshan (1994), and Zdenko (2011) reasoned that the channel members' situation also leveraged the performance.

Rialp et al., (2002) scrutinized the consolidation of structural channels over organizations in Spain that were involved in exporting and devised apparent manifestation that demonstrating linkage to importers could improve the export process. Appealingly, Kumar (2000) discovered that non-incorporated channels were also advocated. Bret (1995) further affirmed that the exchange of information amongst members played a vital role in relationships. The discovery was also aligned with John's (2006), which portrayed that maintaining the relationship element of trust is essential.Jiuh (2009) and Jennifer (2008) in addition affirmed that trust and commitment are the fundamental arbitrators in influencing performance.

Vendors become capable of delivering their services and goods to

geographically scattered end consumers by effectively employing marketing channels and vendors also depend upon channel mediators to buy in volume, transport inventories and trade their commodities preferentially over those of their competitors.

Great significance is posed by marketing channel strategy decisions as they symbolize opportunities and restraint, innately over the long term, as per Welsh and Dwyer (1985). Selection of structure in planning the distribution channel by manufacturers is denoted as Marketing channel strategies. They as well Influence strategies which refer to frequency, content and severity of corresponding proposed to attain the presence of favorable behaviours by their channel partners.

Substantial concentration has been received by the study of channel structure as an element of channel strategy.Mallen (1973) demonstrated characteristics and channel structures established on a combination of numerous different groups of functions executed by multiple levels of channel mediators. As channel structure research advanced, various altering components were analyzed throughout varied channels.Rosenbloom (1987) analyzed channel levels or various mediators amongst the producer and the end consumer, at various stages the degree or the figure of mediators at each channel level, and the kind of mediator like retailers, wholesalers and distributors at each and every level. Contemporary research concentrated on the channel structure's operationalization as a transactional or bureaucratic form. Governance structures were portrayed in research by Williamson (1979, 1981) on transaction form and reached transaction costs analysis grounded on decisions on the performance of operations externally or internally. Benefits and expense studies on utilizing vertically incorporated channels have portrayed that external or market transactions are predominant to internal or relational transactions in cases of low environmental bewilderment, low levels of transaction-specif asset prerequisite, high prevalence of dealing conditions, and when the assessment of performance was objective (Noordewier, et al., 1990; John and Heide, 1988; Oh and Dwyer 1988; Reukert et al., 1985). The study on the bureaucratic form of channel structure analyzed structural proportions such as differentiation or specialization, centralization and formalization in the performance of channels (Reve and Stern, 1980; Oh and Dwyer, 1988; Reukert et al., 1985). In this approach emphasizes is given to control, power and authority of the channel to attain the hoped performance.

Is has been stressed in this approach that the adaptiveness, effectiveness and efficiency of the channel can be enhanced by enhancing the specialization, centralization and formalization. In this context, centralization can be described as the extent or degree to which independent decisions are taken or decisions are taken with the partners of the channel on a multi-lateral basis. Although Formalization requires the degree to which actions or activities and social connections or kinships are regularised by established rules, contracts, agreements and procedures. And differentiation and specialization pertain to the degree that undertakings are classified (Reukert et al., 1985). It is becoming difficult for an advertiser to retain truehearted channel partners and influence them to select their brand over the others, as channel mediators are growingly turning undivided, at multiple levels to deal with multiple brands. An important role is performed by a well-formulated corresponding scheme in enhancing the operations of the channel and support substantially as a maiden step in a voyage to superlative channel management. It was proposed by Nevin & Mohr (1990) that, the impact of channel conditions (climate, power and structure) on channel results (satisfaction, performance, coordination and commitment) is governed by the strategy of correspondence. It concludes that, when the conditions of the channel and corresponding strategy are aligned, the performance of the channel enhances. Outcome improves with the help of a collaborative communication scheme when channel conditions are labelled with by relational structures, symmetrical power and supportive climate, while on the contrary autonomous communication strategy produces better outcomes where channel conditions such as discrete structures, invalidating environment, or asymmetric power domination. The intervals in their study are verifiable testing or suggestions that arose, the result of regulation or competition, channel complexity in terms of the number of levels, and the count of mediators on every level. Continuingscrutinise of communication strategies on the development of channel structure and behavior is also a interval recognized in the study. Investment of marketing by marketers for promotions and advertisement make an assemblage of goodwill for members of channel, which successively drives growth and increase in sales.Thisshapes inducement for more investment by channel members. A dynamic model was formed by Jain & Chintagunta (1992) to discover or influence equilibrium marketing investment levels for channel members along with the model which helps in comprehending the impacts of channel dynamics on the various gains

derived from marketing interventions which are interconnected. It was figured out by them that when the channel member and manufacturer pursed an aligned strategy, it ensued in improved effort level of marketing by channel members driving substaintial total channel gains and that there is a greater necessity for such organized strategy when rates, discounts, carryover effects of marketing effots and goodwill interactions amongst channel partners and manufacturer are high. Boyle et al., (1992) formulated standards of pursuing six leveraging strategies in marketing channels as recommendation, exchange of information, request, legalistic plea, threat and promise. The promise is elaborated as when the informant manifests to offer a defined or fixed payoff contingent on the target's abidance. The threat is while the informant communicates with the target that negative sanctions will be applied in case of non-complaince. Whilst Legalistic plea is when the informant argues that compliance by target is a requirement of formal agreement.While the request is when the informant requests the targest to accomplish or execute;not mentioning the resultant sanctions or rewards. The information exchange is when the informant provides with information with no any particular action or execution required, requested or even otherwise pointed. And lastly the recommendation si when the informant emphasises that the particular target execution or act is needed or required for the latter to attain wanted results. They scrutinized the affiliation of the influence strategies on channel relationships and substitute channel governance structures (corporate, franchise, administered and market).

The outcomes affirmed the proclaimed negative affiliation amongst relationism and the following influence strategies: requests, legalistic pleas, promises and threats. Robicheaux and Bandyopadhyay (1998) stretched the study of the affect of six influence strategies of suppliers on their dealers in India and the USA – legal pleas, theat, promise, request, recommendation and exchange of information and found that in India, legal pleas and recommendation, which require abidance of the conditions of the agreement amongst them, had a positiveaffect on satisfication of dealer. Acknowledgement has been given by the researchers that with raising competition levels, retaining channel mediators and recruiting is challenging and resolved that by adopting sound influence strategies marketers will be capable of attaining the wanted levels of channel performance while keeping channel partners gratified.Because of the study has been tested only in two countries and in only

electric lighting industry it lacks the generalizability. Upholding the same trend, variables such as degree of external market competition, leadership, compensation system, reward and culture were discovered by Bourne and Franco (2003) to leverage performance of the channel. More variables such as achievements, internal emphasis, culture and perception of organizations orientation were screened by Paswan (2003) and noticed to perform a fundamental part in decisions of channel management. Respect, trust, and worry for reciprocal benefit in a relationship with channel intermediaries are of higher strategic significance to enhance channel performance. A new method is provided by the idea of equity which incorporates channel relations in the execution and strategic designing of organization. The sphere of channel strategies argued hitherto has been restrained to the treatement of aspects like influence and power. The idea of generic strategies was employed by Wren (2007) to the sphere of channel management.

The relationship of various channel structures is scrutinized by him; particularly vertical combination, channel power and control on the selection of generic channel strategies of expense leadership, combination strategies, concentration and differentiation. He formulated suggestions that organizations that are incorporated in a highly vertical manner would select a low-cost strategy, whereas, those with lower levels of vertical integration would select a distinction strategy and those with moderate levels of vertical integration would select a strategy of combination.

Porter (1980) was of the vision that objective performance standards would enhance the performance of cost leaders, while the contrary perspective of Kerr and Lassar (1996) regarding cost leaders is that they managed an arms-length control relationship that did not grant behavioral interventions to leverage their performance. On contrary, Fisher and Govindarajan (1990) pertaining to the case of discriminators, discovered that employing behavioral standards containing subjective non-financial parameters that compasses environmental effect, the relationship with vendors, the experience of customers, variety in the workplace, innovation, and civic duty was influential in a greater extent to affect their performance. According to Porter's (1980) ideas of generic strategies and the notion of Levelled Scorecard elaborated by Norton and Kaplan (1992), an incorporated framework for gauging the performance of marketing channels was formulated by Vocino & Valos (2006), besides standards

for performance of channel and numerous aspects, encompassing factors such as inner communication and collaboration, ambiguity or inner conflict, which separates amongst effectiveness and efficiency in the measurement of performance and supplies an extensive model for overall performance betterment throughout channels and incorporating market sectionalization strategy grounded on consumer life longworth and channel strategy in terms of channel cost and channel response. The pertinence of the foregoing few publications is deduced from the vehemence on channel structures, alignment, influence, and communication accompanied by performance and payoff standards to nurture productive marketing of new innovative products by vendors through their channel mediators.

a. Marketing mix and firm performance

Distribution Channel Marketing has an ethical type and copes with a profound comprehension of consumers, acknowledging the requirements and hopes of a person, and properly gratifying their hopes and wants. Hence, marketing is placed in the arena of ethnic expertise.In the phenomenon of marketing, culture is dominated over economy (Tonkiss& Slater, 2001). A process involving management, social and cultural aspects that some individuals and sets of individuals attempt to develop and interchange supplies, goods, and services by probing desires and needs of each other (Alodari, 2008).Process of recognizing, forecasting, producing and satisfying consumer's demands and needs for having services and products (Kiaei & Safari, 2009). Contrary to that, track performance is influenced by the marketing mix by utilizing a set of controllable variables in the atmosphere where there are various uncontrollable factors. In other words, a marketing mix framework by which the industries and the firms plan their marketing activities is provided by various other marketing decision variables (Nekoeizad & Makhzanghadimi Hosseini, 2012).

Neil Borden was a pioneer in the literature of the marketing, who raised the idea of marketing mix. Elements of marketing mix such as product, price, place, promotion, sales and marketing research are included by him. Subsequently, E. Jerome McCarthy distributed marketing mix into four elements encompassing place, promotion, product and price. Some other componenets are also included in Marketing mix along with 4 Ps (Price, Product, Promotion & Place) comprises of market dominance power, people, public relationships and packaging (Taheri,

Naseri, Ansari &Ketabi; 2006). Therefore, the distribution system is one of the fundamental tools of marketing. A group of functions or operations including transfer of goods to finalize producers through determined passages which encompasses intermediation, brokerage, and wholesale representation operations. A route utilized for transmitting goods from manufacturers to consumers is called a marketing channel. Transfer of ownership of product takes place during the distribution channel route. The distribution channel also helps investors in determining the suitable companies for their investment. Entrepreneurial organizations ordinarily utilize their business network and connections as channels for presenting themselves to actual audacious investors or firms. When financial resources are obtained by successful firms, this factual venturous investor or firm functions as a channel to proceed towards monetary supplement. By utilizing broad networks real audacious investors can present entrepreneurial firms to their financial institutions, banks, or fellows (Young, Kotler &Kartajaya, 2004). Trade institutions or intermediaries that operate amongst producers of goods and customers are considered channel members. Mediators are fundamentally associated with actions and services that have a straight correlation with the distribution, selling and buying of goods. Mediators' functions are restrained to crucial operations like insurance of goods, transport, distribution, storage, sales and purchase and contracts. Retailers and wholesalers are two big factors associated with distribution channels. Wholesalers are junctions amongst retailers and manufacturers whilst retailers are the ones who sell the goods to the end customers. Most of the retail sales pertain to individuals, but retailers may also deal with institutions (Farzin, 2009). Distribution channels can be categorized into indirect and direct distribution channels, pertaining to the form of activity of every trade institute. The distribution channel which relies on mediators to undertake or perform all its distribution operations is an indirect distribution channel, which encompasses distributors, retailers and wholesalers (Azizinia&Fayaz). Whereas, companies that are producing the product straightly deliver their product to their consumers without mediators are called direct distribution channels. Channels like these are connected to associated firms and organizations through the different courses. These are the physical courses of the product, promotion flow, information flow, payment flow, ownership flow, and product. Which ultimately makes these courses' distribution channels more complex (Lotfi, Faraji&Alidadi, 2011). Various factors influence the selection process of distribution channels like the type of the

market, type of product, number and scale of manufacturers, and the structure of marketplace in that country and there are no fixed hard and fast terms which can influence the distribution channels number without pondering upon the above discussed aspects. The actual purpose of this mesh in society contributes to customer's access to services and goods at a feasible expense. Moreover, the improvement and economic balance of both utilization and manufacturing relly significantly on the regulation and reformation of this network (Bakhtaei&Golchinfar, 2011). Some major functions including ownership rights, payment, physical property, risk-taking, financial provision, order, negotiation, advance advertising and information are undertaken by marketing channel members.The information denotes to data collection and information distribution associated with marketing research regarding potential and present consumers, competitors and other forces in marketing surroundings. Advance advertising pertains to devising and distributing attractive communications to draw consumers' concentration toward goods. Bargaining is strived to attain the closing agreement and other transaction terms so that the ownership transfer or goods possession becomes possible. The purpose of the order is to be a link between the desire of shopping of marketing channel members and the producers of goods. The monetary provision concerns to the arrangement of required funds for the financial offerings for products at multiple stages of the marketing channel.Risk-taking is affiliated with acknowledging the risk of the channel. Another task is physical holding which involves warehousing and persistent management of physical goods from raw materials to the final consumer.Payment referred that sellers should be paid through banks or any other financial institutions by buyers according to their bills. Lastly, the ownership right relates to the reassignment of actual ownership from one firm or an individual to another (Kotlers, 2004). Profitability is significantly affected by distribution, so an organization should have an outstanding and logistic strategy for the supply chain and distribution management. All variables of mixed marketing are interconnected. By increasing the price of the product, the demand for the product will be decreased and for distribution, smaller points will be required (Singh M., 2012, p.4). Organizations have to cope with the challenge of part of the distribution in mixed marketing, whether it conceives the worth of problem of distribution as essential or not to trouble the executive ladder of the company and develop general objectives and strategies. The core of today's management is the development of

schemes regarding mixed marketing for a place of distribution, price, merchandise, and promotion which gratify the requirement of the marketplace in a much-improved manner than the competitors of the firm. (Bert R. (2004 & 2013, p.157). The two basic and primary factors of distribution channels for any organization are; the number of distribution channels and the proportion of the sales force (Koksal M & Ozgul E., 2007, p.339). decision-making in the field of merchandise should largely be associated with the decisions taken in the field of distribution (Barcik R & Jakubiec M., 2013, p.5). Various interconnected variables which have to include in the strategies of the marketing mix influence the selection decision pertaining to the distribution channels. Based on this, Characteristics of distribution coverage, the common price of distribution, the wanted degree of governance, and the flexibility of the channel help further in defining the selection channels (Donnely P. 2001, p. 166-171).

9. channel strategies and the design of marketing channels

The pattern of channels concerns the decisions that come from the firm to produce a novel distribution channel or from the taken decisions to alter an existent distribution channel (Schugk M. 2005, p.16). Analysis of the needs of consumers, determining the objectives of the marketing channel, recognizing the main substitutes of marketing channels, and evaluating them is included in the design of the marketing channel system (Lane Keller K., Kotler PH, 2009, p.235).

To examine customer's requirements –the channels furnish these service outcomes: services advancements, various products, in-time delivery and space facility. Determining the Objectives of a marketing channel – objectives in conditions of the targeted levels of customer services have to be set by the organizations. Recognizing the primary substitutes of marketing channels and evaluating them –following the determination of objectives of its channels by the organization; it also has to recognize the primary substitutes of channels regarding the types of mediators, the duties of each channel member, the number of mediators, assessing the primary substitutes – following the determination of some of the channel options, it has to select the one that meets stakes its long-term goals. Based on economic, adaption criteria and control each option must be evaluated (Amstrong G., & Kotler P, 2011, 351-354).

a. distribution strategies in marketing

By nature distribution channels are very fixed on their customer and industrial marketplace and instituted on the various involving factors in the distribution channel. The strategy and scheme of the firm will be affected significantly by the choice of channel members and distribution channels. At various phases and stages of the decision-making procedure of the distribution channel, sheer concentration should be taken into account. In this regard, three strategies or schemes are widely known, which encompasses intensive distribution strategy, exclusive distribution strategy, and selective distribution strategy.

An intensive distribution strategy is primarily focused on the utilization of goods on daily basis with low prices and higher consumption. This kind of organizations desires to have access to a higher number of consumers; Thus, products of such companies are distributed in numerous places. Therefore, an increased number of mediators is always better and necessary to employ this scheme in the best possible way.

An **exclusive distribution strategy** is employed for expensive and luxury commodities. This scheme refers to the assignment of duty of distributing tasks by manufacturers to an exclusive and small number of mediators and trying to select the ones that furnish higher profit margins and costs to involving firms. Furthermore, the manufacturers have more dominance over the pricing of services or goods and their distribution.

Selective distribution strategy ordinarily is an average scheme and usually is employed relating to industrial goods. In this scheme or strategy, the manufacturers are basically searching for adequate or acceptable geographical coverage and experienced mediators who are answerable for distributing their goods (Bakhtaei&Golchinfar, 2011).

Management, encouragement of individual channel members and performance rating of them over the period of time and selection are the requisites for the management of marketing channels. Based on their capacity to seduce marketing mediators manufacturers segregate. The firm has to outline what characteristics differentiate the very best when the mediators are selected (Kotler P & Amstrong, 2011, p.354). Three strategic questions need to be answered by the

manager of the channel, in an endeavor to implement and design a program that will accomplish the collaboration of channel members (Bert R. (2004 & 2013, p.165).1) How solid and necessary connection of channel members is? 2) How the members should be encouraged to promote collaboration in attaining distribution goals? 3) How should mixed marketing be utilised to attain this collaboration or cooperation? Management preferences, strategic requirements and numerous other restraints help in deciding the intensiveness of distribution that proposes a better performance of strategic potential. The right choice of distribution intensity relies upon positioning and targeting in the strategies of directing the market and product characteristics (Daryaganj, Road A., 2007, p.211).The task of handling distribution channels is to collaborate and supervise various courses that encompases agents, wholesalers, sellers, and mediators (Rosenbloom B. 2010, p.11).

b. Channel Selection / Design

Regrettably, deficiency of ample concentration to channel selection is indicated by too many reports of issues (Hayes et al., 1996). The Choice and the accompanying performance of a particular partners or partners are, obviously, the final determinants of the failure or success of a marketing channel (El-Ansary & Stern, 1992). Organizations requires to choose their channel members cautiously. Channel members are the organization for consumers. A conceptual model is suggested by Irani* et al., (2011) founded on the crucial jobs of mediator and the criteria to gauge them. Possibility of application of conceptual model is factual to choose the mediator for any industry or state.Neverthless, there is a possibility of restrains specific to industry or location. Furthermore, the model has demonstrated to be utilitarian in enhancing the choice of the mediator in the marketing channel. The utilization of condition “design” as it applies to the marketing channel differs generally. Hence, we will elaborate in a meticulous manner the meaning of design as it applies to the marketing channel, before continuing further. Decisions and choices required for the formulation of new marketing channels where none had persisted earlier is referred as Channel design, or to the alteration of available channels. Selection decisions may or may not be the outcome of the channel design decisions. One of the usual causes for choice, autonomous of channel design decisions, is to substitute channel members that have imparted the channel -either voluntarily or differently (Rosenbloom, 2004). In designing the marketing channel there are some

models but there are fewer particularly formulated and designed technics for choosing a mediator in the marketing channel. In 1986, the very first use of operation research models in selecting mediator was recorded. Rangan et al., (1986) called for a framework for mediator selection under the supposition that the organization's distribution channel construction stays unchanged. A comparison was made amid an instinctive network urged by sales management and selected ideal intermediary network (Rangan et al., 1986).

Rosenbloom (2004) decides a framework for designing the channel that can be further separated into seven steps or phases: (1) Acknowledging the requirement for channel design decision, (2) Setting and collaborating distribution goals, (3) Defining the distribution jobs, (4) Formulating potential substitute channel structure, (5) Assessing the variables impacting the construction fo channel, (6) Selecting the "best" channel structure, (7) Choosing the channel members. The literal choice of firms that will turn into marketing channel members is the final phase of the channel design model (Rosenbloom, 2004). Rix (2005) suggested a framework comprising of 4 steps: fist, determining the job of the distribution within the marketing mix, second, choosing the type of distribution channel, third, deciding the suitable degree or intensity of distribution and finally, selecting particular channel members and choosing an intermediary marketing channel. Eventually, Kotler formulates a framework comprising 4 phases examining customers' wants, setting goals of channel, recognizing the fundamental substitutes, and assessing them (Armstrong and Kotler, 2006; Keller and Kotler, 2006).An intermediary of the marketing channel is selected by the organization, like Rix framework in the last step. For choosing an intermediary in marketing channel there are some particularly designed articles which include some applying choosing criteria. To define a set of choosing standard in its very first try in 1951, for selecting channel members, Brendel formulates a list of 20 fundamental questions or queries for an industrial organization to ask their prospective channel members (Brendel, 1951).

Pegram's proposed list for channel member selection standard, however, is considered to be most complete, comprehensive and determinate (Pegram, 1965). Pegram's list is practical and Pegram utilized more than 200 Canadian and American producers. Pegram breakdown the standard into a number of classes. Some other set of standard, suggested by Mccuistion and Hlacavek (1983), debates Brendel's list

with a few more standards. Producers should choose distributor who have a small instead of large range of products, for the technical products sold in the industrial markets, they debated. They also recommended that market coverage of a possible channel member should be defined as a standard not simply in terms of geographical coverage but also in terms of segment coverage of market. Shipley (1984) furnishes some other set of choosing standard based on a study of producers in the United Kingdom and Unites States (Shipley, 1984). The study describes 12 standard sorted under the three fundamental categories: (1) Market and sales factors, (2) service and product factors, and (3) uncertainty and risk factors. Grounded on the deliberate review of the international marketing literature applicable to choosing foreign distributors, Calantone& Yeoh (1995) distinguishes six substaintial classes of selection standards: (1) Level of commitment, (2) Monetary Strength, (3) Marketing skills, (4) factors associated with product, (5) Capabilities of planning, (6) facilitating factors (Calanton&Yeoh, 1995).They pertains to these six factors as the "core competencies" that distributors must have for efficient representation in overseas markets. After the selection of distribution network and the number and type of intermediaries wanted have been decided what is anticipated from the channel members and what they can expect in return should be conceived as per 'Marketing Guide: Distribution (1991)'.

c. Use of Multi-channel strategy

The utilization of multiple channels of distribution is turning to be a rule now instead of being an expectation, given the fragmentation of markets, raised Interbrand competition, technology advancements, among various other things. While numerous channels conceivably raise the organzation'spenetration level and enact barriers, interchannel conflict and Interbrand competition may turn into a substaintial issue, contributing towards decreased levels of support in the organization's indirect and direct channels. These probabilities and possibilities stayed widely undiscovered. Klein et al., (1990) and Weitz and John (1988) scrutinized the utilization of numerous channels to a extent, only Dutta et al., (1995) have concentrated a practical study on the structure. Augmenting an indirect channel with a direct channel enhances the producer's capability to manage the indirect channel is their only substaintial discovery (Frazier, 1999).

It is essential to evaluate whether cultural disparity shape how the participants of channel responds to strategies of marketing channel, for marketers functioning in overseas markets. This is, will a especial scheme evoke the same reaction in dissimilar markets? This problem has been argued for centuries in the pretext of the property and rightness of generalization throughout domestic markets (Porter, 1986; Buzzell, 1968; Levitt, 1983), and has reappeared lately (Pimblett and Whitelock, 1997; Rosenbloom *et al.*, 1997; Song and Dyer, 1997; Blakely and Bigoness, 1996; Lyman and Black, 1991; Aggarwal, 1995). Although some academicians affirm that managerial practices, cultures and managerial values are meeting (Ralston et al., 1992; Misawa, 1987; Harpaz 1990), others insist that difference is more common (Welsh et al., 1993; Pavett and Morris, 1992; Erez, 1986) and the latter now robustly outnumber the former (Redding, 1994). Those debating for coherence submit that internationalization and variation in technology contributes to standardization, progressively alike cultures, and cosmopolitian management practices. Those who debating for difference hold that inspite the standardization of services and products, culture are repellent to change, disparity of cultures is reasonably stable over time, and varying cultures demands distinct practices of management (Vermeulen and Barkema, 1997; Nollen and Newman, 1996; Hofstede, 1991, 1980). Additionaly, irrespective of academic determinations, it seems that various US firms are functioning under the notion that the exchangeability of practices of managemet regardless of concern for cultural variance is a feasible strategy (Flikkema, 1998; Callahan, 1989)

While the rules stay the same, the pattern of distribution has varied dramatically in the past century, and even more so since the advent of the "Internet of Things". Presentation of affiliate programs and partners is a groundbreaking shift in the scheme of distribution channel marketing and managmen of channel sales.

Adequate time and efforts has been given by the literature on marketing channels to the comprehending the various interrelationships which grow amongst the channel members. In this regard, various topics including relational dimensions, channel structure, power / conflict and environmental issues has been analyzed thoroughly. Neverthless, inadequate or little concentration has been received by the ideas of concept of channel strategy and other prospects associated with distribution management (Brent, 2007).

Generally manufacturer's view has been taken by channel research. That is, usually with the manufacturer's prespective of organization and management of ongoing channel relationships and how channels should be coordinated, like determining that intergrated channels should be utilized or not utilized and implication of power for coordinate exchanges. Additionally, a immense amount of research on retailing exists (Frazier, 1999).

Presently, institutional structure furnished by the marketing channels that links organizations to the markets they serve have not escaped the universal environment. Contrarily, in present day world, scheme and marketing channel structure necessarily be developed in the circumstances of globalization (Larsen & Rosenbloom, 2008). Therefore, current generation of managers deals with more severe issues in comparison to previous generations of managers, who are responsible for making service and products available for billions of customer across the globe by managing and developing the distribution channels. Not only thinking globally is a demand for present day channel managers, but they must also play local role in conditions of furnishing the adequate array of channels wanted by the heterogeneous marketplaces across the globe (Rosenbloom, 2010).

Acute cosmopolitan competition today is forcing organization to go to marketplace by utilizing multichannel scheme in which they sell their products via two or more channels of distribution (Hogan and Webb, 2002). By observing enhancing number of firms following multichannel strategy for other reasons; to meet the difference in customer behaviours, to extend to various marketing segments, to decrease the costs, or to enhance market share, the prevalence of the multichannel scheme can be testified (Anderson & Sa Vinhas, 2005). In their effort to do so, however, a dilemma snares the decision-makers. They are compelled to introduce new channel members or new channels to encounter novel trends in customer buying behavour from one side and on contrary to that, they are confronted with 'channel conflict' produced as a outcome of lending these new channels, specially from old traditional distributors.Following a multichannel scheme has evolved into a prerequisite for firms to have distinct benefit that contained raise in market existence, raise in sales quantity, access to a marketer's offerings, enhanced consumer exposure,maximized benefits and enhanced reach (Mehrotra and Sharma, 2007). Mehrotra and Sharma (2007) suggested a framework for "Selecting an ideal

channel mix in multi-channel surroundings". They suggested a six steps multi-channel strategy process: (1) Formulate strategic multi-channel goals (2) Comprehend consumer and channel touchpoints to influence benefit (3) Attempt to review channel options and industry structure. (4) Undertake channel utilization practice. (5) Review Channel economy. (6) Formulate an incorporated channel management scheme.

C. Conceptual framework of the study

After carrying out an in-depth review of the available literature of born global companies and their marketing channels, I suggest a model that explains the major marketing channels categories and supports of born global firms in Istanbul, Turkey. Before proceeding to the detail, it is important to mention that the factors identified are not the only ones that hinder the performance of born global manufacturing companies. The selected factors are regarded as the main categories and supports of marketing used by these companies.

The main purpose of this study is to examine the channels used by startups during their first years after inception, select the most effective ones,as well as the programs they used to support their channel partners and customers.

Through focuses on gaining insight into:

- Clarify how marketing channels work for startups and how they can help them to increase customer reach.
- Provide clear recommendations to born global companies, about the effects of selecting marketing channels on the company's success.
- To identify the effect of integrated marketing channels on born global companies operating in Turkey.

To illustrate the problem of study we can say that it is well known that the marketing channels work on making the product or the service reach the customers, and this extends to have for every marketing channel, a support program that works on making these lasts effective.

The presence of many customers around the world enabled BG companies to choose the marketing channel or channels that suit different segments.

The study derives its importance from the importance of the subject itself.

Marketing channels selection is one of the most important tools used by companies in past and at present and it is the subject of interest by researchers.

The importance of this study comes from the lack of researches focused on born global companies especially that this subject has been on probation these 2 last decades.

The important focus of the research is how to provide the born global firms with the right selections of channels and how to support them so that they can reach the customers they are targeting, and how it helps employees to have a global mindset.

The practical importance is designing a questionnaire that includes search variables and their components, which will be distributed to the sampling units of the born global firms in Istanbul to test the hypothesis and reach the results.

D. Hypotheses Creation:

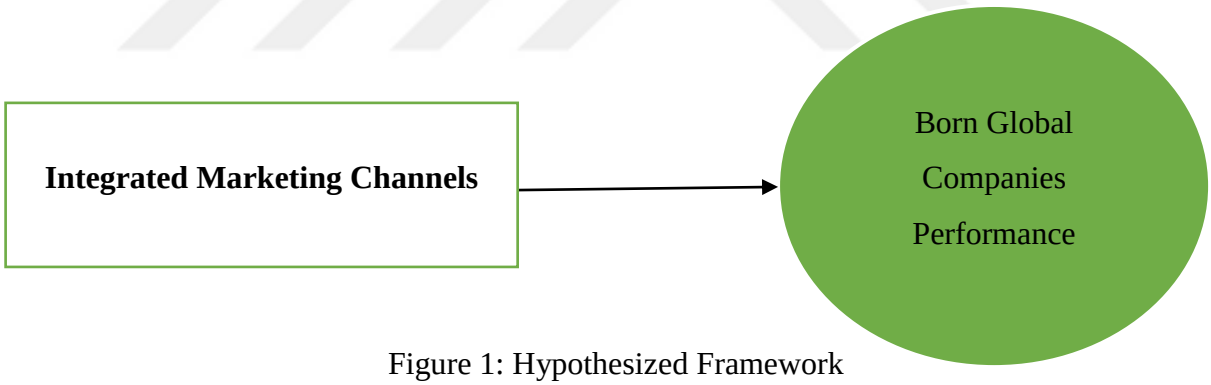


Figure 1: Hypothesized Framework

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

III. RESEARCH METHODOLOGY

A. Research Approach

In a research study, data can be collected to either test already developed theories or build a new one (Bryman & Bell, 2007). The idea to conduct this study emerged out of the observation while studying the phenomenon of born globals, where it was noticed that there aren't enough studies about it, especially in developing countries like Turkey. There a question that arises from here is what are the market channels used by these born globals working from an emerging economy. This signifies that a problem was recognized that was not adequately treated by existing literature. Therefore, the purpose of this study is to explore those unique marketing channels chosen by these born globals and when to use each of them. Consequently, the results of this study would formulate a theory.

The process of discovering certain phenomena its called induction and on the basis of this arrive at decisions. In a different context, in induction, we logically institute a general suggestion grounded on discovered facts. For example, we see the procedures of production are the prime characteristics of manufacturing plants or factories. It has been therefore concluded that the reason behind the existence or factories is production purposes.

The deduction, on the other hand, is the process by which we arrive at a reasoned conclusion by a logical generalization of a known fact. A deductive approach was used to derive hypothesis bases on some theory and testing took place finally. According to Gummesson (2000), deductive research starts with existing models/theories or concepts, hypotheses are formulated based on these theories, in the final stage, those hypotheses are tested. The inductive approach is not in favour of this study and is rejected. The available literature on born global is extensive, but my gap of research shows no studies pertaining to marketing channels of born global from an emerging economy. The results of this research will surely add to the existing literature with a model of marketing channels selection.

When researchers first begin to open up any new line of enquiry there will be no useful theories available from which to deduce propositions for testing. Knowledge has to begin with collecting facts and then trying to find some order in them. This is known as induction. Deduction is the technique by which knowledge develops in more mature fields of enquiry. It involves a sort of logical leap. Going a stage further than the theory, data is then collected to test it (Marshall & Rossman, 2010).

Correlational, descriptive, and quantitative design was applied for this research. Quantitative research means was adopted by the researcher established on quantifiable data for the attainment of intends of the research by a well-devised study. Researcher also applied a descriptive research design to furnish a data summary; these gathered data summaries can be portrayed by utilizing numbers to utter the characteristics of the variables; a correlation design was applied by the researcher to measure the strength or intensity of relationship amongst the variables; it assisted in studying the impacts of marketing channels selection on born global companies arriving at the end-user. Data was gathered by the replies to the questions in questionnaire which was carefully designed to include questions which can provide with the results of obtaining the objective of this research, questionnaire was distributed, and results were analyzed via "SPSS" software, and afterwards elaborated the computed results. The focus is on the 'what' question to explore the marketing channels and the support programs from the entrepreneurs' perspective.

B. Sampling method

Selecting a study sample is significant because it is impossible to analyze the complete sample ethically and efficiently. Generally there are two types of sampling, acknowledged as non-probability and probability sampling. Non-probability and purposeful sampling techniques were employed for this study.

A moderate sample comprising of 97 respondents and 97 firms was the sample for this study, which were purposively chosen on the basis of criteria provided in table 3.1. It is recognized as criterion-based sampling or judgmental sampling, where the "most productive sample" have been actively chosen by me to address the questions of the research (Remenyi et al., 1998; Rossman & Marshall, 2010). In this case, it has been chosen born-global SMEs in the textile sector.

Likewise, the respondents are either managers or entrepreneurs engaged in global activities.

Due to the non-possibility of taking every resident of Istanbul city into the consideration, a non-probabilistic sampling method was chosen to be followed, to collect data from wanted audiences from different locations of Istanbul city, it is a sampling in a convenience method. The objective behind selecting a convenient methodology for data gathering is that it makes it convenient for the scholar to collect data properly and adequately from desired respondents. sampling pertains, as suggested by its name to the gathering of information from members of the population who are handily available to furnish it. During the exploratory phase of the research project, convenience sampling is most often employed and is possibly the best way of obtaining some basic information efficiently and quickly.

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

C. Sampling size

The primary aim of this study is to determine the effect of marketing channels and more specifically social media channels and the ways in which it reflects the impacts on the satisfaction of the target consumer. By employing the accessibility sample technique the questionnaire was circulated to 97 the researcher could reach, with 90% confidence level for the entirety of the target sample population, which exceeds 72000 (İKADA, 2020), 10% is accepted by us with the margin of error, and 97 responses will be the recommended sample size.

D. Data Collection Method and Tools

For gathering data and information to affirm the research hypothesis, a questionnaire was utilized as a tool to attain facts and figures required by this study and following the theoretical framework for this study. The questionnaire was comprised of two sections, elaborated below:

· Part one: It contains general data under which the criteria defined

· Part two: concerns the companies' feedback about the effects of these channels. It includes two axes; the first axe is related to the integrated marketing channels, the second one is about born global companies' performance

Selection Criteria for Case Firms:

Table 4. Reasons and criterion is portrayed in the given table below for case firms selection.

Criteria	Reason
Behind The selected firms should come in the category of SMEs and fit on the definition of Born Global.	The study is focused on manufacturing Born Global SMEs rather than big multinational corporations.
The firms should be internationalized a maximum of 3 years after their inception (Knight &Cavusgil, 1996)	The firms that internationalized after 3 years are not considered as born global companies.
At least 25% of the activity of the company is global (Knight and Cavusgil (2004) and Madsen, Rasmussen, and Servais (2000))	The firms that have a global activity of less than 25% are not considered as born global companies.

IV. RESEARCH ANALYSIS

This chapter is about research analysis that consists of descriptive statistics such as frequency tables, bar charts, pie charts and so on. Here, researcher provided the frequency tables for data presentations, includes all demographic questionnaires and items of scales. Later factor analysis was used by applying Principal Component Matrix and KMO analysis. Correlation analysis has measured the relationship among variables and finally regression output measured and presented.

A. Descriptive statistics of demographic profiles:

In the descriptive statistics the frequency tables generated in SPSS software 27.0 version and all results and interpretations are as follows:

1. Number of Employees

Table 5 Number of Employees respondents

		Frequency	Valid Percent	Cumulative Percent
Valid	0-9	16	16.5	16.5
	10-49	80	82.47	98,97
	50-249	1	1	100.0
	Total	97	100.0	

Table 01 represent the data of the number of employees of the textile industry of turkey the data ranges form 10-49 has the highest percentage of 82.47 these are the firms where number employees range from minimum 10 to maximum 49. turkey is considered as one of the highest textile industry producers where there are largest industries that are contributing to the economy of the country as well and the largest exporter of fabrics as well the number employees in the firms are moderate there is not much of employees they hire only those members which are highly skilled and which provide services on time as well they believe in efficient and effective utilization of organization's resources. While the second largest percentage is 16,5 of

0-9 these are considered the small organizations of the textile industry their production level is small and there is limited number of staff because there is not high amount of productions they have limited machinery and the limited number of production they only have the required staff they don't hire large number of employees without need to save costs. The data distribution ranges from 50-249 these are considered as the large organizations and to maintain the market sustainability and to remain successful these firms have the higher number of employees so that they can achieve the desired goals on time.

2. Industry:

Table 6 Calculations about Industry

		Frequency	Valid Percent	Cumulative Percent
Valid	Textile	97	100.0	100.0

Table 02 gives the tabular representation of the industry of the textile of turkey the date is taken from the all 97 textile industries of the turkey no one is found missing there is 100 percent of the data the textile industry of the turkey is vast and famous for the production of high quality of the products and the greater contributor of the economy as well. The worldwide considered as the largest industry.

3. Year of Establishment:

Table 7 Year of Establishment

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

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

is a decrease in the establishment of new industries from

The previous years the lowest industries were from 1950-1980 there is only 9.3 percent industries as there were no awareness of the market and the needs and the demand of the people there were no communication channels in order to promote the product.

4. Year of Internationalization:

Table 8 Year of Internationalization

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

Table 04 presents the data of year of internationalization the highest scale of percentage is in 2011-2022 which is 55.7. as this is the era of globalization the firms are not limited with domestic boundaries but have been expanded their businesses all over the world the Turkish textile industry has been largely expanded in recent years according to the data above . from 1981-2010 the ratio is 32.0 shows as the time passes it has been flourishing day by day, recently there is an increase in the percentage which has a positive effect for the Turkish economy and in last from 1950-1980 the ratio is 12.4 which is the smallest ratio at that time there was limited organization but now the Turkish textile industry has been considered as the world's 5^{th}largest textile industry.

5. International Sales Ratio

Table 9 :International Sales Ratio

		Frequency	Valid Percent	Cumulative Percent
Valid	0-24%	1	1	1
	25%-64%	57	58.7	59.7
	65%-100%	39	40.2	100.0
	Total	97	100.0	

Table 05 presents the data of the international sales ratio. The table represents the sales analysis of the Turkish textile industry and according to the data,

the generated 25%-64% have the highest percentage 58.7. the textile industry generates revenues of more than 60% from the international market. The second largest is 65%-100% there is 40.2% the data above shows that the textile industry has captured the international market in a very well-mannered way their sales turnover ratio is quite better. Lastly 0%-24% there is 1% which is the smallest amount, and which is not considered as a born global company.

6. First International Market

Table 10 First International Market

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

Table 06 the data provided in the table giving the percentage of the first international market of Turkish textile industry. The highest ratio of the first international market is Europe which is 48.5. The Turkish market is highly operating in Europe. After that, the second largest percentage is in the Middle East which is 34.0. The quality of Turkish fabrics is highly demanded in Europe such as in France, Germany, Italy, and Spain, after that Middle East, in last Pakistan / India the percentage is less than in Europe and the Middle East which is 17.5.

7. First International Entry Mode

Table 11 First International Entry Mode

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

Table 07 presents the data of first international entry mode. These organizations have entered the international market mainly through social media which has the highest percentage of 26.8. The world is now technologically very advanced each and every second new invention come and each and every second new gadget are created. In this era, it's hard to become successful when you are not aware of the correct use of technology, the same as with businesses. They are using social media for product promotion. It is the demand of the current working environment and the Turkish textile industry utilizes it very effectively as the ratios show. After that second largest ratio is the use of other intermediaries with a percentage of 22.7. and after that, the agency has a ratio of 15.5. Network and the direct have the same ratio of 14.4 and the last one has the lowest ratio face to face which is 6.2.

8. Sales focus

Table 12 Sales Focus

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

Table 08 presents the data of sales focus of the Turkish textile industry. It has been highly focused on business 2 business sales along with the highest ratio of 82.5. B2B sales are all about selling the product and services to other businesses it is highly effective and also complex it requires efficient and supremely talented sales professionals. Turkish firms are quite successfully maximizing their sales with B2B. While on the other hand, B2C has the lowest ratio of 17.5 as compared to B2B. Business to consumer sales ratio is less because it is the largest industry and they sell their products to businesses as it is more beneficial.

9. Mean and Standard Deviation

Table 13 Descriptive Statistics Results

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

Table 09 provides all the descriptive statistics summary of part of A questionnaire. The mean and the standard deviation are majorly two most important tools for the measurement of central tendency and dispersion measurement. International entry mode has the highest mean 1.759 as the data is more deviated .secondly the number of employees' standard deviation is .710. After that the year of first internationalization deviated to .706 and the first international market has been deviated to .702 along with an international sales ratio of .692 and the year of establishment has a deviation of .646. Although sales focus has the 2nd least deviation of .382 and last the industry has 0 standard deviations. The highest mean in the demographic characteristics is international entry mode with an amount of 3.62. after that the year of first internationalization has a mean of .43 years of establishment has the mean of 2.35 number of employees has a mean of 2.22 and the first international market has a mean of 2.16 along with 1.98 of the international sales ratio and sales focus has the mean of 1.18 and in last industry has the mean of 1.00.

B. Descriptive statistics of scales

1. Mean and Standard Deviation of the Scales

Table 14 Descriptive statistics of the scales results

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
IMC	97	1.00	5.00	3.7835	.89387
GBC	97	3.00	5.00	4.1649	.40807
Valid N (listwise)	97				

Table 10 has the same analysis which has been shown in the table 9 and representing the summary of descriptive statistics such as IMC and GBC scales contains some items by computing the mean point variables are computed in SPSS 27.0 version. after computing the variables mean and the standard deviation has been calculated and the highest mean 4.10 and the data is deviated .408 at this point and the second mean 3.78 and the textile industry of Turkey have the 3rd highest means deviated .893.

2. Reliability Statistics:

Table 15 Reliability Cronbach alpha

Integrated Marketing Channels	IMC1	I like the concept of integrated marketing channels.	**0.823**
	IMC2	My organization utilizes integrated marketing communications in our strategic planning	
	IMC3	IMC is nothing but a popular buzzword.	
	IMC4	IMC is just another function created by SD advertising agencies, such as public relations profit centres or promotion profit centres.	
Born global Companies Performance	BGC1	Degree of internationalization of the industry	**0.888**
	BGC2	Degree of the interdependence of business relationships within the industry, worldwide.	
	BGC3	Number of international customers, distributors, competitors, suppliers, and other business partners in the industry	
	BGC4	Importance of maintaining business relationships due to the interconnectedness and integration of the industry	

The reliability statistics calculated by Cronbach Alpha, (Awang, 2012) suggest that Cronbach alpha measures the internal validity of items used in scales.

And the alpha values must be above 0.6. Here for all variables integrated marketing channels, internet-related marketing channels, intermediaries marketing channels, marketing competencies, and born global company's innovation performance. Cronbach values are ranging between 0.8-0.9 which means all scales' internal validity is acceptable and best. (Hu and Bentler, 1999) suggest the cutoff values of the scales are calculated to regulate the composite reliability.

3. KMO Estimations:

Table 16. KMO Output Estimations

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.726
Bartlett's Test of Sphericity	Approx. Chi-Square	596.004
	Df	231
	Sig.	.000

Table 12 presents the KMO results of the study. (Kaiser and Rice, 1974) suggest that this test is very good for testing the linear gathering of factors with their items. According to KMO, the cut-off should exceed 0.5. The value is 0.726 which means that the sample is adequate in Turkish Textile Global born Companies.

C. Correlation analysis

Table 17 Correlation Estimations

		IMC	BGC
IMC	Pearson Correlation	1	.879***
	Sig. (2-tailed)		.000
	N	97	97
GBC	Pearson Correlation	.879***	1
	Sig. (2-tailed)	.000	
	N	97	97

Table 13 presents the correlation analysis of the model. The correlation analysis shows the relationship between variables with each other. The research is composed of 1 independent variable, and one dependent variable. Here the interpretation of table 14 is like integrated marketing channels has a strong positive correlation of 87.5% with Global born companies performance in Textile industry of

Turkey.

D. Linear Regression Analysis:

1. Regression Analysis.

Table 18 Regression outputs with effects on born Global companies' performance.

Coefficients Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	2.833	.442		6.410	.000
	IMC	.358	.058	.128	1.002	.003
a. Dependent Variable: BGC			R- square 0.648	Adjusted R-Square 0.62		

To show the effect of Integrated Marketing Channels on Born Global Company's Innovation Performance linear regression analyses were used. Table 14 is presenting the results of the Regression analysis. It indicates the beta values as well standard errors. Beta 1 value is 0.358 it means that if one percent changes come in integrated marketing channels, then the global born company's performance will be increased by 36%. R square shows how data is well fitted in the model. In this research model value of R-square is 0.648 it means that integrated marketing channels declare 64% variations in the born global company's innovation performance.

E. Hypotheses Testing:

Table 19 Hypotheses Testing

H	Hypothesis	P-Values	Accteped / Not Accepted
H1	Integrated Marketing Channels has positive and significant effect on Born Global Companies Innovation performance.	.003	Accepted

Table 15 is presenting the hypotheses testing results by applying the multiple regression analysis techniques. The hypothesized model contains seven hypotheses of this study. Since p-values are considered for hypothesis testing. Considering a 90% confidence interval having a 10% margin of error. For supporting the

hypothesis p-values must be below 0.10. According to-value for H1 is .003 which supports H1 “Integrated Marketing Channels has positive and significant effect on Born Global Companies Innovation performance”.

V. CONCLUSION, LIMITATION AND RECOMMENDATION

A. Discussion and Conclusion

This is the era of globalization and the world is now becoming the place where everything is changing every seconds. Each sector has been advanced for the survival it is necessary for the organizations to become highly flexible to adapt these changes and to cope with current market trends. As digitalization has changed everything whether it is the way of start up the new business or to run the current operations of the already existing businesses. Along with the digitalization the degree of the competition has also been increased to remain sustainable, the creativity has been needed in every area of the businesses specially the most important in the marketing as well. the marketing is considered as the key factor for the success and to remain successful it is necessary to apply the correct means of the marketing. It has been observed that from the last two decades there is number of significant researches that has been made that emphasized on the importance of investing on born global firms with the effect of rapid internationalization process and the development in international market. (Chun, et al., 2014; Jantunen, et al., 2008; Knight & Cavusgil, 2004; Kuivalainen, et al., 2007; Oviatt & McDougall, 1994). Born global firms are considered as small in scale and dynamic in nature or said to be the entrepreneurial firms by the adaptation of the current internationalization growth (Kirpalani & Gabrielsson, 2012; Kuivalainen, et al., 2007). To operate the business operations in current competitive environment there is a need of special skills and the capabilities of all these resources are limited and the financial constraint as well (Kuivalainen, et al., 2010). Despite of facing all the challenges and the constraints, the born global firms are growing rapidly and overcoming all challenges, achieving success in internationally (Knight & Cavusgil, 2004). The dynamic nature and the strong entrepreneurial activities and the capabilities are the most important and the significant drivers of the international performance of the born global firms (Autio, et al., 2000; Cavusgil & Knight, 2015; Evers, 2011; Jantunen, et al., 2008; Kuivalainen, et al., 2010; Weerawardena, et al., 2007). These

capabilities are linked with the firm's performance and it change firms bundle of resources, core competencies and also affect the economic performance. Since last decades the integrated marketing channels are considered an important tool of marketing management because of the effectiveness of the marketing communication tools which include advertising , sales, promotions (Kotler, 2000; Schultz & Kitchen, 1997). There are lot of reasons for the growing importance of the integrated marketing channels and their roles. It has changed the marketing competencies from media advertising to other forms of promotion, particularly consumer and trade-oriented sales promotions. A movement away from relying on advertising-focused approaches which emphasize mass media to lower-cost, more targeted communication tools such as event marketing, sponsorships, direct mail, sales promotion and the Internet. Marketplace power from manufacturers to retailers. The rapid growth and development of database marketing. Demands for greater accountability from advertising agencies and changes in the way agencies are compensated. The rapid growth of the Internet, which is changing the nature of how companies do business and the ways they communicate and interact with consumers. Increased efforts to measure and improve marketing communication return on investment (ROI) by both clients and agencies. (G. Belch & M. Belch, 2004; Cornelissen, 2000, 2001; Shimp, 2000. In measuring the IMC in previous studies Reid, 2002, 2003, 2005; Reid, et al., 2001). The large amount of literature has been circulating on the marketing channels and the correct selection of marketing channels for the organizations is the biggest challenge. The existing studies highlight objective measures (Cavusgil & Zou, 1994; Jantunen, et al., 2008). The objective measure of the organization performance is including sales, customers, and market shares. Market entry and the profitability. (Cavusgil & Knight, 2015; Jantunen, et al., 2008; Knight & Cavusgil, 2004; Kuivalainen, et al., 2010; Kuivalainen, et al., 2007). In 1990, Narver & Slater developed the MKTOR scale the scale provided the stronger relationship of the market orientation with the performance. Although the review of the previous literature investigating the strong relationship of the MO with the performance and evidences support the positive impact (Baker & Sinkula, 1999; Cano, et al., 2004; Charles, et al., 2012; Kocak & Abimbola, 2009; Ladipo, et al., 2016; Lee, et al., 2015; Narver & Slater, 1990; Rodrigues-Serrano & Martin-Armario, 2017; Weerawardena, et al., 2007. And some of the studies revealed the negative and the weak relationship (Greenley, 1995; Han, et al., 1998; Ho, et al.,

2017).

In the particular the studies have investigated the multi-dimensional impact on various outcomes variables (Hilman & Kaliappen, 2014). Interrelate the both customer and the competitor's orientation are positively related to the organizational performances.

Internet marketing .IM) is considered as the process of building and maintaining customer relationships through online activities to facilitate the exchange of ideas, products, and services that satisfy the goals of both buyers and sellers. Imber and Betsy-Ann, 2000). Lot of research has been carried out for the finding the relationship between the internet related marketing and the performance of born global. Authors like Curtis et al. (2010), using the Unified Theory of Acceptance and Use of Technology (UTAUT), identified the use of social media by non-profit organizations. The results of this study indicated that social media tools are becoming beneficial methods of communication for public relations practitioners in the non-profit sector. Organizations with defined public relations departments are more likely to adopt social media technologies and use them to achieve their organizational goals. In addition, public relations practitioners are more likely to use social media tools if they find them credible. On the employees side, Koo et al. (2011), by applying the media richness theory and social theories investigated how social communication technologies (SCTs) can be used by an employee to fit his/her task characteristics. It also examined how the employee's social relationships moderated media usage in the current job environment and how this usage influenced the task performance. The results showed that task characteristics were related to media usage, whereas social factors (social influence and social affinity) moderated the degree of the relationships. Moreover, the usage of social technologies results in positive task performances.

This research is about the analysis of the effect of integrated marketing channels born global companies' performance in rapid internationalization. The study contains the primary data source. The data has been collected with survey method and a questionnaire has been created. The research has been conducted from the textile industry of Turkey. The sample is collected from 97 organizations. The textile industry of Turkey is considered as the 5^{th} largest industry of the world. The Turkish textile industry is the most flourishing industry of the world. Turkish firms

are considered as the most competitive firms and rapidly growing, the industry has great marketing positioning and the worldwide most demanding products as well. The textile industry is also considered as the backbone for the development of any country and one of the most important economic source as well. The recent digitalization has changed the way of operating the business activities also creating more opportunities for the organizations along with lots of challenges.

The technological advancement has enlarge the use of the machinery the heavy machinery is required for the production. This industry is growing and in 2020 it is ranked as the world's largest exporter of the textile. The textile industry of Turkey is a major contributor. It contributes almost 10% of the country's economy and 20% to the overall employment of the country 40% to the overall industrial sector according to the reports of the Turkish daily news. It the world's most beautiful country and the also have abundant of cotton, the rich amount of cotton growth provides benefits to the textile industry. Turkey is facing the very tough competition from the worldwide countries but it has managing overall growth consistently. The research has examined that the correct use if the marketing channels are benefited the textile industry so much. The research has found that the Turkish textile industry has the large organizations with the skilled and the competitive employees that are highly focused on the marketing strategies.

B. Limitations:

Although all the studied has conducted by the researchers in any filed. They may have certain limitations. In this part there are the some highlights of the limitations of this study. One of the major limitation is the industry .the research is carried out in one particular industry, mainly because there was no source to have a specific number of born global companies in Turkey. the marketing channels analysis of the Turkish textile industry the sample has been taken from 97 organizations although there are also so many other sectors and organizations in Turkey.

Secondly the limited time caused to collect the sample from limited firms. Another one is that the choice of the sample was not 100% effective, some respondents did not respond properly. the method was conventional sampling rather than simple random the results of the research are fine but there should be need of

another other sampling collection method, the research is limited with the analysis of the marketing channels although the field is vast and there should be more factors added such as traditional marketing channels, direct sales, free channels…

C. Recommendation:

Along with the limitations, recommendations are also the most important part of the thesis. This part of the research is beneficial for future researchers who are going to research in the same dimensions and variables. Along with the limitations it is also recommended to the future researchers that when they are going to conduct the research on same variables must enlarge the sample size. The research was purely made on the Turkish textile industry although there are also many organizations in Turkey, it is recommended to those that apply the same models on different corporations. The study is purely Turkish based. But it should be studied in Asian and African context as well since they contain most emerging countries. There are four independent variables which effect on the performance of the Global born companies. There should be some other variables also added. This should be studied on organizational basis instead of social, economic and the environmental. There are so many gap due to the shortage of the time it is recommended for future researches that keeping the dependent variable the same applies to other independent variables which have an impact on dependent variable.

VI. REFERENCES

BOOKS

Anderson James C., and Narus James A. (1986), **"Toward a Better Understanding of Distribution Channel Working Relationships," in Industrial Marketing: A German-American Perspective,** Backhaus K., and Wilson D., eds. Berlin: Springer-Verlag, Inc., 320–36.

Carrad and Oliphant (1934) **the elements of commerce,** Third Edition (Revised).

Cavusgil, S.T. and Knight, G.A. (2009), **Born Global Firms: A New International Enterprise**, Business Expert Press, New York, NY.

Chun, L. Y., Tian, L. & Jing, Y., 2014. **The effect of born internationals' international strategies on its subsequent development: Taking the accumulated overseas market resources as the moderating effect**. Anthropologist, 17(3), pp. 687-700.

Coughlan, A. T., Anderson, E., Stern, L. W., & El-Ansary, A. (2006). **Marketing Channels.** (7th ed.) Prentice Hall.

Donnelly P. (2001), **"Marketing Management, Eighth Edition",** © The McGraëíHill Companies

Galperin, B. L., & Galperin, Ç. K. (2022). **The Context for Business in Turkey. In Understanding Contexts of Business in Western Asia: Land of Bazaars and High-Tech Booms** (pp. 311-327).

Gary P. Pisano 1994 The Dynamic Capabilities of Firms: An Introduction Stone, B. (2001). *Successful direct marketing methods* (7. ed.). Chicago, Ill. [u.a.] : McGraw-Hill.

Hashai, N. (2011b). **Global service multinationals from a small open economy – The case of Israeli high-tech service providers, in ravi ramamurti, The Future of Foreign Direct Investment and the Multinational Enterprise (Research in Global Strategic Management.** (15), 335-

353.

Hayes, H. Michael, Jenster Per V. and Aaby Nils-Erik, (1996**). Business Marketing; a Global Perspective.** Irwin, 1992.

Imber, J. and Betsy-Ann, T. .2000), **Dictionary of Marketing Terms, 3rd ed. Barrons Business Dictionaries**, Hauppauge, NY.

Keller & Kotler, 2009 **Marketing Management,** PearsonCustom Business Resources Pearson One

Kirpalani, V. M. M. & Gabrielsson, M., 2012**. Born globals: research areas that still need to be covered more fully. In: M. Gabrielsson & V. M. M. Kirpalani, eds. Handbook of Research on Born Globals.** Cheltenham, UK and Northampton, MA, USA: Edward Elgar, pp. 99-150.

Kotler P, & Amstrong G., (2011), **"Principles of Marketing", 14th Edition,** Pearson Prentice Hall

Kotler P. & Armstrong G. (2006). **Principles of marketing, (11th Ed.)** Upper Saddle River: New Jersey: Prentice-Hall.

Kotler PH and Lane Keller K. 2009, **"A Framework for Marketing Management", Fourth Edition,** Published by Prentice Hall

Kotler, P. (1997) **Marketing Management: Analysis, Planning, Implementation, and Control. 9th Edition,** Prentice Hall, Upper Saddle River.

Kotler, P. (2003) **Marketing Management. 11th Edition,** Prentice-Hall, Upper Saddle River.

Kotler, P. and Armstrong, G. (2009) **Principles of Marketing. 13th Edition,** Pearson, Englewood Cliffs.

Kotler, P. and Keller, K. (2006) **Marketing Management. 12th Edition,** Prentice Hall, Upper Saddle River.

Kotler, P. and Keller, K.L. (2005) **Marketing Management. 12th Edition,** Prentice-Hall of India Private Limited, New Delhi.

Kotler, P., & Armstrong, G. (2006). **Principles Of Marketing**, Prentice-Hall of India.

Kotler, P., Kartajaya, H., & Young, D. (2004). **Attracting investors: A marketing approach to finding funds for your business.** Hoboken, NJ: John Wiley & Sons.

Lewin, Arie & Massini, Silvia. (2003). **Knowledge creation and organizational capabilities of innovating and imitating firms. Organizations as Knowledge Systems** (pp.209-237)

McKinsey & Co. (1993). **Emerging Exporters. Australia's High Value-Added Manufacturing Exporters, Melbourne: McKinsey & Company and the Australian Manufacturing Council.**

Nigel Walton (2022) **Digital platforms as entrepreneurial ecosystems and drivers of born-global SMEs in emerging economies**.

Pegram, R. (1965). **Selecting and Evaluating Distributors.** New York: National Industrial Conference Board

Penrose, E. T. (1959). **The Theory of the Growth of the Firm.** New York: John Wiley.

Rix, P. (2005). **Marketing (a practical Approach)(5th ed.).** Australia: McGraw-Hill

Rosenberg, J., 1995. **Dictionary of marketing & advertising. Business Dictionary Series.**

Rosenbloom, (1999) **Marketing Channels: A Management View**, Dryden Press series in marketing

Rosenbloom, B. (1987), **Marketing Channel: A Management View** - 3rd ed., New York: The Dryden Press BOOK

Rosenbloom, B. (2004) **Marketing Channels: A Management View** Dryden Press Series in Marketing

Schultz, D.E., Patti, C., and Kitchen, P.J. (eds) (2011) **Current Issues in Integrated Marketing Communications**, London: Routledge.

Shimp, T. (2008) **Advertising Promotion and Other Supplemental Aspects of Integrated Marketing Communications** (7th ed.) UK: Cengage Learning.

Stern Louis W. and El-Ansary Adel I., (1992). **Marketing channels, 4th edition.** Prentice Hall, 1992.

Walton, N. (2022). **Digital platforms as entrepreneurial ecosystems and drivers of born-global SMEs in emerging economies.** In International Entrepreneurship in Emerging Markets (pp. 84-106).

ARTICLES:

Alex Rialp, Josep Rialp and Gary A. Knight The phenomenon of early internationalizing firms: what do we know after a decade (1993-2003) of scientific inquiry, **International Business Review**, 2005, vol. 14, issue 2, 147-166

Alodari, H. (2008). Marketing and market management. **Tehran: Payame Noor University Press**

Anderson, E. and Weitz, B. (1992) The Use of Pledges to Build and Sustain Commitment in Distribution Channels. **Journal of Marketing Research,** 29, 21-26.

Anderson, E., Day, G. S., & Rangan, V. K. (1997). Strategic Channel Design. **MIT Sloan Management Review**, 38 (4), 59-69. Retrieved from https://repository.upenn.edu/marketing_papers/401

Anderson, James C.; Narus, James A. (1991), "Partnering as a Focused Market Strategy", **California Management Review**, Vol. 33, No. 3: 95-113.

Andersson, S. and Wictor, I. (2003) Innovative Internationalization in New Firms: Born Global—The Swedish Case. **Journal of International Entrepreneurship,** 1, 249-275.

Andersson, S., & Wictor, I. (2003). Innovative internationalization in new firms: Born globals-the Swedish case. **Journal of International Entrepreneurship.** 1(3), 249–276.

Andreea N. K., Danis, W. M., & Cavusgil, S. T. (2012). International entrepreneurship research in emerging economies: A critical review and research agenda. **Journal of Business Venturing,** 27(2), 266-290.

Arenius EMERGENT "BORN GLOBALS": CRAFTING EARLY AND RAPID INTERNATIONALIZATION STRATEGIES IN TECHNOLOGY-BASED NEW FIRMS Working Paper Series 91-WP-2002-003

Autio, E., Sapienza, H. J. & Almeida, J. G., 2000. Effects of age at antry, knowledge intensity and imitability on international growth. **Academy of Management Journal,** 43(5), pp. 909-924..

Azizah Omar, T.Ramayah, Lim Bee Lin, Osman Mohamad, Malliga Marimuthu, (2011) "Determining Factors for the Usage of Web-Based Marketing Applications by Small and Medium Enterprises (SMEs) in Malaysia" **JOURNAL OF MARKETING DEVELOPMENT AND COMPETITIVENESS** Vol. 5, Iss. 2, pp. 70 - 86

Baker & Sinkula, 1999. The synergistic effect of market orientation and learning orientation onorganizational performance. **Journal of the Academy of Business Management,** Volume 27, pp. 411-427.

Barnes, Liz & Lea-Greenwood, Gaynor. (2006). Fast fashioning the supply chain: Shaping the research agenda. **Journal of Fashion Marketing and Management.** 10. 259-271. 10.1108/13612020610679259.

Barney, Jay (1 March 1991). "Firm Resources and Sustained Competitive Advantage". Journal of Management. 17 (1): 99–120

Benjamin M. Oviatt and Patricia P. McDougall The Internationalization of Entrepreneurship **Journal of International Business Studies** Vol. 36, No. 1 (Jan., 2005) , pp. 2-8

Berman, S. J., & Kesterson-Townes, L. (2011). Connecting with the digital consumer of the future. Strategy & Leadership, 40(6), 29–35.

Bloodgood, J.M., Sapienza, H.J. & Almeida, J.G. (1996), “The internationalization of new high-potential US ventures: antecedents and outcomes”, **Entrepreneurship Theory and Practice,** Summer, pp. 61-76.

Boehe, Dirk. (2009). Brazilian Software SME's Export Propensity: Bridging “Born Global” and Stage Approaches. Latin American Business Review. 10. 187-216. 10.1080/10978520903238388.

Boyle, B., Dwyer, F. R., Robicheaux, R. A., & Simpson, J. T. (1992). Influence

strategies in marketing channels: Measures and use in different relationship structures. **Journal of Marketing Research,** 29(4), 462–473.

Boyles, T. (2011). Small business and Web 2.0: Hope or hype? Entrepreneurial Executive, 16, 81–96.

Brendel, L. H. (1951).Where to find and How to Choose Your Industrial Distributers**. Sales Management,** (15 September), 128-132.

Brent, M. (2007). Channel Structure and Strategic Choice in Distribution Channels. **Journal of Management Research ,** Volume 7, Number 2.

Burt, R. (1992). Structural holes: The social structure of competition. Boston, MA: Harvard Press.

Cannone, G., Costantino, G., Pisoni, A., & Onetti, A. (2012). Drivers of International development for born global companies founded by Italian entrepreneurs. Paper submitted to the AIB 2012- Annual Meeting, to be held in Washington, DC, June 30-July 3, 2012.

Caputo, F., Fiano, F., Briamonte, M. F., & Sorrentino, M. (2022). Born brothers, born global: multiple possible faces of the internationalization path. **Journal of Knowledge Management.**

Cavusgil and knight (2004) The born global firm: An entrepreneurial and capabilities perspective on early and rapid internationalisation

Cavusgil, S.. (1980). On the internationalization process of firms. European Research. 8. 273-281.

Challagalla, Frazier & Shervani, 2007 The moderating influence of firm market power on the transaction cost economics model: An empirical test in a forward channel integration context

Charles, L., Joel, C. & Samwel, K. C., 2012. Market Orientation and Firm Performance in the Manufacturing Sector in Kenya. **European Journal of Business Management,** 4(10), pp. 20-27.

Chetty, S. and Campbell-Hunt, C. (2004) A Strategic Approach to Internationalization: A Traditional versus a Born-Global Approach**.**

Journal of International Marketing, 12, 57-81.

Chintagunta, Pradeep K. and Dipak C. Jain. "A Dynamic Model of Channel Member Strategies for Marketing Expenditures." **Marketing Science** 11 (1992): 168-188.

Christiansen, L. (2011). Personal privacy and Internet marketing: An impossible conflict or a marriage made in heaven? Business Horizons, 54(6), 509–514. doi:10.1016/j.bushor.2011.06.002

Conceptualizing and Operationalizing the Business-to-Business Value Chain, February 2001 **Industrial Marketing Management** 30(2):135–148

Coughlan & Anderson, 2002) Channel management: Structure, governance, and relationship management

Crick, D. (2009). The internationalisation of born global and international new venture SMEs**, International Marketing Review.** 26(4/5), 453–476.

Danik, L., & Kowalik, I. (2013). The studies on born global companies-a review of research methods. **Journal of Economics & Management,** 13, 9-26.

Deborah V. Brazeal and Theodore T. Herbert Entrepreneurship Theory and Practice, 1999, vol. 23, issue 3, 29-46

Deligonul, Z. S.; Hult, G. T. M., & Cavusgil, S. T. (2008). Entrepreneuring as a puzzle: An attempt to its explanation with truncation of subjective probability distribution of prospects. **Strategic Entrepreneurship Journal,** 2(2), 155-167.

Dib, L. A., Rocha, A. A., & Silva, J. F. (2010). The internationalization process of Brazilian software firms and the born global phenomenon: Examining firm, network, and entrepreneur variables. Journal of International Entrepreneurship. 8(3), 233–253

Dlodlo, N., & Mafini, C. (2014). The relationship between Internet marketing paybacks and firm productivity: Perspectives from Zimbabwean SMEs. Mediterranean **Journal of Social Sciences,** 5(8), 21–31. doi:10.5901/mjss.2014.v5n8p21

Dohmen, Thomas - Falk, Armin – Huffman, David - Sunde, Uwe - Schupp, Jurgen -

Wagner Gert (2005), “Individual Risk Attitudes: New Evidence from a Large, Representative, Experimentally-Validated Survey”, IZA Discussion Paper, No. 1730,

Doyle, P., & Stern, P. (2006). Marketing management and strategy (4th ed.). Upper Saddle River, NJ: Pearson.

Dutta, S., Bergen, M., Heide, J. B., & John, G. (1995). Understanding dual distribution: the case of reps and house accounts. **Journal of Law, Economics, & Organization**, 11(1),189-204.

Dwyer, F. R., & Welsh, M. A. (1985). Environmental relationships of the internal political economy of marketing channels. **Journal of Marketing Research,** 22(4), 397–414. https://doi.org/10.2307/3151585

Dwyer, F.R., Schurr, P.H. and Oh, S. (1987) Developing Buyer-Seller Relationships. **Journal of Marketing,** 51, 11-27.

Eid, R., & El-Kassrawy, Y. (2012). The effect of the Internet use on consumer relations and targeting activities: An empirical study of UK companies. **International Journal of Online Marketing,** 2(3), 39–51. doi:10.4018/ijom.2012070103

Englis, Paula & Kedia, Ben & Davis, Peter. (2000). Internationalization of born global and gradual globalizing firms: The impact of the manager. **Journal of Global Competitiveness.** 7. 278-286.

Erkko Autio Entrepreneurship, Innovation and Economic Growth: Evidence from GEM data Small Business Economics, 2005, vol. 24, issue 3, 335-350

Evangelista, F. (2005). Qualitative insights into the international new venture creation process. **Journal of International Entrepreneur,** 3(3),179–198.

Evidence from franchising industry. **International Journal of Hospitality Management,** Volume 44, pp. 28-37.

Falay, Z., Salimaki, M., Ainoma, A., & Gabrielsson, M. (2007). Design-intensive born globals: A multiple case study of marketing management, **Journal of Marketing Management.** 23(9/10): 877-899.

Faraji, M., Alidadi, Y., & Lotfi, A. (2011). Distribution channels carpets in the world and quality of Iranians in it. **Journal of Business,** 47, 44–54

Farzin, M. (2009). Pathology of milk distribution network in Iran. Iranian **Journal of Agricultural Economics & Development,** 15(59), 75–96.

Fayaz, Razieh & Azizinia, Maryam. (2016). Current challenges in distribution channels of cultural goods and services. **Marketing and Branding Research.** 3. 75-85. 10.33844/mbr.2016.60219.

Fein, A. J., & Anderson, E. (1997). Patterns of Credible Commitments: Territory and Brand Selectivity in Industrial Distribution Channels. Journal of Marketing, 61(2), 19–34.

Fills, I. (2001). Small firm internationalization: An investigative survey and future research directions. **Journal of management history.** 39(9), 767-783.

Fontenot, Renee J. & Wilson, Elizabeth J., 1997. "Relational exchange: A review of selected models for a prediction matrix of relationship activities," **Journal of Business Research,** Elsevier, vol. 39(1), pages 5-12, May.

Franco, M. and Bourne, M. (2003) 'Factors that play a role in 'managing through measures'', **Management Decision,** Vol. 41, No. 8, pp. 698–710.

Frazier, G., Gill, J.D., and Kale, S.H. (1989). "Dealer Dependence Levels and Reciprocal Actions in a Channel of Distribution in a Developing Country", **Journal of Marketing**, 53 (1), pp. 50-69.

Frazier, Gary. (1999). Organizing and Managing Channels of Distribution. **The Journal of the Academy of Marketing Science.** 27. 226-240. 10.1177/0092070399272007.

Freeman S., Edwards, R., & Schrader, B. (2006). How smaller born-global firms use networks and alliances to overcome constraints to rapid internationalization. **Journal of International Marketing.** 14(3), 33–63.

Fuerst, S. (2010). Global marketing strategy: The case of a born global software firm in Colombia. Revista Ciencias Estrategicas. 18(24), 271-286.

Gabrielsson, & V. H. M. Kirpalani (Eds.), Handbook of Research on Born Globals

(pp. 185-213). Edward Elgar Publishing Ltd. https://doi.org/10.4337/9780857938046.00021

Gall-Ely, Marine. (2009). Definition, Measurement and Determinants of the Consumer's Willingness to Pay: a Critical Synthesis and Directions for Further Research. **Recherche et Applications en Marketing.**

Gary L. Frazier (1983) Interorganizational Exchange Behavior in Marketing Channels: A Broadened Perspective **Journal of Marketing** Vol. 47, No. 4 (Autumn, 1983), pp. 68-78

Gleason, K., & Wiggenhorn, J. (2007). Born globals, the choice of globalization strategy, and the market's perception of performance**. Journal of World Business.** 42(3), 322-335.

Golchinfar, S., & Bakhtaei, A. (2011). Distribution channels management. Samolina, 2, 18–20.

Govindarajan, V. and Fisher, J. (1990) 'Strategy, control systems, and resource sharing: Effects on business-unit performance', **Academy of Management Journal,** Vol. 33, No. 2, pp. 259–285.

Granovetter, M. (1973). Granovetter — Strength of Weak Ties. American **Journal of Sociology,** 78(6), 1360–1380.

Granovetter, M. (1973). Granovetter — Strength of Weak Ties. American **Journal of Sociology,** 78(6), 1360–1380.

Greenley, Gordon E. (1995), "Market Orientation and Company Performance: Empirical Evidence from U.K. Companies," British **Journal of Management,** 6 (March), 1–13.

Gudonaviciene&Alijosiene, (2008) The specific features of marketing channel design**, Engineering Economics** 1(56):74-83

Gundlach et al., 2006 The changing landscape of supply chain management, marketing channels of distribution, logistics and purchasing, **Journal of Business & Industrial Marketing** 21(7):428-438

Halldin,T. (2010). Survival of born global firms - do employee characteristics matter for survival? Center of Excellence for Science and Innovation Studies,

Electronic Working Paper Series. Paper No. 271

Hamidi, Azam, and Maryam Safabakhsh. "The Impact of Information Technology on E. Marketing." Procedia Computer Science 3 (2011): 365–68. doi:10.1016/J.PROCS.2010.12.061.

Hanafizadeh, P., Behboudi, M., Ahadi, F., & Varkani, F., G. (2012). Internet advertising adoption: A structural equation model for Iranian SMEs. **Internet Research,** 22(4), 499–526. doi:10.1108/10662241211251015

Hanafizadeh, Payam, Mehdi Behboudi, Fahimeh Ahadi and Fatemeh Ghaderi Varkani. "Internet Advertising Adoption: A Structural Equation Model for Iranian SMEs." Internet Res. 22 (2012): 499-526.

Harrigan, Paul & Seligman, James. (2011). How Can Marketing Academics Serve Marketing Practice? The New Marketing DNA as a Model for Marketing Education. Dr. Paul Harrigan. 33. 10.1177/0273475311420234.

Harveston, P., Kedia, B., & Davis, P. (2000). Internationalization of born global and gradual globalizing firms: The impact of the manager. Advances in Competitiveness Research. 8(1), 92–99.

Hashai, N. (2011a). Sequencing the expansion of geographic scope and foreign operations by "born global" firms. **Journal of International Business Studies.** 42(1/21), 995–1015.

Heide, J. B. (1994). Interorganizational governance in marketing channels. **Journal of Marketing,** 58(1), 71–85. https://doi.org/10.2307/1252252

Heide, Jan B and George John (1988), "The Role of Dependence Balancing in Safeguarding TransactionSpecific Assets in Conventional Channels," **Journal of Marketing,** 52 (January), 20-35.

Heide, Jan B and George John (1992), "Do Norms Matter in Marketing Relationships?" **Journal of Marketing,** 56 (April), 32-44

Hilman, H. & Kaliappen, N., 2014. Market Orientation Practices and Effects on Organizational Performance: Empirical Insight From Malaysian Hotel Industry. SAGE Open, pp. 1-8.

Ho, K. L. P. et al., 2017. Exploring market orientaion, innovation and financial performance in agricultural value chains in emerging economies. **Journal of Innovation and Knowledge,** Volume In Press.

Hoppner, Jessica & Griffith, David & White, Ryan. (2015). Reciprocity in Relationship Marketing: A Cross-Cultural Examination of the Effects of Equivalence and Immediacy on Relationship Quality and Satisfaction with Performance. **Journal of International Marketing.** 23. 10.1509/jim.15.0018.

Hordes, M., Clancy, J., & Baddaley, J. (1995). A primer for global start ups. **The Academy of Management Executive.** 9(2),7–11.

Hosseini, S. M., Nekoeizade, M., & Makhzanghadimi, M. (2012). Analysis marketing strategies of services companies during the recession. **Journal of Business Management Perspective,** 10(6), 117–139.

Hunt, S. D., & Morgan, R. M. (1995). The Comparative Advantage Theory of Competition. ***Journal of Marketing,*** *59*(2), 1–15. https://doi.org/10.1177/002224299505900201

Hsu, T., Tsai, T., and Chiang, P. (2009) "Selection of the optimum promotion mix by integrating a fuzzy linguistic decision model with genetic algorithms", **Information Science**, 179(1), 41–52.

Ignacio M Soto (2007) Evolution of male genitalia: environmental and genetic factors affect genital morphology in two Drosophila sibling species and their hybrids

Jan Johanson, Jan-Erik Vahlne (1990) The Mechanism of Internationalisation

Jantunen, A., Nummela, N., Puumalainen, K. & Saarenketo, S., 2008. Strategic orientation of born globals - Do they really matter?. **Journal of World Business,** Issue 43, pp. 158-170.

Jantunen, A., Nummela, N., Puumalainen, K. and Saarenketo, S. (2008), "Strategic orientations of born globals—do they really matter?", **Journal of World Business,** Vol. 43 No. 2, pp. 158-170.

Jantunen, A., Nummela, N., Puumalainen, K., & Saarenketo, S. (2008). Strategic orientations of born globals-Do they really matter? **Journal of World**

Business. 43(2), 158-170.

Järvinen, J., Tollinen, A., Karjaluoto, H. & Jayawardhena, C. (2012). Digital and social media marketing usage in B2B industrial section. **Marketing Management Journal.** 22(2), pp. 102-117.

Jiuh-Biing Sheu a,□, Tung-Lai Hu b, Channel power, commitment and performance toward sustainable channel relationship, **Industrial Marketing Management** Volume 38, Issue 1, January 2009, Pages 17-31

Jody, W., & Mika, G. (2011). The early development of born global firms in the software industry. **International Journal of Technology Transfer & Commercialisation.** 10(3/4), 332-353.

Johanson, J., Vahlne, JE. The Internationalization Process of the Firm—A Model of Knowledge Development and Increasing Foreign Market Commitments. J Int Bus Stud 8, 23–32 (1977).

John, F., Preble., Richard, C., Hoffman. (2006). Strategies for Business Format Franchisors to Expand into Global Markets. **Journal of Marketing Channels,** 13(3):29-50. doi: 10.1300/J049V13N03_03

John, Spacey. "7 Types of Marketing Channel." Simplicable, December 17 2015. https://simplicable.com/new/marketing-channel.

Karra, Neri & Phillips, Nelson & Tracey, Paul. (2008). Building the Born Global Firm: Developing Entrepreneurial Capabilities for International New Venture Success. Long Range Planning. 41. 440–458. 10.1016/j.lrp.2008.05.002.

Kathleen M. Eisenhardt, Jeffrey A. Martin Dynamic Capabilities: What Are They? October 2000 **Strategic Management Journal** 21(10-11):1105-1121

Ketabi, S., Ansari, M. E., & Naseri-Taheri, M. (2006). Selecting the proper marketing mix for Marjan Tile Company with the use of AHP technique: A strategic market planning approach. **Sciences & Econ Journal,** 17(1), 80–93.

Kim, J., Allen, C. T., & Kardes, F. R. (1996). An Investigation of the Mediational Mechanisms Underlying Attitudinal Conditioning. **Journal of Marketing Research,** 33(3), 318–328.

Kim, Jae-Eun & Johnson, Kim. (2013). The Impact of Moral Emotions on Cause-Related Marketing Campaigns: A Cross-Cultural Examination. **Journal of Business Ethics.** 112. 10.1007/s10551-012-1233-6.

Kim, S.W. (2009). Investigation on the direct and indirect effect of supply chain integration on firm performance. **International Research Journal,** 7(1):335-336.

Kitchen, P.J. (2005) "New paradigm-IMC-under fire", **Competitiveness Review**, 15(1), 72–80.

KITCHEN, P. J., SCHULTZ, D. E., KIM, I., HAN, D. & LI, T. (2004), Will Agencies Ever "Get"(or Understand) IMC?, **European Journal of Marketing**, 38 (11/12), 1417-1436.

Klein, Saul, Gary L. Frazier, and Victor J. Roth. 1990. A Transaction Cost Analysis Model of Channel Integration in International Markets. **Journal of Marketing Research** 28 (May): 196-208.

Knight & Cavusgil, 2004. Innovation, organizational capabilities and the born global firm. **Journal of International Business Studies,** 35(2), pp. 124-141.

Knight, G. A., & S. T. Cavusgil, (1996). The born global firm: A challenge to traditional internationalization theory. **Advances in International Marketing, (8), 11-26.**

Kocak, A. & Abimbola, T., 2009. The effects of entrepreneurial marketing on born global performance. **International Marketing Review,** 26(4/5), pp. 439-452.

Köksal, Mehmet & Özgül, Engin. (2007). The relationship between marketing strategies and performance in an economic crisis**. Marketing Intelligence & Planning**. 25. 326-342. 10.1108/02634500710754574.

Kotler, Phillip (2000), **Marketing Management,** 10th ed. Englewood Cliffs, NJ: Prentice Hall.

Kozlenkova, Irina & Hult, G. Tomas M. & Lund, Donald & Mena, Jeannette & Kekec, Pinar. (2015). The Role of Marketing Channels in Supply Chain Management. **Journal of Retailing.** 91. 10.1016/j.jretai.2015.03.003.

Krafft, Manfred & Götz, Oliver & Mantrala, Murali & Sotgiu, Francesca & Tillmanns, Sebastian. (2015). The Evolution of Marketing Channel Research Domains and Methodologies: An Integrative Review and Future Directions. **Journal of Retailing.** 91. 569-585. 10.1016/j.jretai.2015.05.001.

Kudina, Alina, Yip, George S. and Barkema, Harry G. (2008) Born global. Business Strategy Review, 19 (4). pp. 38-44. ISSN 1467-8616

Kuivalainen, O., Puumalainen, K., Sintonen, S. & Kylaheiko, K., 2010. Organizational capabilities and internationalization of the small and medium-sized information and communnication technology firms. **Journal of International entrepreneurship,** 8(2), pp. 135-155.

Kuivalainen, O., Sundquvist, S., & Servais, P. (2007). Firms' degree of born-globalness, international entrepreneurial orientation and export performance. **Journal of World Business.** 42(3), 253-267.

Kuivalainen, O., Sundqvist, S. & Servais, P., 2007. Firms' degree of born-globalness, international entrepreneurial orientation and export performance. **Journal of world Business,** Volume 42, pp.253-267.

Kumar, N., Scheer, L., and Kotler, P. (2000). "From market driven to market driving", **European Management Journal**, 18(2): 129-142.

Kundu, S., & Renko, M. (2005). Explaining export performance: A comparative study of international new ventures in Finnish and Indian software industry. In: Katz J, Shepherd D (eds) International Entrepreneurship. Advances in entrepreneurship, firm emergence and growth 8:43–84

Ladipo, P. K. A., Rahim, A. G., Oguntoyibo, C. A. & Okikiola, I. O., 2016. Market Orientation and Business Performance: A Study of Interrelationships and Effects in a Small sized Hotels within Lagos State Metropolis. **Academic Journal of Economic Studies,** 2(4), pp. 98-119

Lambert, D. M. (1978). The Distribution Channels Decision - A Problem of Performance Measurement. **Management Accounting,** 59 (12), 62.

Lassar, WM, & Kerr, JL, 1996, 'Strategy and control in supplier-distributor relationships: An agency perspective. **Strategic Management Journal,**

vol. 17, pp. 613-632.

Lee, Y.-K., Kim, S.-H., Seo, M.-K. & Hight, S. K., 2015. **Market orientation and business performance:**

Leonidou, L.C. 1989. "Behavioural aspects of the exporter-importer relationship: the case of Cypriot exporters and British importers**." European Journal of Marketing** 23(7): 17–33.

Leonidou, L.C. and Katsikeas, C.S. (1996), "The Export Development Process: An Integrative Review of Empirical Models", **Journal of International Business Studies,** Vol. 27, No. 3, pp.517–551.

Lopez, L., Kundu, S. K., & Ciravegna, L. (2009). Born global or born regional? Evidence from an exploratory study in the Costa Rican software industry. **Journal of International Business Studies.** 40(7), 1228-1238.

Lumpkin and Gregory G. Dess Clarifying the Entrepreneurial Orientation Construct and Linking It to Performance The Academy of Management Review Vol. 21, No. 1 (Jan. 1996), pp. 135-172

Luostarinen, Reijo & Gabrielsson, Mika. (2004). Finnish Perspectives of International Entrepreneurship. **Handbook of Research on International Entrepreneurship.** 10.4337/9781845420512.00031.

Luostarinen, Reijo & Gabrielsson, Mika. (2006). Globalization and marketing strategies of Born Globals in SMOPECs. Thunderbird International Business Review. 48. 773 - 801. 10.1002/tie.20122.

Lusch, R. F., & Brown, J. R. (1996). Interdependency, contracting, and relational behavior in marketing channels. **Journal of Marketing,** 60(4), 19–38

Madsen, T. K., Rasmussen, E., & Servais, P. (2000). Differences and Similarities Between Born Globals and Other Types of Exporters. Advances in International Marketing, 10, 247-265.

Mallen, B. (1973). Functional Spin-off: A Key to Anticipating Change in Distribution Structure. **Journal of Marketing,** 37 , 18-25.

Mallen, B. (1973). Functional Spin-Off: A Key to Anticipating Change in

Distribution Structure. **Journal of Marketing,** 37(3), 18–25. https://doi.org/10.1177/002224297303700303

Maria, R., Andreu, B., & Diego, M. (2011). Role of international precocity in born global firms. **International Journal of Technology Transfer & Commercialisation.** 10(3/4), 247

Marian V. Jones and Nicole E. Coviello Internationalisation: Conceptualising an Entrepreneurial Process of Behaviour in Time, **Journal of International Business Studies** Vol. 36, No. 3 (May 2005), pp. 284-303

McNaughton, R.B., Osborne, P., & Imrie, B.C. (2002). Market-oriented value creation in service firms. **European Journal of Marketing**, 36, 990-1002.

Mets, T., & Kelli, A. (2011). Are hi-tech "born global-s" really born global? Organizacijų Vadyba: Sisteminiai, Tyrima. 59 /2011.

Mika Gabrielsson V.H. Manek Kirpalani Oct 2004 Born globals: How to reach new business space rapidly

Moen, O. and Servais, P. (2002) Born Global or Gradual Global? Examining the Export Behavior of Small and Medium-Sized Enterprises. **Journal of International Marketing,** 10, 49-72.

Mohr, Jakki & Nevin, John. (1990). Communication Strategies in Marketing Channels: A Theoretical Perspective**. Journal of Marketing.** 10.2307/1251758.

Moore, G. A. (1991). Crossing the Chasm: Marketing and Selling High-Tech Goods to Mainstream Customers. New York: Harper Business.

Morgan, Robert & Hunt, Shelby. (1994). The Commitment-Trust Theory of Relationship Marketing. **The journal of marketing.** 58. 20-38. 10.2307/1252308.

Mort, G. S., Weerawardena, J., & Peter L. (2012). Advancing entrepreneurial marketing: Evidence from born global firms, **European Journal of Marketing.** 46(3/4), 542-561.

Mort, G. S., Weerawardena, J., & Peter L. (2012). Advancing entrepreneurial marketing: Evidence from born global firms, **European Journal of Marketing.** 46(3/4), 542-561.

Mort, G., & Weerawardena, J. (2006). Networking capability and international entrepreneurship: How networks function in Australian born global firms. **International Marketing Review.** 23(5),549–572.

Mudambi, S. & Aggarwal, R., 2003. Industrial distributors: can they survive in the new economy? **Industrial Marketing Management**, Vol.32, pp.317-325.

Naik, P. and Raman, K. (2003) "Understanding the impact of synergy in multi-media communications", **Journal of Marketing Research, XL** (November), 375–388.

NARDALI, Sinan. (2017). Global Doğan Firmalar Üzerine Sistematik Literatür İncelemesi. Yönetim ve Ekonomi: Celal Bayar **Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi.** 563-578. 10.18657/yonveek.335267.

Narver, J. C. & Slater, S. F., 1990. The effect of market orientation on business profitability. **Journal of Marketing,** 54(4), pp. 20-36.

Nicole E. Coviello, Hugh J. Munro Growing the entrepreneurial firm: Networking for international market development European **Journal of Marketing** 1995

Niron Hashai, 2011. "Sequencing the expansion of geographic scope and foreign operations by "born global" firms," **Journal of International Business Studies,** Palgrave Macmillan; Academy of International Business, vol. 42(8), pages 995-1015, October.

Noordewier, T. G., John, G., & Nevin, J. R. (1990). Performance Outcomes of Purchasing Arrangements in Industrial Buyer-Vendor Relationships. **Journal of Marketing,** 54(4), 80–93. https://doi.org/10.1177/002224299005400407

Okazaki, S. and Taylor, C. (2006) "Towards an understanding advertising standardization in the European Union: a theoretical framework and research propositions", in Diehl, S. and Terlutter, R.

(eds) **International Advertising and Communication, Deutscher Universitats-Verlag.**

O'Reilly, C.A. and Tushman, M. (2008) Ambidexterity as a Dynamic Capability: Resolving the Innovator's Dilemma. Research in Organizational Behavior, 28, 185-206.

Obaji, R. (2011). The Effects Of Channels Of Distribution On Nigerian Product Sales**. International Business & Economics Research Journal (IBER)**, 10(2). https://doi.org/10.19030/iber.v10i2.1796

Oh & Cf. Dwyer, 1988 A Transaction Cost Perspective on Vertical Contractual Structure and Interchannel Competitive Strategies **Journal of Marketing** Vol. 52, No. 2 (Apr., 1988), pp. 21-34

Oviatt, B. M. & McDougall, P. P., 1994. Toward a theory of international new ventures. **Journal of International Business Studies**, 25(1), pp. 45-64.

Park, T and J Rhee (2012) Antecedents of knowledge competency and performance in born globals. The moderating effects of absorptive capacity. Management Decision, 50(8), 1361–1381

Paswan et al. (2003) Channel support activities and perceived goal orientation: an exploration in the Indian market

Phil Grossman, 2020 Retail Partnerships: A Beginner's Guide to Getting Them to Work for You

Prieto-Sánchez, C. J., & Merino, F. (2022). Incidence of cultural, economic, and environmental factors in the emergence of born-global companies in Latin America. **Global Strategy Journal,** 12(2), 245-272.

Prof. Jennifer Rowley 2008, Understanding digital content marketing, **Journal of Marketing Management**

R. W. Ruekert, et al.," The Organization of Marketing Activities: A Contingency Theory of Structure and Performance," **Journal of Marketing,** Vol. 49, No. 1, 1985, pp. 13-25. doi:10.2307/1251172

Ramaseshan, B; Patton, Mark A International Marketing Review, Volume 11,

Number 4, 1994, pp. 19-34(16) Emerald Group Publishing Limited

Ramunas, C., Monika, K., & Vilma, D. (2011). The Impact of External Business Environment Factors to Internationalization of "Born Global" Companies by Promoting Entrepreneurship. Transformations in Business & Economics.10(2), 389-400.

Ramunas, C., Monika, K., & Vilma, D. (2011). The Impact of External Business Environment Factors to Internationalization of "Born Global" Companies by Promoting Entrepreneurship. **Transformations in Business & Economics.**10(2), 389-400.

Rangan, K. V. (1987). The Channel Design Decision: a model and an application, **Marketing Science,** 6(2), 156-174.

Rasmussen, E., & Madsen, T. (2002). The born global concept. Proceedings of the 28th EIBA Annual Conference. Athens, Greece: European International Business Academy.

Rasmussen, Erik & Madsen, Tage & Evangelista, Felicitas. (2001). The founding of the Born Global company in Denmark and Australia: sensemaking and networking. Asia Pacific **Journal of Marketing and Logistics.** 13. 75-107. 10.1108/13555850110764793.

Rebecca Henderson,Iain Cockburn (1994) Measuring Competence? Exploring Firm Effects in Pharmaceutical Research

Rennie, M.W. (1993) Global Competitiveness: Born Global. McKinsey Quarterly, 4, 45-52.

Rezvani, Samin & Dehkordi, Goodarz & Rahman, Muhammad & Fouladivanda, Firoozeh & Habibi, Mahsa & Eghtebasi, Sanaz. (2012). A Conceptual Study on the Country of Origin Effect on Consumer Purchase Intention. Asian Social Science. 8. 10.5539/ass.v8n12p205.

Rialp Criado, Alex & Axinn, Catherine & Thach, Sharon. (2002). Exploring channel internalization among Spanish exporters. **International Marketing Review.** 19. 133-155.

Rialp, A., Rialp, J., Urbana, D. and Vaillant, Y. (2005) The Born-Global Phenomenon: A Comparative Case Study Research. **Journal of**

International Entrepreneurship, 3, 133-171.

Rindova, Violina & Barry, Daved & Ketchen, David. (2009). Entrepreneuring as Emancipation. **Academy of Management Review.** 34. 477-491. 10.5465/AMR.2009.40632647.

Road A., Daryaganj, (2007)" Marketing Dynamics- Theory and Practice", Nju Delhi – **New Age International** (P) Ltd

ROBERT M GRANT (1996) TOWARD A KNOWLEDGE-BASED THEORY OF THE FIRM **Strategic Management Journal** (1986-1998); 17, Winter Special Issue; ABI/INFORM Global pg.109

Robeson, La Londe&Grabner, 1993 "Erratum", **International Journal of Physical Distribution & Logistics Management**, Vol. 23 No. 5, pp. 4-12.

Rodrigues-Serrano, M. A. & Martin-Armario, E., 2017. Born-Global SMEs, Performance, and Dynamic Absorptive Capacity: Evidence from Spanish Firms. **Journal of Small Business Management,** Volume In Press.

Rose, Gregory M. & Shoham, Aviv & Neill, Stern & Ruvio, Ayalla, 2007. "Manufacturer perceptions of the consequences of task and emotional conflict within domestic channels of distribution," **Journal of Business Research,** Elsevier, vol. 60(4), pages 296-304, April.

Rosenbloom B.(2010). Six Classic Distribution Paradigms for Global Marketing Channel Strategy SYMPHONYA Emerging Issues in Management, n. 1, 2010 Barcik R., & Jakubiec M. (2013), " MARKETING LOGISTICS", Doruþeno redakci: 16.12.2010; Recenzováno: 2.3.2011; 18.4.2013; Schváleno k publikování: 11.9.2013

Rosenbloom et al (1997) Global Marketing Channels and the Standardization Controversy **Journal of Global Marketing** 11(1):49-64

Rosenbloom, B. (2008) Wholesalers as Global Marketers, **Journal of Marketing Channels** 15(4):235-252

Rosenbloom, B. (2010). Six Classic Distribution Paradigms for Global Marketing Channel Strategy*. Symphonya 1 , 7-17.

Roudini, A., & Osman, M. H. M. (2012). The Role of International Entrepreneurship Capability on International Performance in Born Global Firms. iBusiness. 4(2), 126-135.

Rumintha Wichramasekera, Geoff Bamberry (2003) An Overview of a Successful Export Industry from Regional Australia

Safari, S., & Kiaei, B. (2009). The application of the strategic analysis pattern in the study of consumer electronics industries in Iran. **Journal of Scientific Research,** 1(32), 1–27.

Sectoral Roadmaps: Textile Sector in Turkey (p .7)

Segetlija, Zdenko, Josip Mesaric and Davor Dujak. "Importance of Distribution Channels - Marketing Channels - for National Economy." (2011).

Senturia and Roberts (1996) Globalizing the emerging high-technology company

Sharma, A. Blomstermo / International Business Review 12 (2003) 739–753

Shipley, D. D. (1984). Selection and Motivation of Distribution Intermediaries. **Industrial Marketing Management** , October, 249-256

Singh, Meera. "Marketing Mix of 4P'S for Competitive Advantage." IOSR **Journal of Business and Management** 3 (2012): 40-45.

Sinkovics, N., Pezderka, N., Sinkovics, R. R., & Jean, R. J. B. (2012). Do born global SMEs reap more benefits from ICT use than other internationalizing small firms? In M.

Slater and Tonkiss, F. (2001) Market Society: Markets and Modern Social Thought. Cambridge: Polity Press.

Soumava Bandyopadhyay & Robert A. Robicheaux (1998) A cross-cultural study of influence strategies and satisfaction in marketing channels, **Journal of Marketing Communications,** 4:4, 191-205, DOI: 10.1080/135272698345753

Stern, L. W., & Reve, T. (1980). Distribution Channels as Political Economies: A Framework for Comparative Analysis. **Journal of Marketing,** 44(3), 52–64. https://doi.org/10.1177/002224298004400306

Tanev, S. (2012). Global from the Start: The characteristics of born-global firms in

the technology sector. **Technology Innovation Management Review**. March, 2012.

Teece, D. J., Pisano, G. and Shuen, A. (1997). 'Dynamic capabilities and strategic management. **Strategic Management Journal,** 18, 7, 509– 33.

Terence, F., & Philip, P. (2007). International new ventures: Revisiting the influences behind the 'born-global' firm. **Journal of International Business Studies.** 38 (2007), 1113-1131.

Tsai, H.T., Huang, H.C. (2007), Determinants of e-repurchase intentions: An integrative model of quadruple retention drivers. **Information and Management,** 44(3), 231-239

Valos, M., Vocino, A. An integrative marketing channel performance measurement framework. J Database Mark Cust Strategy Manag 14, 17–28 (2006). https://doi.org/10.1057/palgrave.dbm.3250037

Vapola, T. J., Tossavainen, P., & Gabrielsson, M. (2008). The battleship strategy: The complementing role of born globals in MNC's opportunity creation. **Journal of International Entrepreneurship.** 6.(1-21).

Varma, S. (2011). Born global acquirers from Indian IT: An exploratory case study. **International Journal of Emerging Markets.** 6(4), 351-368.

Verfürth, P. (2022). Highly skilled (re-) migrants in multinational enterprises: Facilitators of cross-border knowledge transfers. Global Networks.

Violina P. Rindova and Suresh Kotha (Dec., 2001)Continuous "Morphing": Competing through Dynamic Capabilities, Form, and Function **The Academy of Management Journal** Vol. 44, No. 6, pp. 1263-1280

Watson IV, George & Worm, Stefan & Palmatier, Robert & Ganesan, Shankar. (2015). The Evolution of Marketing Channels: Trends and Research Directions. **Journal of Retailing.** 91. 10.1016/j.jretai.2015.04.002.

Webster, Frederick E. "The Changing Role of Marketing in the Corporation." **Journal of Marketing** 56, no. 4 (1992): 1–17.

Weerawardena et al (2007) Conceptualizing Accelerated Internationalization in the Born Global Firm: A Dynamic Capabilities Perspective **Journal of**

World Business 42(3):294-306

Weerawardena, J., Mort, G. S., Liesch, P. W. & Knight, G., 2007. Conceptualizing accelerated internationalization in the born global firms: A dynamic capabilities perspective. **Journal of World Business,** Volume 42, pp. 294-306.

Weerawardena, J., Mort, G. S., Liesch, P. W. & Knight, G., 2007. Conceptualizing accelerated internationalization in the born global firms: A dynamic capabilities perspective. **Journal of World Business,** Volume 42, pp. 294-306.

Weigand, Robert E. "Parallel import channels - options for preserving territorial integrity." **Columbia Journal of World Business,** vol. 26, no. 1, spring 1991, pp. 53+. Gale Academic OneFile,

Weitz & John, 1988 Forward Integration into Distribution: An Empirical Test of Transaction Cost Analysis, **The Journal of Law, Economics, and Organization,** 1988, vol. 4, issue 2, 337-55

Williamson, O. E. (1979). Transaction cost economics: the governance of contractual relations. Journal of Law and Economics, 22, 233–261

Williamson, O.E. (1981) The Economics of Organization: The Transaction Cost Approach. American Journal of Sociology, 87, 548-577. https://doi.org/10.1086/227496

Yan, L., & Panteli, N. (2011). Order and disorder in a born global organization; new technology. Work and Employment. 26(2), 127-145

Yeoh, P. L., & Calantone, R. J. (1995). An application of the Analytical Hierarchy Process to International Marketing: Selection of a Foreign Distributor. **Journal of Global Marketing,** 8 (3/4). 39-65

Zahra, S.A., Ireland, R.D. and Hitt, M.A. (2000) International Expansion by New Venture Firms: International Diversity, Mode of Market Entry, Technological Learning, and Performance. **Academy of Management Journal,** 43, 925-950.

Zhang, M., & Tansuhaj, P. (2007). Organizational culture, information technology capability, and performance: The case of born global firms.

Multinational Business Review. 15(3), 43-78.

Zhang, M., Sarker, S., & Sarker, S. (2012). Drivers and export performance impacts of IT capability in 'born-global' firms: A cross-national study. Info System Journals (2012) 1-25.

Zhang, M., Sarker, S.,& Sarker, S. (2009). Drivers and export performance impacts of IT capability in 'born-global' firms: a cross-national study. **Information Systems Journal,** 10 May 2012-08- 02.

Zhou, L., Wu, W., & Xueming, L. (2007). Internationalization and the performance of born-global SMEs: The mediating role of social networks**. Journal of International Business Studies,** 38, 673-690. doi:10.1057/palgrave.jibs.8400282

Zhou, L., Wu, W., & Xueming, L. (2007). Internationalization and the performance of born-global SMEs: The mediating role of social networks. **Journal of International Business Studies,** 38, 673-690.

Zou, S., & Stan, S. (1998). The determinants of export performance: A review of the empirical literature between 1987 and 1997. International Marketing Review, 15(5), 333–356. https://doi.org/10.1108/02651339810236290

ENCYCLOPEDIAS :

Verfürth, P. (2022). Highly skilled (re-) migrants in multinational enterprises: Facilitators of cross-border knowledge transfers. **Global Networks.**

ELECTRONIC SOURCES :

Hlavacek, J. D., & McCuistion, T. J. (1983). Industrial Distributors- when, Who, and How?. Harvard Business Review. (March-April), 96-101

Kaplan, R.S., Norton, D.P. (1992). The balanced scorecard--measures that drive performance. Harvard business review, 70(1), 71-79.

Porter, M.. (1980), Competitive Strategy: Techniques for Analyzing Industries and Competitors, Wiree Press, New York, NY.

RSW/US. (2012). 2009–2012 changes in digital and social media. Retrieved from

http://www.rswus.com/survey/changes-in-social-digital-media-2009-2012

MarketLine. (2011). Advertising: Global industry guide. http://www.reportlinker.com/p0185023-summary/Advertising-Global-IndustryGuide.html

Jason Gordon, 2020 Broker of Record - Explained, the business professor

DISSERTATIONS

Schultz, D.E. "Integrated Marketing Communications: Maybe Definition Is in the Point of View." Marketing News, January 18, 1993a

OTHER SOURCES :

Schugk M. (2005), "Evaluation of Distribution Channels with Portfolio Analysis", Source: Panda; Sahadev

RESUME

Name Surname: Hajar Daghmi

Education:

2012-2015 : Ecole superieur de technologie-Associate degree, Communication and commercialisation department

2015-2016 : Abdelmalek Essaadi university multidisciplinary faculty-Bachlor degree, Business administration

2019-2022 : İstanbul Aydın University-Master degree, Business administration Department

Work Experience:

2017-2019 New plan Agricol-General Manager Asisstant

2020-2021-Bahas holding- Sales consultant

2021-2022 –Fuzul holding Nevita- Sales consultant

Languages:

-Arabic: Native Language

-English: Advanced

-French : Advanced

-Turkish: Intermediate

Skills:

-Communication, Team management, Solution oriented, Flexibility, Creativity, leadership skills, systematic thinking

- Computer skills (Microsoft Office) and others