
Strategic decisions to enter Semnan Gypsum plaster plants in the international markets

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Abstract: In order to enter the international market, companies must identify their objectives and policies and decide based on it to the best way of entering to international markets. In this study, the effective factors on entering the international markets and entry strategies were prioritised according to the potential of companies in Semnan gypsum industry using network analysis of multi criteria decision technique (ANP). The statistical population consisted of managers and employees of Semnan Gypsum plants and 30 people of them were selected as a sample. Data were collected by paired comparisons questionnaires and then, expert's average ideas were estimated using the geometric mean. Data were analysed by super decisions software and the strategies were prioritised. The results show that the indirect export, manufacturing contract, franchise, direct export, mutual investment and the established of a full ownership unit have the most priorities, respectively.

Keywords: entry strategy; international markets; Semnan gypsum plaster.

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1 Introduction

The domestic market often serves as a pre-stage for internationalisation and a profit sanctuary whilst the liabilities of foreignness are being overcome abroad domestic and international expansion can thus be conceived as two inseparable forms of firm growth (Karafyllia and Zucchella, 2016). Emerging market firms (EMFs) are undertaking an accelerated internationalisation than ever before in increasingly interconnected global marketplace (Luo and Bu, 2016). Global market is one of the challenges of today's markets. Increasing global competition leads the companies to look for opportunities in international markets to achieve their goals and position in the market (Wu, 2016). Nevertheless, it did not address how this view works in the internationalisation process of EMFs and we believe that this view has great potential to explain why and how some EMFs without possessing traditionally defined monopolistic advantages such as global market power, brand images, organisational reputation, customer loyalty and proprietary technologies can survive in intensified global competition for some period of time. Many EMFs that are relatively new in international competition are significantly weaker in terms of these monopolistic advantages compared with their global rivals. Thus, they compete not based emphatically on the above areas in which they may be disadvantageous, but on the creative utilisation and combination of internal and external resources that are available to them and compositional use of a multitude of investment modes, competitive measures and collaborative networks. This endows EMFs with a unique competitive edge that is typically manifested in superior price-value ratio and impressive speed, albeit such edge is less sustainable than traditional monopolistic advantages possessed by Western rivals (Luo and Child, 2015). The impetuses for the internationalisation of business activities are different. They include the probable increase of sale, providing multimarket, reached resources (Kotler, 1999), profit (Simoes and Crespo, 2002) and usage of foreign markets opportunities and the usage of the existing resources in foreign markets (Gregorio et al., 2008), intense competition, risk diversity and gain international experience and develop business networks (Maqsoom et al., 2014). Under normal conditions with equal rights for all the countries, internationalisation is a useful way to achieve more cooperation among people and states. Internationalisation means the expansion of economic activities beyond the economic borders of a country's (Butkovic et al., 2014). The selection of strategy is taken into account as an international marketing decision because it determines how the company finds itself in the international market position (Butkovic et al., 2014). In today's uncertain environment, companies should find a way to solve universal competition (Malaki MinBash Zargah and Siah sarani Kajoori, 2013). Business environment of the country pushed companies to seek opportunities in foreign markets. In this way, companies are able to deal with cyclical fluctuations in domestic markets, keep growing, market diversity portfolio and they can compete (Maqsoom and Charoenngam, 2013). Company's management should decide in choosing the entry strategy of international market and it depends on the company's product and technologies, staff competence, management and other references (Root, 1987). A successful internationalisation need well decision-making. Perhaps, the first decision is to choose to enter a foreign country (Mudambi and Mudambi, 2002). Nowadays, the productive companies of building materials due to the increase of production costs such as energy, growing procedure of taxes and generally, changeable costs and on the other hand, stagnancy of building industry by reduction of liquidity, increase of average age of society and current costs of persons' life have caused the

reduction of house demand. Clearly, by those acts which occurred as the result of execution of Mehr House Plan in the past years, the need to increase the production caused the construction and initiation of productive units of building materials such as plaster factories and after the decline of demand for Mehr House and above factors which were mentioned, it caused the competition between the producers for constancy of business and survival. To achieve the optimum profit and constancy of activity, the new plaster industry needs to present in international markets; because, in terms of quality, the products of plaster factories in Semnan due to have rich mines with very high purity and also proper transportation cost due to the strategic geographical situation have very high potential in development of new plaster products. Another decision is related to what the foreign market provides. The importance of this study is to investigate the prioritisation strategy to enter the international market due to the potential of each company. To gain this aim, first the effective factors are collected through documentary method and were prioritised according to expert's ideas. Then, the strategies were prioritised for companies according to their ability in each factor and the differences, strengths and weaknesses, threats and opportunities were considered in proposed strategies and finally the strategies were ranked and suitable entry strategies were also recommended for industry. The problem of present paper is that determine the importance arrangement entry strategies factor of Semnan to the international markets and also, determine the importance of arrangement of entry strategies factor of Semnan to the international markets. Determine the importance of arrangement of sub-criteria of entry strategies (marketing, intelligence agents, performance, government, competition in the industry, administrative procedures and business environment) of new products of plaster factories of Semnan to the international markets.

2 Review of the literature and theoretical framework

In this section, the literature related to the effective factors of choosing the strategies to enter the international markets and also the related research was reviewed.

2.1 The strategies to enter the international markets

Strategic decisions, such as investments in new projects or new markets, have long-term consequences for organisational survival and success. One of the fundamental issues in the management literature is to have the mechanisms to make sure that managers take these strategic decisions in the best interests of the owners (Singh and Delios, 2017). Changing customer perceptions is a proactive behaviour that helps firms to create new markets (Ghauri et al., 2016). In comparison with established or mature MNEs, especially those from advanced economies, EMFs in our analysis suffer simultaneously from their global laggard status and shortage in distinctive or strategic resources. To overcome these dual disadvantages, they need to be astute in actively utilising global resources (to compensate for their resource disadvantages) and being more radical, rather than incremental, in internationalisation process (to alleviate their laggard status) (Luo and Bu, 2016). After decision-making to enter an international market, the company may choose one of the methods of export, contract or direct foreign investment (Erramilli and Rao, 1990). Externally, all MNEs are facing an unprecedentedly open and interconnected

world today. Global open markets are available not only for tangible flows such as standardised technologies, machinery and equipment, key components and materials, but also for intangible flows of knowledge, information, expertise and even talent. The entry strategies to a foreign market is an Institutional arrangements to organise and carry out the trade international contracts in host markets (Devilla et al., 2015), to provide the possibility of entering a company product, technology, human skills, management or other resources to a foreign country (Surdu and Mellahi, 2016). The literatures divided the entry strategies into non-shares methods (export, licensing, contractual mechanisms, franchising and strategic alliances) and share methods (joint ventures and full ownership of subsidiaries) (Root, 1994). Its internationalisation strategy was based on these competitive advantages that were clearly in line with its strategic goals (Marques et al., 2017). Joint ventures are in forms of collaborative production, licensing and franchising, franchising and other contractual arrangements including participation in the capital of a legally separate organisation and with common ownership and cooperative arrangements will appear in forms of sharing or non-sharing which are called international unions (Beamish and Lupton, 2016). International unions are in fact a cooperation agreement that includes a few business organisations in different countries (Lojacono et al., 2016).

In many industry mature markets, entering to foreign markets through foreign direct investment is a major source for growth the future sales and profitability (Mudambi and Mudambi, 2002). Choosing a wrong entry strategy, for example; foreign investment on the foreign market through mergers will make serious consequences (Petrou, 2009). Methods are different in term of the availability of resources and the control. The availability of resources, financial and managerial capabilities of a company serve to a specific market (Agarwal and Ramaswami, 1992). According to the view based on the resources, the companies must focus on a different competence leading to a competitive advantage (Ghauri et al., 2016). Control is defined as an authority on strategies and operations (Dong et al., 2008) and is referred to the company's need to influence on systems, external procedures and decisions (Ekeledo and Sivakumar, 2004). High degrees of control facilitates the implementation of the company's international strategy, protection of specific advantages of company, moral features and maintain privacy, function improvement and management and higher profits and return (Dong et al., 2008; Johnson and Tellis, 2008). Each strategy for entering to marketing needs a specific commitments, risk and control and opportunities which shown in Figure 1 (Kotler, 1999).

Figure 1 The process of commitment, risk control and profitability in strategies to enter foreign markets (see online version for colours)



2.2 Characteristics of small and medium companies

Small and medium companies have specific characteristics that their selection to enter into foreign markets is effective in terms of commitment level to foreign markets, how to deal with risks in host countries and activities control. Generally, they faced with few resources and management and they do not have enough ability to apply these resources and have more sensitive to the challenges in foreign countries (Hollender et al., 2016; Fernandez and Nieto, 2006). Small and medium companies usually have limited knowledge of foreign markets and often focus on internal operations and lack of knowledge with international business and the companies have internal competencies that completely are not applicable to activities in foreign market. There also have limited ability to predict future events and they have a more vulnerability (Hollender et al., 2016). This is an important fact that the small and medium companies have entering strategy that allows them deal with risk. Small and medium companies are different in ownership structure and features management. A lot of small and medium companies have family ownership that have less tendency to share their control, so their selection are different (Fernandez and Nieto, 2006).

2.3 Effective factors in the choice of entry strategy

Selecting the input mode of foreign market made the major consequences to be successful in international ventures and entirely company selecting methods with low relatively commitment of resources to choose foreign market (Ripolles et al., 2012). Companies have appropriate organisational structure in order to manage foreign activities for entering foreign markets. We have some factors such as commitments, risk tolerance and control level of participation in external activities. Change a basic input mode is cost and time consuming, so selection of the wrong strategy influence company's function (Laufs and Schwens, 2014). Target selection and entry strategies depend on the organisational knowledge including: language assessment, culture, competition barriers, political and culture barriers (Mahon and Vachani, 1992), storage and distribution challenges and merit products and services (Mahon and Vachani, 1992). Company's feature, product feature, local and foreign market features have a significant impact on the international market entry strategy. Yapark (2012) indicated that when companies want to enter foreign market faced with some problems such as discrimination by local governments and consumers, unfamiliarity with the local business environment and structural and economic barriers. Parola et al. (2013) stated companies feature, external factories, cultural variables are the factors that influence international market. Research shows that strategy for entering foreign market depends on the environmental features, too. Bagheri et al. (2013) priorities features that influence on method of entering international automakers including factors related to company, target country, product and mother country. Also, Rezvani and Gol Alizadeh (2012) explained some factors that influence on strategy for entering foreign markets, such as target country, the uncertainty of the product market, competitive uncertainties and uncertainty in the behaviour of

potential partners, international experiences, technical knowledge, marketing, skills and the investment in foreign market.

2.4 The research objectives

The purpose of present paper is to:

- 1 Determine the importance of arrangement of entry strategies factor of Semnan to the international markets.
- 2 Determine the importance of arrangement of sub-criteria of entry strategies (marketing, intelligence agents, performance, government, competition in the industry, administrative procedures and business environment) of new products of plaster factories of Semnan to the international markets.

2.5 The research questions

- 1 How is the importance order entry strategies factor of Semnan to the international markets?
- 2 How is the importance order of sub-criteria of entry strategies (marketing, intelligence agents, performance, government, competition in the industry, administrative procedures and business environment) of new products of plaster factories of Semnan to the international markets?

3 Research methods

In this study, network analyses processing (ANP) technique was used to determine the priorities of the strategy to enter the international markets. The population consisted of managers and employees of Semnan Gypsum business unit. Thirty were chosen to complete paired comparisons questionnaire. Then, average idea was calculated by using geometric mean method. The analysis is performed using the super decision.

The decision is an important part in managing the directors of the practice foundation. Decision making is very important at the strategic level, so for helping management, different methods are used. ANP technique is one of the multiple decision that interdependence in making decision.

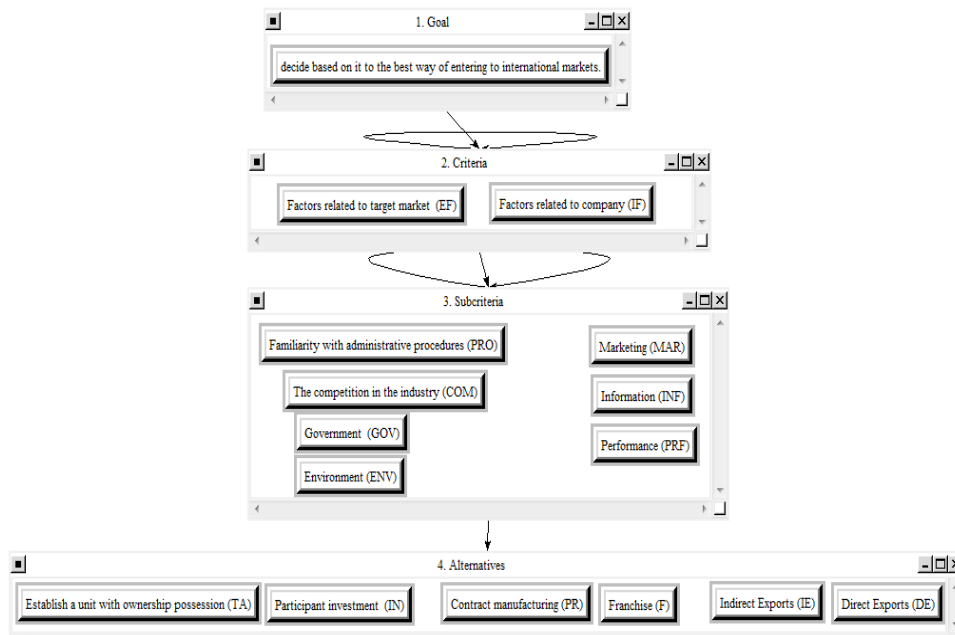
4 Research findings

The following steps are necessary to determine the strategy using ANP method.

4.1 Step 1: network analysis and structuring of the model process

First, organise the problem with ANP model. This model which shown in Figure 2, is divided into steps and the first step is the best step for entering international market. Step 2 is related to original factors, Step 3 is related to the following criteria and Step 4 is related to entry strategy.

Figure 2 Conceptual research model



In this research, in line with current purpose, with a review on the research literature and background, different dimensions of conceptual model were specified. Then, dimensions of entry strategies *factor to the international markets* were concentrated so that a list of the entry strategies *factor to the international markets* indexes was prepared from the article of Leonido (2004), Tesfom and Lutz (2006), Yaprak (1985), Shaw and Darroch (2004), Kabiri and Mukshapathy (2012), Yoo et al. (2000), Pinho and Martin (2010), Rabino (1980), Da Rocha et al. (2008) and Morgan (1997). And then, in order to moderate the indexes list, an interview was done with experts of *plaster factories of Semnan* and professors. Using the customary method, a questionnaire was designed and the indexes of entry strategies *factor to the international markets* were considered. The questionnaire was distributed among managers and employees of commercial unit of plaster factories of Semnan and the feedbacks in order to gain the relative importance of entry strategies *factor to the international markets* dimensions and relative importance of key indexes entry strategies *factor to the international markets* under each dimension were sent for completion of them. It is important to determine the initial matrixes in conceptual research model are shown in Table 1.

Table 1 The structure of the super matrix

<i>Branches</i>				
	<i>Goal</i>	<i>The main criteria</i>	<i>Under the criteria</i>	<i>Options</i>
Goal	0	0	0	0
The main criteria	W_{21}	W_{22}	0	0
Under the criteria	0	W_{32}	W_{33}	0

4.2 Step 2: a pair wise comparison and the adjustment control

In this step, elements are compared mutually; two to two comparison according to nine time points are shown in Table 2.

Table 2 Pairwise comparison values

<i>Point</i>	<i>1</i>	<i>3</i>	<i>5</i>	<i>7</i>	<i>9</i>	<i>8, 6, 4, 2</i>
Definition	The same importance	A little more	More importance	So many	Absolute importance	Intermittent preferences

The consensus of opinions among experts about the pairwise comparison of indicators calculated using the geometric mean and the super matrix paired index weight. The main result of pairwise comparison criteria as well as its weighted vector is presented in Table 3.

$$W_{21} = \begin{matrix} IF \\ EF \end{matrix} \begin{bmatrix} 0 / 48544 \\ 0 / 51456 \end{bmatrix}$$

Table 3 The main factors of binary comparison

<i>Criteria</i>	<i>Factors related to company</i>	<i>Factors related to target market</i>	<i>Vector</i>
Factors related to company (IF)	1	1/06	0/48544
Factors related to target market (EF)	0/94	1	0/51456

- Matrix binary comparison interdependencies of main criteria (matrix W_{22}).

For comprehending the interdependencies between the main criteria, binary comparison between the main criteria used in order to achieve elements matrix W_{22} .

$$W_{22} = \begin{matrix} IF & EF \\ IF & EF \end{matrix} \begin{bmatrix} 0 & 0 / 50 \\ 0 / 50 & 0 \end{bmatrix}$$

- Matrix sub-binary comparison of each of the main criteria (W_{32}).

In this step, the importance of each rate related criteria to the main criteria which are obtained through binary comparison and the coefficient matrix (W_{32}) column will form important elements.

	<i>IF</i>	<i>EF</i>
<i>MAR</i>	0/31190	0
<i>INF</i>	0/36869	0
<i>PRF</i>	0/31941	0
$W_{32} = \text{PRO}$	0	0/17266
<i>COM</i>	0	0/29649
<i>GOV</i>	0	0/37317
<i>ENV</i>	0	0/15768

- Interdependencies binary sub-criteria comparison (matrix W_{33}).

As you can see in Figure 2, seven sub-criteria are determined according to wise person idea. There are independencies between sub-criteria shown in Table 4.

Compare binary sub-criteria matrix is shown below:

	<i>MAR</i>	<i>INF</i>	<i>PRF</i>	<i>PRO</i>	<i>COM</i>	<i>GOV</i>	<i>ENV</i>
<i>MAR</i>	0	0/22791	0	0	0	0/21857	0/14190
<i>INF</i>	0/43362	0	0/24497	0/19425	0	0/27390	0/15847
<i>PRF</i>	0	0/10711	0	0/14306	0	0/16112	0/18952
$W_{33} = \text{PRO}$	0	0/22738	0/14096	0	0/44248	0	0/21259
<i>COM</i>	0/21052	0/13793	0/28753	0	0	0	0/13663
<i>GOV</i>	0	0	0	0/34865	0	0	0/16082
<i>ENV</i>	0/35586	0/29966	0/32654	0/31404	0/55752	0/34641	0

If rate adjustment is lower than 0/1, the matrix is adjusted and we can trust on results, otherwise decision makers must rethink on paired comparisons.

In Table 5, compatibility criteria rate and sub-criteria are smaller than 0/1 indicates that we can trust it.

4.3 Step 3: comparison of preferred binary options

In this step, we compare preferred binary options. The judgement is the time scale. The difference is that in comparison options associated to any of the following criteria preferred options and the importance of it is not shown. According to this comparison, we can rank the options.

Marketing, intelligence agents, performance, government, competition in the industry, administrative procedures and business environment sub-criteria are shown in Table 6.

Results ranking of the sub-criteria options suggest that indirect exports is most preferred and importance and the establishment of a unit with full ownership have less importance and other options are different.

Finally, the result of the decision options rate indicates that the target, in fact, is the best strategy for market entry in Semnan Gypsum plant.

Table 4 Interdependence sub-criteria together

<i>Under the criteria</i>	<i>Marketing factors</i>	<i>Information factors</i>	<i>Optional factors</i>	<i>Familiarity with administrative procedures</i>	<i>The competition in the industry</i>	<i>Government factor</i>	<i>Environmental factor</i>
Marketing factors		*			*		*
Information factors	*		*	*	*		*
Optional factors		*		*	*		*
Familiarity with administrative procedures		*	*			*	*
The competition in the industry	*	*	*				*
Government factor				*			*
Environmental factor	*	*	*	*	*	*	

Table 5 inconsistency rate criteria and sub-criteria

<i>Pairwise comparisons</i>	<i>Inconsistency rate</i>
Pairwise comparisons with the main criteria	0/00
Pairwise comparisons with the factors related to companies	0/09253
Pairwise comparisons with the factors related to target country	0/00698
Pairwise comparisons with the factors related to information factors	0/05702
Pairwise comparisons with the factors related to marketing factors	0/04564
Pairwise comparisons with the factors related to government factors	0/000
Pairwise comparisons with the factors related to functional factors	0/07590
Pairwise comparisons with the factors related to environmental factors	0/05785
Pairwise comparisons with the factors related to friendship with bureau proceeding	0/01979
Pairwise comparisons with the factors related to industry competition	0/06047

In Table 7, column raw directly from the limited super be taken, columns normal priority each option based on the form of dual comparison of queries and most popular way to see results and columns are ideal by dividing the values of each of the numbers in the column. Normally, the largest number in this column is obtained and the numerical value of the option is always number 1 (Ghazizadeh et al., 2015).

Table 6 Ranking the options based on any of the following criteria

<i>Prioritise options based on factors sub-marketing</i>			
<i>Options</i>	<i>Weight</i>	<i>Prioritise</i>	<i>Inconsistency rate</i>
Indirect exports	0/35130	1	0/04188
Direct exports	0/16993	3	
Franchise	0/18266	2	
Contract manufacturing	0/09264	5	
Participant investment	0/11379	4	
Establish a unit with ownership possession	0/08968	6	
<i>Prioritise options based on sub-intelligence agents</i>			
Indirect exports	0/35254	1	0/02500
Direct exports	0/14380	4	
Franchise	0/17234	2	
Contract manufacturing	0/16738	3	
Participant investment	0/9924	5	
Establish a unit with ownership possession	0/06469	6	
<i>Prioritise the options based on the performance of sub-criteria</i>			
Indirect exports	0/28698	1	0/04342
Direct exports	0/11236	5	
Franchise	0/17432	3	
Contract manufacturing	0/21772	2	
Participant investment	0/12590	4	
Establish a unit with ownership possession	0/08273	6	

Table 6 Ranking the options based on any of the following criteria (continued)

Prioritise the options based on the sub-government elements			
Options	Weight	Prioritise	Inconsistency rate
Indirect exports	0/38066	1	0/03427
Direct exports	0/15293	3	
Franchise	0/12187	4	
Contract manufacturing	0/17828	2	
Participant investment	0/11143	5	
Establish a unit with ownership possession	0/05482	6	
Prioritise the options based on the competition in the industry sub			
Indirect exports	0/25434	1	0/04586
Direct exports	0/19753	2	
Franchise	0/12259	5	
Contract manufacturing	0/16640	4	
Participant investment	0/17789	3	
Establish a unit with ownership possession	0/08125	6	
Prioritise options based on sub-familiarity with administrative procedures			
Indirect exports	0/29334	1	0/04239
Direct exports	0/12614	4	
Franchise	0/15945	3	
Contract manufacturing	0/27736	2	
Participant investment	0/08844	5	
Establish a unit with ownership possession	0/05528	6	
Prioritise sub-option based on business environment			
Indirect exports	0/25325	1	0/03051
Direct exports	0/16192	4	
franchise	0/1665	3	
Contract manufacturing	0/19514	2	
Participant investment	012867	5	
Establish a unit with ownership possession	0/09446	6	

Table 7 Ranking the options

<i>Options</i>	<i>Raw</i>	<i>Normal</i>	<i>Ideals</i>	<i>Prioritise</i>
Indirect exports	0/150907	0/302110	1	1
Direct exports	0/075909	0/151966	0/503017	4
franchise	0/079809	0/159774	0/528860	3
Contract manufacturing	0/09989	0/190163	0/629451	2
Participant investment	0/059727	0/119571	0/395787	5
Establish a unit with ownership possession	0/038171	0/076416	0/252941	6

This ranking strategy result helps company according to company's condition and target countries and also, in terms of commitment and controlling the best strategy for entering without any damage.

5 Conclusions

The aim of this study is to classify strategies for entering international marketing by using this ANP between management and gypsum plant marketing in Semnan. In investigating the effective factors, the results indicate that influence the factors related to target country rather than factors related to the companies and represents the company's efforts to strength and to train the staff to understand the trend of exports to examine the competitive conditions prevailing in the target country due to marketing information and negotiating with government agencies and chambers of commerce to eliminate customs barriers. Related factors with company must be in the field of marketing and management performance and access to information needed to be strengthened.

The main factors of the research are suitable prioritising for plaster according to the available capabilities and opportunities. Finding any strategies according to the importance and desirability of the executive are as follows: indirect exports of higher priority that shows companies in search of brokers and export and grant a patent to companies that are successful which introduces brand and indirect exports due to the company's ability to introduce products. Companies that have more access to information can identify needs of market by helping to share information brokers and their representatives to human motivation and loyalty to continue their cooperation.

The next step determines market target according to information obtained from the export destination and in order to transfer and reduce the cost of transportation and distribution for own commercial partners. Another suggestion is this company's packing products requirements. Manage procedure and track management practices related to export performance and in this procedure, incentives motivating employees and attraction of exporters and businessman is important in order to continue cooperation for indirect export.

According to the committed staff, the manufacturing contract and advanced principles and external customer satisfaction guarantee company future benefits and then handover loyal, mutual investment, direct export and establish a full ownership unit. States have indispensable role in export according to limitation and differences between rules in political system of government, so that strategy suggested indirect export through lack of conflict with rules.

Gypsum plant in Semnan better use the meditating agents so that they get the export roles. Other steps are to review their records and packaging and other legal issues under the production contract and in other steps, they know the franchise, mutual investment and the establishment of a full ownership unit.

Export markets is very important due to the exchange technology for the exporting country and marketing for gypsum industry in Semnan because of high product quality and competitiveness of attention. Indirect export is recommended to division and another step which is suggested is direct expert. By using direct expert companies, we can realise strengths and weakness of competing companies and in following step are mutual investment, franchise, etc.

Process of entering international marketing needs to analyse information and companies, which want to entry this field must try to decrease risk and focus on steps that include indirect export, product, franchise's and direct export and mutual investment.

Business environment included economic political and cultural environment and get the strategies of this environment is so important and steps includes direct and indirect export, franchise, mutual investment considering political, economic and cultural believes. Finally, according to potential of this industry consider geographical location and unique quality gypsum Semnan and all the effecting factor was recommended for entering international marketing, such as indirect export strategy, producing, the franchise, direct export, mutual investment and establish a full of ownership unit.

5.1 Management implications

The study provides implications for Semnan Gypsum plaster plants managers. In the recent decades, entering to the foreigner markets has played very important role in the economic development of countries [Li, (2003), p.1]. The recent decade due to the globalisation and competition in businesses has been differentiated from the former decades. The consumptive products markets, industrial goods and services or resources markets like capital, materials and technology have been integrated in the world level intensively. Simultaneously, formation of various commercial agreements and establishment of commercial open policies between the countries have led to the emergence of supportive tools and removal of the commercial barriers. Consequently, in practice, almost all companies regardless of national root, size or kind of industry, now have faced with this reality and perceived that lack of participation in the world markets will not be a long-term selection (Balabanis et al., 2004). Selection of entrance method is one of the most important and critical strategic decisions for those companies which seek global development and expansion (Xue et al., 2011). The problem related to select the strategy to the foreigner markets for those companies which tend to become international, has vital importance; because, it influences on their future success (Sanchez-Peinado and Pla-Barber, 2006).

5.2 Limitations and suggestions for future researches

The main objectives of this research are to test evaluation and survey of the entry strategies factor to the international markets in using fuzzy in Iran, there are some limitations in study. First, the measurement of entry strategies factor to the international markets usage was based on the individual's self-administered questions. This may result in limited validity, since any research methodology relying on volunteers depends on their ability and willingness to volunteer and this can introduce bias. Second, we did not discriminate among different entry strategies factor to the international markets but placed them all in a single category. Because of the number of evaluation indices, we suggest that future research conduct in depth exploration through the use of the weighted evaluation indices obtained from this research. These studies may add a fuzzy theory in this paper. Future research may add qualitative evaluation indices into the entry strategies factor to the international markets mechanism presented in this research. Since, ANP method questions contained in the questionnaire are plentiful, this research suggests future researchers should survey through face to face interviewees and provides explanations immediately to interviewees when it is necessary in order to exactly control

the reliability of the questionnaire. Lastly, because globalisation creates competition among companies, future research is recommended to take other companies in Iran into consideration.

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