
The Relationship of Entrepreneurship-Orientation and Market-Orientation in the Business Performance of Companies that Export Clothing in the State of Jalisco, Mexico

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EXECUTIVE SUMMARY

The objective of this paper is to show the relationship between clothing industry export companies in Jalisco, a state of Mexico, with entrepreneurial and market orientations with respect to their commercial performance in the last two years. The period of time analyzed corresponds directly to the research process which analyzes in detail the strategies that companies use when exporting. The approximation approach is given by the data obtained from the National Chamber of the Clothing Industry of Jalisco and is contrasted with interviews with high-level managers, middle managers and owners of companies. This research concludes that there is orientation-entrepreneurship as the businesses constantly create, expand and improve their products, as well as market-orientation, seeing that all companies care about their customers, face their competitors and have inter-functional integration. This, in turn, generates a good performance by the companies, especially in terms of sales and global performance.

Keywords: Entrepreneurship-Orientation, Market-Orientation, Business Performance, Clothing Industry, Dynamic Capabilities

INTRODUCTION

Dynamic activities, as the authors mention, are associated with high-level activities, Organizations are linked to the ability of their administrations to manage opportunities and threats, as well as to combine and configure assets to meet the needs of customers. The dynamic capacities reside mainly with the top executives of the companies in such a way that they are oriented to the market and entrepreneurship, understanding the capacity of the company to manipulate, protect and leverage intangible assets in order to obtain better long-term results for the better performance of the company. Likewise, there is talk of the positive relationship that exists between business orientation and market orientation in commercial performance, however, it has been not been explored in a changing industry such as the clothing industry. Entrepreneurs and managers of the industry are not aware of how these variables relate to their performance (Arend, 2013; Dosi, Nelson, & Winter; 2000, Farrell & Oczkowski, 1997; Jantunen, Puumalainen, Saarenketo, & Kyläheiko; 2005; Kumar, Jones, Venkatesan, & Leone, 2011).

This study is based on the clothing industry in Mexico. It is one of the oldest manufacturing activities in the country and one of the most representatives of global trade. Currently, according to the Consejo de la Moda (2016), China occupies the first place in exports, the United States of America being the world consumer par excellence along with other developed countries and the European Union. The textile industry in Mexico is represented mostly by small and medium enterprises (SMEs) and is an industry with serious lags in infrastructure, technology, product development and strategic structure in such a way that the external market cannot be blamed for its lag due to the current situation of the industry.

In the 1990s, the textile industry became a dynamic sector and placed Mexico as the number one supplier of textile and clothing exports to the American market. In the same decade, the North American Free Trade Agreement (NAFTA) was signed that came into force in 1994, which generated a tariff reduction, which generated a penetration to the American market. But, despite

the above, at the beginning of the new millennium, China began to position itself as the main supplier not only of the North American market but worldwide. The competitive advantage that Mexico possessed, which was proximity to North America, was reduced thanks to the productive capacity of some of the countries that have remote locations, such as China and its counterparts in general. In addition to their productive capacity, they have managed to develop a logistics infrastructure that allows them to reach the most remote markets quickly and efficiently, which is why they can reach the European and American market quickly and in very large quantities of production (Richart, 2012). Therefore, it should be asked: what are the factors that have led to the fall of this sector and why has it not been consolidated as other sectors, such as the automotive and electronics sector. According to a specialized study "the segment that generates the most value is the manufacture of clothing with 73.3% of the current market; and it is expected that by 2019 the textile market in the country will grow by 35.5% from 2014 "(Market Line Industry Profile, 2015). For this reason, carrying out research on this issue is justified, especially as there are signs that the textile-clothing industry is still alive and can generate a strong income. Therefore, the main objective of this research is to identify the relationship that exists between the variables, orientation to entrepreneurship and orientation to the market, with the business performance of the exporting companies of the clothing industry in the state of Jalisco.

THEORETICAL FRAMEWORK

The theory of the dynamic capacities is born from the gap left by Porter (1990) by not mentioning how to maintain the competitive advantage in companies in his theory *The Competitive Advantage of Nations* (1990). The dynamic capacities theory mentions that this has developed in environments with constant technological changes (Teece, Pisano, & Shuen; 1997; Fernández-Mesa, Alegre-Vidal, Chiva-Gómez, & Gutiérrez-Gracia, 2013; Dosi, Nelson, & Winter, 2000), as in the case of the apparel industry, in which the term fast fashion has been adopted. That is, a production model in which, for instance, the chain of Spanish clothing ZARA has been the winner. This is because the development of their timeless basic garments and low rotation has led to its production being achieved in two weeks, a system that once boosted the brands Benetton and GAP who in past years were the precursors (Barreiro, 2008). For Taplin (2014), fast fashion is associated with retailers that provide cheap clothing in unlimited quantities that keep customers coming to stores. In this sector it will always be dynamic because the tastes of people change constantly and you can never discern exactly what the client is looking for since he is always changing his tastes for products or services that meet his needs.

For Garzón Castrillón (2015, p. 117), dynamic capabilities are defined "as the potential of (inimitable) the company to generate new organizational knowledge from a continuous creation, amplification, improvement, protection, integration, reconfiguration, renewal, recreation, increase and reconstruction of their distinctive skills, to be able to respond to changes in markets and technologies, which include the company's ability to reconfigure the environment in which it operates, developing new products and/or processes and designing and implementing new or redefined plausible business models to maintain and/or expand competitive advantages." Distinctive skills, according to Javidan (1998) and Prahalad and Hamel, (1990) are identified as the combination of resources, skills and competencies of a company, which results in skills and knowledge shared across the firm and its business units that work in full.

In terms of internationalization, it is determined that there are two resources that stand out in this sense, Market-Oriented (MO) (Serrano, Armario, & Moreno, 2011; Knight & Cavusgil, 2004) and Orientation-entrepreneurship (OE) (Serrano et al., 2011; Knight & Cavusgil, 2004). The combination of MO and OE allows the development of distinctive skills defined as essential or core competencies and unique skills throughout the organization difficult to imitate by competitors (Serrano et al., 2011).

Most empirical studies carried out to date show a positive relationship between MO and business performance (Narver & Slater, 1990; Kirca, Jayachandran, & Bearden, 2005). However, there are studies that mention that the level of turbulence in the market or technology affects and shows a limited relationship between MO and business performance (Vázquez, Santos, & Álvarez, 2001). In terms of entrepreneurship orientation, a positive relationship with a company's business performance is also shown (Wiklund & Shepherd, 2003). According to Saavedra et al. (2013), a strong MO is necessary to add a strong OE to take advantage of those probabilities of being well received by customers in order to ensure that opportunities are taken systematically and with discipline. What results, is that those companies that have a high relationship between MO and OE are proactive and sensitive to their customers and competitors. So, in this paper, we consider that the companies that export and show a strong orientation to the market, as well as a strong orientation to entrepreneurship, generate essential capacities and,

as a consequence, obtain greater business performance. This is why the theory of dynamic capacities contributes to an integrative approach. Due to the above, the following hypotheses can be generated:

H1: The orientation to entrepreneurship has a positive relationship in the business performance of garment exporting companies in the State of Jalisco.

H1a. Positive relationship between innovative capacity and entrepreneurship-orientation

H1b. Positive relationship between risk taking and entrepreneurship-orientation

H1c. Positive relationship between proactivity and entrepreneurship-orientation

H2: Market orientation has a positive relationship in the business performance of garment exporting companies in the State of Jalisco.

H2a. Positive relationship between customer orientation and market-orientation

H2b. Positive relationship between competition-orientation and market-orientation

H2c. Positive relationship between inter-functional coordination and market-orientation

METHODOLOGY

For this research, the case study was developed, which can be defined as "empirical research that investigates a phenomenon within its real-life context, especially when the limits between the phenomenon and the context are not clearly evident" (Yin, 2012). Using case studies is very rare for companies in the business field. In fact, the quantitative method that is the most commonly used by researchers is to send an email as if it were spam about your survey, with around 10 to 20 closed questions according to the construct.

For the selection of the sample for the study object, the data from the IIEG (2017) of the State of Jalisco, Mexico, was obtained in March 2017. A sectoral sheet of the textile-garment industry was printed, where it was revealed in classification 315, that there was a total of 1824 clothing manufacturer economic units (number of establishments) in the year 2014, a growth of 5% in comparison with the year 2009. In absolute terms, this is a large group of companies with which to perform the study, However, only 9 companies according to the information provided by the National Chamber of Clothing Industry (CANAIVE) Jalisco Delegation export. Only 0.49% of the population allocates part of their production for export. These companies are located in the municipalities of Tlajomulco de Zúñiga, Guadalajara, Zapotlanejo, Tecolotlán, Zapopan and Encarnación de Díaz; Only five companies gave information for the relationship of participated in this study.

Variable Measuring

The variable orientation-entrepreneurship or OE is defined as the attitude of management, oriented towards the processes of developing strategies that provide the basis for decision making and business actions that must be executed. Seen in another way, it is the way in which an enterprise is put into practice (Alegre & Chiva, 2013). Likewise, entrepreneurship is seen as a pattern of innovation, since it works as an innovative agent that moves organizations and society in general to stay ahead; without this society would not be neither dynamic nor adoptive, which would result in stagnation (Miles & Arnold, 1991). With entrepreneurship, companies are constantly looking for innovation and opportunities that could occur in markets to achieve their objectives (Miles & Arnold, 1991; Sapienza & Amason, 1993). In short, researchers have established the way in which OE is measured, Miller (1983 p. 771), one of the pioneers in finding the dimensions on how to measure the variable, mentions that, "an entrepreneurial company is one that is dedicated to innovation in the market of products, undertakes or takes risks and is the first to propose proactive innovations hitting the competitors to the blow." Investigations reviewed so far can identify three important dimensions: innovative capacity, risk taking and proactivity (Miles & Arnold, 1991; Covin & Slevin, 1989; Jantunen, Puumalainen, Saarenketo, & Kyläheiko, 2005; Lumpkin & Dess, 1996; Alegre & Chiva, 2013; Gruber-Muecke, & Hofer, 2015; Merlo & Auh, 2009).

The variable market-orientation or MO can be defined as the organizational culture that in the most efficient and effective way creates the necessary behaviors to grant superior value, which leads to a better performance of the companies (Nerver & Slater, 1990; Kajalo & Lindblom, 2015; Kumar, Jones, Venkatesan, & Leone, 2011; Morgan, Vorhies, & Mason, 2009). Other authors refer to MO as the generation of market intelligence in the entire organization in relation to current and future needs of clients, as well as the diffusion of intelligence within an organization and the capacity to respond to it (Kohli and Jaworski, 1990).

Based on Nerver and Slater, (1990), who mentioned that the MO covers three important aspects: customer orientation that refers to understanding which are the target buyers of a company and during this time creating added value for these customers; the orientation to the competitor, which seeks to obtain relevant information from competitors and understand what their strengths and weaknesses are in the short term and, in the long term, what the capabilities of these potential competitors are and what they are currently in the market; and finally the functionality of the departments that coordinate to create added value to the target customer (Gruber-Muecke & Hofer, 2015; Kirca et al., 2005; Nerver & Slater, 1990; Kajalo & Lindblom, 2015).

The dependent variable is business performance, since in this study we try to find the relationship that exists between the independent variables orientation to entrepreneurship and orientation to the market with the business performance of exporting companies. We found it necessary to focus exactly on how to measure performance, but those that export. Traditionally companies measure performance through return on investment (ROI), return on capital (ROE), return on assets (ROA) and the proportion of the market share held by the company. However, companies often do not provide such accurate and reliable information and Lumpkin & Dess (1996) found another less conventional way of measuring a company's performance, sales growth, market share, profitability, customer satisfaction and the general performance of the company, in terms of the managers' perspective.

However, Okpara (2009) mentions that established companies can take the traditional way of measuring performance, since being large or more established there is more order in that sense. Small, medium or small micro companies cannot be measured in this way.

RESULTS

Table 1 shows the saturation of the words that the interviewees mentioned. They are divided by a super code, that is, the independent variable, The dimensions would be the families and the codes the indicators of the dimensions. It should be noted that companies repeated or mentioned sentences or phrases that are part of a code that was already deciphered. Despite the fact that there is no clear saturation in the code of changes on the part of the five companies, it can be concluded that it contradicts the innovative capacity, however. The other codes show a clear association with a family's innovative capacity, which is why it can be concluded that the hypothesis 1a, Innovative capacity, has a positive relationship with the orientation to entrepreneurship.

The taking of risks, on the other hand, shows a clear saturation in that the exporting companies carry out entry strategies, explore new opportunities and above all take risky projects, for which it is concluded that Hypothesis 1b, takes risk, has a positive relationship with orientation to entrepreneurship. For its part, the dimension of proactivity only shows clear saturation in terms of the indicator of anticipating the competitor and analysis of the competitor. However, it is not necessary to be a leader or create fashion, so propositional hypothesis 1c is not related to the orientation to entrepreneurship.

Table 1. Saturation Orientation to Entrepreneurship

Super-code	Families	Codes	Saturation
orientation to entrepreneurship	Innovative capacity	Innovative attributes	5
		Minor changes	2
		Dramatic changes	2
		Commercialization	5
		Generated products	5
		Market reaction	4
	Taking risk	Entry strategies	5
		Explore new opportunities	5
		Risky projects	5
	Proactivity	Fashion creation	1
		Competitor analysis	4
		Anticipating the competitor	5
		Following the leader	1
		Lead	4

Source: Own elaboration based on the interviews.

The five companies interviewed have a strategy to grant more to the client, identify tools to follow up with their clients, have similar competitive advantages, methods and intervals to evaluate their clients, have clear objectives oriented to their clients and carry out post activities, so it can be concluded that Hypothesis 2a, customer orientation, has a positive relationship with market orientation (Table 2).

Table 2. Saturation Market Orientation

Super-code	Families	Codes	Saturation
Market orientation	Customer orientation	Strategy of greater value to the client	5
		Without tracking tools	1
		Monitoring tools	4
		Competitive advantages: Quality, inventory, service, innovation, design, brand, experience, flexibility in orders, personalization	5
		Methods and intervals	5
		Customer-oriented objectives	5
		Post-sale	5
	Competitor orientation	Products aimed at customers with advantage	5
		Strategies and threats from competitors	4
		Shared information	10
		Response to threats	4
	Inter-functional coordination	Incentives to members	5
		Positive integration	5

Source: Own elaboration based on the interviews.

Hypothesis 2b, that is, orientation to the competitor, has a positive relationship with market orientation because its dimensions through the indicators show that the competitive advantages that companies identify are aimed at their customers, the information they share with its members of the organization, as well as respond to the threats of its competitors and formulate strategies to counteract them.

Hypothesis 2c is related to the orientation of the competitor because both positive and negative experiences are shared at least at the managerial level, as well as the information obtained from the competitor, and they also encourage their members in a different way to continue contributing to the company and that ultimately affects its performance. In the same way, the five companies show a positive integration, so it is concluded that inter-functional coordination has a positive relationship with market orientation.

The five companies show growth in sales, reflected in positive profitability in the markets where they export. Only one of them mentioned a negative profitability in the US market and most showed enthusiasm and greater profitability in Central America and Europe. Likewise, they had a profit growth expressed in volume of sales, which reflected in terms of percentages, showed that the majority had a volume of between 10 and 15% in the export markets and two of them showed sales of more than the average outside the country, which represents an important volume and indicates that business performance of exporting companies is related to the growth of sales and profits (Table 3).

Table 3. Saturation Business Performance

Super-code	Families	Codes	Saturation
Performance	Sales growth	Positive return	5
		Negative profitability	1
	Profit growth	Sales volume > 5% <10%	1
		Sales volume > 10 <15%	3
		Sales volume > 70 <80%	2
	Employment growth	Increase	5
	Overall performance	Positive performance	4

Source: Own elaboration based on the interviews.

On the other hand, growth in employment, reflected by the growth obtained in the last two years, indicates a positive relationship, qualifying in turn that its overall performance is positive in all five companies, which shows that it has a positive relationship with business performance. With the data provided above, it is concluded that hypothesis 1, orientation to entrepreneurship, has a positive relationship in the business performance of garment exporting companies in the state of Jalisco. Likewise, hypothesis 2, the orientation to the market, also has a positive relationship in the business performance of garment exporting companies in the state of Jalisco and that the relationship between both variables with business performance is positive, correlating one with the other.

CONCLUSION

The set of questions are aimed at demonstrating or proving that through the qualitative method there is a positive relationship between entrepreneurship orientation and market orientation with business performance in particular of companies engaged in export of clothing in the State of Jalisco, because most of the aforementioned variables are tested quantitatively.

In the clothing industry in the State of Jalisco, there are many companies engaged in this field. However, very few of them know or have knowledge of the relationship of the variables with their business performance. However, the companies that contributed to this study prove that 1) they are able to be dynamic despite not producing their products to large masses, which are directed totally to a specific market and hence take advantage of their "core competences," since they are constantly creating, expanding, improving and protecting their products (patents); 2) it also proves that, despite being medium-sized companies, it is not transcendental to obtain a favorable business performance and that, on the contrary, that operational "flexibility" makes them more dynamic with orientation and vision for entrepreneurship and the market.

Another interesting conclusion of this study is that a couple of these companies are managed at the managerial level-decision making by the founding family, and are the largest exporters, with national and local awards, which means that not being managed by the family nucleus could be an impediment to success and that having a vision leads to a better use of the companies.

One of the limitations was the time in which the managers were able to answer the interviews. Despite this, each one of them showed the best disposition to help answer the questions. This study could develop new lines of research in other sectors, since the questions are very focused on how they react, respond and what attitudes the managers and owners of the company take, so this same study could be adapted to start-ups or entrepreneurs.

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