

DEVELOPING MARKETING STRATEGIES WITH EMPHASIS ON REDUCING INVENTORY LEVELS IN THE SHIPPING INDUSTRY

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Abstract: The purpose of the present research was to develop marketing strategies with emphasis on reducing inventory levels in the shipping industry. The statistical society includes all marketing managers of the above industry. Data collection was done by a researcher-made questionnaire. It is based on expert opinions and reliability. Using Cronbach's alpha, we used the Swat method to analyze the data. The results showed that the shipping industry was in a competitive situation and 7 strategies were developed that established the system for managing the communication with foreign customers, use of foreign dealers, use of Misleading advertising, information exchange system Customizing customer demand, paying attention to education training and aligning inventory control policies with export strategies can help reduce inventory levels and profitability of the organization.

Keywords: Strategy, Marketing, Export, Inventories, Shipbuilding industry.

1. INTRODUCTION

Today, in the global economy, production and exports play an important and important role within the framework of any healthy economy. Almost all economically successful countries try to strengthen themselves in the field of exports where they have comparative advantage. On the other hand, in today's world new challenges such as increasing competition, the rapid development of technology, change in the tastes and demands Customers are coming to the companies. In other words, exports play a direct role in the development and economic growth of the country. Therefore, in a turbulent world full of current competition, the existence of a solid approach to achieving short-term and long-term goals in corporations can accompany the company along the path of evolution and growth and bring it to its desirable position with its executives and its employees. With the advent of the revolution, "information technology", the emergence of globalization and the emergence of globalization and the development of a high-tech economy, the pattern of global economic growth has changed (Zou & et. al., 2005).

As a result of these developments, international marketing strategies have become one of the most important tools in the global economy to compete with companies on a global level. Also, the characteristics of companies such as their sources on innovation, productivity, growth and development, commercial competitiveness, and the economic performance of the fundamental and essential elements, These features allow organizations to adapt (Zheng & et. al., 2010), Therefore, it can be concluded that the increasing success and productivity of the company or organization are due to the export marketing strategies and features of the company. Ykrshthvamlghyrqablkntrlmhyty marketing Dkhaltdardkhmrvtbhmhyt Bazarv competitive situation, economic Shrayta Vmqrart Vzshdhast.drhaly Khdrbazaryaby international community, Alvbraynaml, Msaylmhyty Countries Mqsdnyzhayzahmytast. chrakh in each country, Mqrratkhas Vyzhhbazarv conditions, international marketing into three groups Vamlqablkntrl, is divided Vamlghyrqablkntrldakhly Vvamlghyrqablkntrlkharjy Ranshanmydhd (Dean, 2014). In general, in the past years, international competition has

become more challenging, especially in the industrial and consumer goods market, and the entry of new suppliers, including developing countries, into these markets is in serious trouble. Also, Mendesen (1989) considers the operation of production as a conduit for decision making in international trade, which requires attention to appropriate strategies in this area. On the other hand, companies try to keep the least inventory in their depots and try to work as a custom, because This will reduce the cost of maintaining the product and generally remove the warehouse and direct the products manufactured or purchased to the customer, which should be addressed in the marketing strategies of the export considering its importance. On the other hand, companies active in the industry, which due to the high cost of keeping products manufactured and not cost effective, should consider the policy of reducing inventory levels. In this regard, this present paper aims to develop appropriate export marketing strategies aimed at reducing the level of production. Inventory in the shipping industry.

2. LITERATURE RESEARCH

2.1. Export Marketing Strategies

Many researchers have discussed the concept of marketing strategy from a variety of perspectives and definitions of many of them, which are generally referred to in some of these definitions. According to Hamberg (2014) marketing strategy, it involves making long-term decisions and allocating the necessary resources for product development in the areas of product development, selection of the market The goal is to “pricing”, “packaging”, “advertising”, and “distribution.” Marketing managers, while developing self-help task areas, use the variables K Leads are addressed, (a) variables related to marketing mixes, (b) variables related to product production. Typically, decisions are taken in the direction of codification of marketing strategies aimed at achieving increased customer satisfaction and more profit for the organization. Initial decisions about how to enter a market are considered strategic decisions. These decisions are taken with due regard to the country’s atmosphere and the organization’s capabilities and the competitive position of the industry. How to enter the target country is not only considering the legal boundaries of the country, but also by understanding the strengths and weaknesses of the company and recognizing its capabilities. Each of the

entry methods has its own characteristics, so according to the two above mentioned factors, a method is chosen that can strengthen the company’s competitive success. The adopted method can be considered as a self-sustaining factor as a competitive advantage. Usually, the decisions are made for a long time, and the rapid change is not feasible for the company. Types of Entry Strategies are related to the company’s future success, so a deep initial examination is necessary before any action. Companies can use different strategies to enter the market of host countries. Export marketing, at its simplest level, is the process in which a business company should decide on its marketing mix beyond its borders. Its most complex level involves creating a production unit and coordinating the company’s marketing strategy around the world. In another definition, international marketing is the pursuit of business activities for the delivery of goods and services of a company to its customers or consumers in more than one country in order to profit. The marketing stages and principles are standard and public, and they are applicable to all markets and countries. The only difference is the distinction between domestic marketing and international marketing in their field of activity. The same important difference will arise in the new international marketing forum, including the issues addressed, awareness of the issues of the other country (s), the adoption of appropriate strategies for entry into different countries and markets, and the implementation of specific measures in markets that are partially foreign to foreigners. Less confidently and with higher risk. (Babaei, 2008). The major challenge of exporting marketing involves choosing markets or countries through marketing research, deciding on necessary changes in commodities so that they are suitable for foreign markets and the choice of appropriate export channels, and the management challenge in this case is to be able to strategize Designing marketing to work in different markets. Global marketing philosophy emanates from two factors. The first factor is that the environment, markets, and customer demands are increasingly similar to each other. The more important factor is that with the huge investments made by large international companies in the field of technology, distribution and so on. They have to expand their market coverage, so that the profits are responsible for investments (Tajeddin & et. al., 2012). The first and most important step in the export of goods is marketing. Export marketing means recognizing foreign

markets and ways to influence it, gaining recognition through negotiating with buyers, participating in international exhibitions, contacting business advisors in the chambers of commerce is possible. The identification of rival goods, their quality, and their price plays an important role in the market. An implementation plan for marketing strategy involves a series of measures in the field of export marketing that their stepwise and precise implementation leads to success in that area. (Hagighi & et. al., 2008). With a little tolerance and tolerance, these five steps can be described in the following way. It may not be exaggerated to say that the exact implementation of the following steps can lead to increased profits and the growth of the market for the sale of products or services to companies in international markets (Lee & et. al., 200).

- **Step one : Identify the target market.**

Naturally, the first step in the marketing of exports is to determine the target market and to identify the needs of that market, which is demanded for the company's products or services. Choosing the right countries from around 200 countries around the world is very important for delivering products or services. If the target market and the needs of that market are carefully determined, it will not be difficult to obtain an order for the export of products or services to target countries. The ongoing international market research to identify opportunities in transatlantic markets is the best tool for defining target export markets(Slater and Olsan, 2001).

- **Step Two: Developing Export Marketing Strategies.**

After determining the target market, the next step is to formulate a package of correct marketing strategies for exports, including market entry strategy, market positioning strategy, product or service strategy, pricing strategy, branding strategy, supply strategy, and promotion strategies. Obviously, developing this package of strategies will take into account the needs of the target market. The results of international market research help firms and companies to formulate strategies that are tailor-made to meet the needs and demands

of the target market. Marketing strategies are effective and effective if they are to empower a company or firm to achieve their business goals. Ozsomer & et. al., 1991).

- **Step Three: Preparing Tools for Marketing Communications.**

After formulating marketing strategies tailored to the needs of the target market, the third step is the preparation of marketing communication tools such as corporate identity, sales letter (this kind of letter is an attempt to sell a particular product or product line, and more for the goods And services of a higher than average price), product catalog, brochure, website and the like. The communication tools used must, in addition to being attractive, also use the awareness and information element to be in place Finding companies in the target market and motivating potential customers to establish Have a relationship with the company. In other words, all marketing communication tools should be appropriate, informative, attractive and professional in design, while providing all the information needed for the company and its products or services to the contact (potential customer or importer in the destination country), Create the incentive to start connecting with potential customers. It can be said that the marketing communication tool can have a significant influence on how customers or buyers decide on their needs for a product or service from a particular company (Valos & Baker, 2002).

- **Step Four: Promote.**

Promotion of one of the four quarters (and some marketing experts, quintet), is a marketing mix that plays a major role in exporting marketing after the preparation of marketing communication tools. The most important promotion objective is to inform customers or buyers of the nature of a company and its products or services. Generally, each marketing mix consists of five components, including face-to-face sales, promotions,

incentive purchasing techniques (such as discount coupons, etc.), direct marketing, and public relations tools. A detailed explanation of each of these components is beyond the scope of this article. The combination used in any promotional mix should be cost-effective, cost-effective, and able to surrender the correct message at the right time and in the correct location (Shoham, 1999). The promotional mix should lead the customer or importer in the destination country in such a way that, while attracting his attention to the company's products or services, he will create the incentive and interest in starting a business relationship with the company. Without exaggeration, the Internet can be called the most cost-effective and fastest promotion tool among other tools and methods available in the export marketing debate. Various reviews indicate that most customers or buyers use search engines, B2B databases, and online databases to find suitable suppliers and communicate with them. Therefore, the introduction of company products or services into search engines Because Google and Yahoo, or commercial portals such as Alibaba and even virtual social networks such as Facebook, have made it possible for them to appear in a public display on a global and international scale, it is very effective in effectively informing customers or shoppers. In specialist and commercial exhibitions or in the distribution of catalogs of products or services, participation in such events is another suitable means that can lead to face-to-face interaction with customers or buyers (Carlos, 2005).

- **Step Five: Create an application.**

Receiving a purchase request from potential customers or potential buyers is the beginning of success in the export marketing category rather than the final one. This requires using a professional and targeted promotional package, identifying customers and potential buyers, and approaching them. To this end, Should a customer's identification card or their previous

purchase requests be examined to determine if there is a possibility to meet their requirements and requirements? Unfortunately, one of the pitfalls encountered by many companies or business enterprises in the marketing sector is the lack of a specific plan or program for identifying and communicating with potential customers. In this case, companies or firms without considering the type of activity or audience needs Sending or contacting them (Autry & et. al., 2005). As a result, a huge amount of contact with the audience is made, which may not necessarily involve any products or services. In many cases, customers or buyers are supplying themselves with other suppliers, but at the same time they are looking for a source In terms of quality, price, and services that are superior to the supplier, they are seeking to increase the number of suppliers. In contact with such customers, they should try to explain and highlight the company's competitive advantages and products and services so that the customer Invitation to submit a request. Obviously, after receiving the purchase request, by communicating effectively with the customer and using the negotiation techniques, it is possible to obtain an order from the customer. The five steps referred to in this paper are related to each other and in the event that they lead to the desired result Each one is done correctly. It should not be forgotten that export marketing is a continuous and permanent process that can be reviewed at various stages, taking into account the time requirements and the general conditions governing the market and the economy in the international arena.

2.2. Inventory Control of Inventories

An inventory control is a flow that guarantees that the existing items are available to the operating, production, distribution, sales, engineering, production, production, and operation components of the organization, taking into account factors of time, location, quantity, quality and cost. High accumulation of inventory increases the cost of an organization or industrial

plant and hides problems, and keeping inventory at an optimal level reveals moderated managerial problems in organization and production (Yadvalle, 2005). What is important in inventory control Special features include: (1) order quantity, (b) ordering time. Inventory control controls and stores a level of inventory that minimizes system and organization costs or industrial plant costs. Through constant control of the amount of inventories and amounts consumed, the stagnation of capital accumulation caused by the unnecessary maintenance of inventories is prevented and the cash flow of the institution is accelerated, and in this connection, repeated orders that may be due to lack of attention to goods on the way Occasionally, opportunities for selling goods in an organization arise due to the lack and lack of sufficient inventory of the sale of goods that are profitable for the organization (Matty, 2005). Or new opportunities and opportunities are found in appropriate markets where the organization loses the opportunity opportunity and the appropriate position due to lack of sufficient inventory or lack of it, which refers to the cost of lost sales. In general, the purpose of inventory control in an organization is to provide customer demands that should be addressed in marketing strategies. On the other hand, companies must develop appropriate strategies that, in addition to meeting customer requirements, minimize inventory inventory Otherwise, companies should keep the inventory costs in the long run Be tolerated.

Various researches have been done on the development of export marketing strategies, the most important of which was Rezaei (2016), which shows that international marketing strategies have a significant effect on export performance. Sub-hypotheses also show that a fully standardized strategy has no significant effect on export performance, and the relatively standardization strategy has no significant effect on export performance, but a fully adaptive strategy has a significant effect on export performance as well as a relatively Adaptation does not have a significant effect on export performance. Mosleh & et. al., (2015) believe that the strategy of futurism, pioneering and risk taking has a positive and significant effect on export performance. Khezri & et. al., (2015) found that the effect of international marketing strategy on export performance (export distribution function) in export companies The activator has a meaningful effect. Mashbaki and Khademi (2012) emphasized the

role of export development programs on improving the export performance of firms, while reviewing the status of trade in this product in the global, regional and Iranian countries, have identified potential potential and solutions for the expansion of Iranian exports. Arabi and Dehghan (2010) found that international marketing strategies had a significant effect on export performance. Brodrechtova (2008) found that physical resources and communication resources and domestic institutional institutions had an impact on export marketing strategies. Lee and grffith (2004) concluded that matching products with foreign greetings and commercial promotions to the foreign distributor had an impact on export performance. Styles and Ambler (1994) identified the company's characteristics, relationships, strategy, and environment as factors affecting export performance. Aaby and Slater (1989) also identified the environment, company features, and marketing strategies as determinants of export performance. As the research suggests, so far, research has not addressed the development of export strategies aimed at reducing inventory inventory, which this gap Research in the present study will be covered.

3. METHODOLOGY

The present research has been carried out in descriptive and survey work with regard to the objectives pursued. The statistical society includes all shipping companies located in the south of Iran, where marketing managers of the export unit were selected as harbor. A researcher-made questionnaire was used to collect data. Its validity was confirmed by the experts and its reliability was confirmed by Cronbach's alpha, which is equal to 0.78 which indicates the appropriate instrumental reliability. Data analysis was used from SWOT and Friedman approaches.

3.1. SWOT¹ Techniques

One of the most suitable planning and analysis techniques is that today, SWOT analysis as a tool for analyzing the performance and gap status is used by designers and strategy assessors (Nilson, 2004). Its internal strengths are to assess the situation and formulate a strategy for its guidance and control (Saraee, 2009). The SWOT analysis intends to maximize strengths and opportunities, minimize external threats, turn out weaknesses, and

¹ Strength –Weak-Opportunity – Threat Matrix

maximize the benefits of opportunities, while minimizing internal weaknesses. And outsiders. In this model, the organization can design and formulate strategies by identifying strengths, weaknesses, opportunities and threats, based on strengths, eliminating weaknesses, exploiting opportunities or using them to deal with threats. The strengths are determined by assessing the internal environment, and opportunities and threats are identified by the external environment assessment (Deincer, 2004). For this purpose, the strengths, weaknesses, opportunities and threats are identified in the framework of the framework, and the option SO, WO, ST, WT are the general strategies chosen from among them.

- **SO strategies:** The implementation of SO strategies can maximize external opportunities by using internal strengths. Any organization is interested in always being in this position so that it can make the most out of opportunities and events using the internal strengths.
- **WO Strategies:** The purpose of the WO strategies is to take advantage of the opportunities offered to offset the weaknesses.
- **WT Strategies:** The goal of implementing WT strategies is to reduce the strengths and

weaknesses of the internal market and to avoid the threats posed by the external environment. In this situation, the situation is inappropriate and risky, and we must try to avoid such a situation by eliminating, assigning, reducing operations, merging, and other methods.

- **ST Strategies:** The ST strategy attempts to take mechanisms or eliminate threats using internal strengths to prevent the negative impact of external threats.

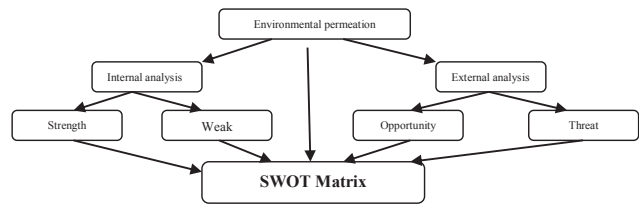


Figure 1: SWOT Matrix Steps

4. FINDINGS

Using the SWOT technique, we identified and identified the weaknesses, strengths, opportunities and threats available for developing export strategies with an emphasis on warehouse inventories in the shipping industry of the southern ports, as described in the following table:

Table 1
Results of SWOT matrix analysis of weaknesses, strengths, threats and opportunities for the development of marketing strategies for shipping industry

<i>Opportunity</i>	<i>Threat</i>	<i>Strength</i>	<i>Weak</i>
<ul style="list-style-type: none"> • Infrastructure of Information Technology in shipping related businesses. • The tendency of the shipping company's business customers to use information technology. • The existence of potentially relevant global markets. • Having actual and strategic customers. • Having political and sincere relationships with industry customers. • Government financial support for shipping development programs. • Recognition of the country's shipping industry in the global arena. 	<ul style="list-style-type: none"> • Political dangers and risks of possible international sanctions. • High maintenance costs and upgrades of warehouse information systems. • The non-competitive market of the shipping industry in Iran. • Unpredictability of foreign markets. • Negative advertising of foreign media about the shipping industry of the country. 	<ul style="list-style-type: none"> • The existence of marketing strategies and programs at the business level of the company. • Availability of sufficient storage space to hold inventory. • Availability of warehouses to modern information technologies. • Profit from specialized staff in marketing and warehousing units. • Having material capital and physical facilities inside and outside the country. 	<ul style="list-style-type: none"> • A single and island look to the warehouse unit. • Not accurately and accurately predicting customer demand. • Lack of a consistent customer relationship plan. • Definition of the warehouse unit in the sales organization chart. • Lack of space for product placement. • Improper use of available storage capacity

According to Table 1, there are six basic weaknesses, five strengths and threats, and also seven convenient opportunities for the shipping industry to develop exports, which can be seen in the table below. According to experts' views All identified factors were weighed and the results are shown in Tables 2 and 3.

According to Table 2, it can be stated that in the evaluation matrix, if the scores are greater than 2.5 (mean 1 and 4), the strengths are greater than the weaknesses and vice versa. In this matrix, as seen, a higher final score Of the 2.5, the shipping industry has many strengths to develop appropriate export strategies.

Table 2
Internal factor evaluation matrix

<i>Weight Score</i>	<i>Ranking</i>	<i>Weight</i>	<i>Strength</i>	<i>Row</i>
0.36	4	0.09	The existence of marketing strategies and programs at the business level of the company	S1
0.36	4	0.09	Availability of sufficient storage space to hold inventory	S2
0.24	3	0.08	Availability of warehouses to modern information technologies	S3
0.36	4	0.09	Profit from specialized staff in marketing and warehousing units	S4
0.36	4	0.09	Having material capital and physical facilities inside and outside the country	S5
1.68		0.44	Total	
<i>Weight Score</i>	<i>Ranking</i>	<i>Weight</i>	<i>Weak</i>	
0.36	4	0.09	A single and island look to the warehouse unit	W1
0.14	2	0.07	Not accurately and accurately predicting customer demand	W2
0.36	4	0.09	Lack of a consistent customer relationship plan.	W3
0.14	2	0.07	Definition of the warehouse unit in the sales organization chart	W4
0.06	1	0.07	Lack of space for product placement.	W5
0.24	3	0.08	Improper use of available storage capacity	W6
1.30		0.46	Total	
2.98		1	Sum total	

Table 3
External Factors Assessment Matrix

<i>Weight Score</i>	<i>Ranking</i>	<i>Weight</i>	<i>Opportunity</i>	<i>Row</i>
0.36	4	0.09	Infrastructure of Information Technology in shipping related businesses	O1
0.36	4	0.09	The tendency of the shipping company's business customers to use information technology	O2
0.24	3	0.08	The existence of potentially relevant global markets	O3
0.14	2	0.07	Having actual and strategic customers	O4
0.36	4	0.09	Having political and sincere relationships with industry customers	O5
0.24	3	0.08	Government financial support for shipping development programs	Q6
0.24	3	0.08	Recognition of the country's shipping industry in the global arena	Q7
1.46		0.58	Total	
<i>Weight Score</i>	<i>Ranking</i>	<i>Weight</i>	<i>Threat</i>	
0.24	3	0.08	Political dangers and risks of possible international sanctions	T1
0.36	4	0.09	High maintenance costs and upgrades of warehouse	T2
0.24	3	0.08	The non-competitive market of the shipping industry in Iran	T3
0.24	3	0.09	Unpredictability of foreign markets	T4
0.36	4	0.09	Negative advertising of foreign media about the shipping industry of the country	T5
1.44		0.42	Total	
2.60		1	Sum total	

According to Table 3 in the External Factor Assessment Matrix, if the final score is greater than 2.5 (mean 1 and 4). Opportunities are more threatening and vice versa. In this matrix, as seen, the final score is more than 2.5, so the shipping industry has many opportunities to develop export strategies.

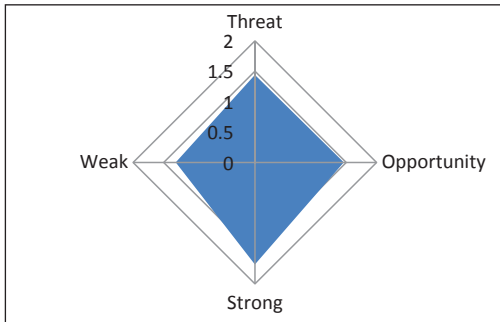


Figure 2: Four factors relative to each other in the SWOT matrix

In the chart above, the scores of each of the four factors are displayed relative to each other. As can be seen, the elongation of the chart towards the opportunity and strengths of the competitive situation is desirable, and comprehensive planning is needed to use strengths and opportunities. In the following figure, the results of drawing information from the internal factor assessment matrix (2.98) and the external factors evaluation matrix (2.60) are shown.

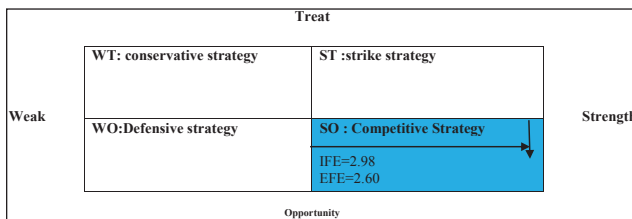


Figure 3: The range of shipping companies surveyed

The study area is at home 2, that is, strategies based on strengths and opportunities (ie, competitive strategies). Competitive strategies are the result of a combination of strengths and opportunities. In these strategies, the strengths are used to make the most of the opportunities provided by the outside world. Maximizes its potentials and potentials. In the following, considering the situation of the companies under review, we will develop competitive strategies in the shipping industry with the aim of reducing stock inventory, the results of which are described in Table 4.

Table 4
Competitive Strategies SO

SO1	Establishing an external customer relationship management system for timely information on orders for ordering.
SO2	Use of foreign agents to check the field and the presence of potential and actual foreign markets
SO3	Use misleading advertising to increase sales and reduce inventory levels.
SO4	A system for exchanging information between sales, marketing and warehousing units.
SO5	Customizing customer demand to eliminate or reduce inventory costs.
SO6	Pay attention to the necessary training in human resources of sales, marketing and warehousing units.
SO7	Align inventory control policies with export strategies.

According to Table 4, it should be noted that in order to formulate marketing strategies with emphasis on reducing inventory levels in the shipping industry, seven competitive strategies should be considered which could fulfill the goals of the shipping industry in export. As you can see Creating a relationship with potential and actual customers can lead to a better understanding of customer needs and ultimately achieve customer expectations more precisely and inventory control programs are set up according to forecasts. Also, attention should be paid to connecting Closer to customers through deploying corporate agents And the use of environmental advertising could lead to a better understanding of the market and better performance in terms of customer demands. Because environmental advertising has pushed up sales and reduced existing inventory levels, and continued the work of the warehouse to pay attention to new policies. The most important strategies for reducing the level of inventory are the up-to-date information and the timeliness of the information flow between the sales, marketing and stock departments, as the sales and marketing units have decided to release information on new orders to the warehouse so that the unit can accommodate the space .The option to hold inventory and inventory It is possible to say that keeping the level of optimum inventory in the information exchange group between the warehouse and sales units is also maintained. Also, when it is determined that new strategies will be added to the company's previous strategies. Paying attention to employee awareness and training is very important because they are the ones

who want to implement and implement the strategies to achieve the goals of the organization. Finally, paying attention to the custom system in the shipping industry can lead to Reduced inventory storage and can be costly in the long run Reducing the organization. Because in the customization system, the focus of the organization is definitive, and the maintenance of uncertain and possible orders is avoided, then Szemem will move towards the deployment of a timely delivery system and, in addition to reducing inventory levels, It will also increase customer satisfaction. With regard to the above, what is important is that the organization should integrate Anbar's inventory control policies with its export strategies, while realizing the goals of profitability and sales of the company to realize the goals of the unit An inventory, which is the same as inventory reduction and maintenance costs Mide.

5. DISCUSSION AND CONCLUSION

Marketing can be considered as a mixture of science and experience. Having the knowledge and way of marketing is an experience that leads to a way to gain a customer. Marketers use various qualitative and scientific techniques to gain and measure their strategies. Each marketing is trying to create and implement a successful marketing program. Also, exports from the oldest times have been the most commonly used method of entering the market of the host country. Governments usually encourage their companies to export, because exports increase the level of employment, exacerbate competition and make currency. On the other hand, the rapid growth of technology, the increased risk and risk in the global business and the ever-increasing changes in customer needs, new product development teams have faced increasing pressure to cut costs in global markets. In addition, since in manufacturing organizations the ratio of changes in the needs of customers and the speed of entry of new products into the market and as a result of uncertainty and risk more than other organizations, therefore, the use of appropriate export strategies can position the organization internationally In this study, the development of marketing marketing strategies emphasized the reduction of inventory inventory levels, which first studied the current status of the shipping industry by SWAT method and using experts' comments to weigh all the factors associated with weaknesses, Strength,

Threat, and Opportunity, which is the same internal factor evaluation matrix and external. Due to the weight given by the experts to each of the identified factors, it was found that the status of the shipping industry is within the limits of competitive strategies, with which seven appropriate strategies were developed that, in addition to providing the water. The organization will lead to a reduction in inventory levels. In general, establishing appropriate customer relationships, advertising and environmental marketing, training staff and using the capabilities of information and communication technology, and finally customizing customer demand can lead to a decrease in inventory levels And to help improve the shipping industry's export performance.

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