



## **Policies on Non-Oil Export of the Islamic Republic of Iran in the Age of Globalization (With Emphasis on Paintings)**

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Tooran Taghdimi<sup>1</sup>, Asghar Moshabaki Isfahani<sup>2\*</sup>, Reza Salehi Amiri<sup>3</sup>, Mehrdad Navabakhsh<sup>4</sup>

<sup>1</sup>Department of Cultural Management and Planning, Islamic Azad University, UAE branch, UAE

<sup>2</sup> Department of Cultural Management and Planning, Tarbiat Modares University, Tehran, Iran

<sup>3</sup> Department of Cultural Management and Planning, Islamic Azad University, Science and Research Branch, Tehran, Iran

<sup>4</sup> Department of Cultural Management and Planning, Islamic Azad University, Science and Research Branch, Tehran, Iran

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Received: 12 March 2018 ; Accepted: 20 Oct 2018

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### **Abstract:**

Non-oil exports are increased in the measures taken, to reduce Iran's dependence on oil revenues. Creating new business areas in different sectors and unused capacities are factors that make it imperative to pay attention to the development of non-oil exports. Export growth is the key to economic recovery for governments. Among non-oil exports, in many countries of the world the export of paintings is important. Some countries can be considered as the oldest painting centers in the world. Among these countries, Iran has its own painting techniques. Hence, developing the export of paintings can stimulate the country's part of the non-oil policy. In this research, we seek to identify the effective factors on the marketing of paintings export as one of the policies on non-oil export of the country. For this purpose, as a qualitative study using the Fuzzy Delphi Method and interviewing with 30 experts in the field of cultural products export and the senior managers of governmental and non-governmental organizations, the factors influencing the market of export of the paintings were identified. Based on identified factors, suggestions were presented in this regard.

**Keywords:** Non-oil exports, Paintings, Export marketing

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### **Introduction**

Increases in non-oil exports are measures taken to reduce dependence on oil revenues.

Creating new business areas in different sectors and unused capacity are factors that make it imperative to pay attention to the de-

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\*Corresponding Author's Email: moshabak@modares.ac.ir

velopment of non-oil exports. Export growth for governments is a key factor to economic recovery. (Griffith Vaisninkota, 2012) In almost all developed and developing countries, the issue of export is at the top of government priorities and policies. (Mansur Niyazi, 1394) Exports of produced goods and services is one of the main goals by eliminating legal obstacles based on dignity, wisdom and expediency, and conditional on the lack of cultural influence of the West (the five-year plan of the sixth program of 2017-2045), that can be achieved only by taking advantage of all the comparative advantages that can be created in different sectors of the economy, with the effort and planning to maintain export markets and influence in target markets, which are in the field of non-oil exports in this regard, exports of paintings can be impressive.

Governments can play a key role in fostering domestic business through foreign export development programs. (Cavusgilet al., 2005) Because the complexity of business and international trade and the absence of sufficient technical knowledge can make the firm in a non-competitive position. (Sirenavos and Russoon, 2009) In addition to government support, there are other factors needed in export development, which the lack of paying attention to them causes irreparable losses in the field of exports. These factors are, in quantitative terms, such as the status of policies, economic conditions, custom regulations, marketing mixes, organizational characteristics, international laws and standards, and technology, and qualitatively, healthy financial strategy, global cultural relations, brand globalization, Functioning politicalization, confidence building, export credit, value and pricing, the origins of art,

globalization and government support. These are the first identified factors that are relevant and effective in exports. (Ripol, 2012) Among non-oil exports, painting exports are common, in many countries in the world, people are familiar with them, including Iran, Armenia, Russia, Turkey, Kuwait, Ukraine, France, the United States of America, and so on. Some countries can be considered as the oldest painting centers in the world. Among these countries, Iranian painting has a high place compared to other paintings, with techniques such as: oil paint on canvas, acrylic paint on canvas, photo into a canvas print, composition of fabric, oil painting on handmade card, gouache on cardboard, collage, composition of materials on canvas, black pen drawing, pastel painting in pastel and etc. An examination of the export figures for paintings indicates the fact that by the year 2016 this value has been worth the export. (Vatan Doust et al., 2013) Before the victory of the revolution, the vast amount of money from oil sales covered all the shortcomings and weaknesses of all the economic, industrial and commercial activities of the country easily. The official currency of the country enjoyed sufficient support from the sale of oil. This caused no planning or training for any of the required goods and products, including exports or imports. For instance, paintings have never been independently studied, so that it can maintain its position in the fluctuating foreign markets or obtain more appropriate conditions. But today, in 2017, we witness a period of flourishing in the Iranian painting market through the study of the market and customer satisfaction. (Hashemi and Soheili, 2016) Over the past few years, the export of cultural products, such as art auctions, has been contributing to

non-oil exports by auctioning artwork such as Bonami London (Sohrab Sepehri Records record holder) and Debbie Christie, and researching factors that affect exports of this sector. Due to its potential and the lack of dependence on advanced technology in the artistic production sector, suggests that the dissemination and transfer of national culture and art are essential. According to the above mentioned, the importance of export marketing is also important. (Hosseini, 2010)

Export marketing includes all activities that a company engages in when exporting its products to a foreign country. These activities also cover the physical delivery of the product from one country to another. Although in this type of marketing, domestic marketing operations have the primary importance, the main challenge of exporting marketing involves choosing markets or countries through marketing research, deciding on the necessary changes in commodities, so that they are suitable for foreign markets, and the selection of appropriate export channels. In the export marketing, the company may use the same internal marketing strategy and only export the goods with minor changes in the products. Since the transfer of goods from the national borders is the main part of the export strategy, the skill required, more often includes export documents and physical transportation of goods. (Ismail Pour, 2011)

One of the factors influencing the correct implementation of the export-oriented strategy is production in line with consumer preferences and predilections. That is, in today's world, to compete with the numerous suppliers of products in the global market that dominate the market and play a decisive role in global demand for products, they must consider factors affecting the demand of foreign consumers. These factors play an important role in the success of each supplier country's

export development strategy. Regarding this, by choosing the target market, not only the demands and expectations of the buyers are met, but also the presentation of suitable goods and in accordance with the needs and interests of foreign consumers is also a dynamic and appropriate form. (Cheng and Chie, 2012)

Concerning the increase in the share of oil and its products in the country's exports, and considering the degree of economic vulnerability due to fluctuations in oil prices, it has become clear to most economists that, for economic stability, there is no other choice, but to pay more attention to the export of non-oil products. This point has been somewhat considered in the first and second development plans of the country. In implementing the principle of Article 123 of the Constitution of the Islamic Republic of Iran, the law of the Third and Fourth Five-Year Economic, Social and Cultural Development Plan covers economic (including the export of non-oil products) and social development. (Kazemi, 2017) In the second part of the Law of the Fourth Development Plan, Article 33 states: "To modernize and improve trade, increase the country's share in international trade, expand export of non-oil products and services, strengthen the competitive ability of the country's products in international markets, and to expand the application of technology, communication and information in the economy of commerce and business became a national trade document. Thus, in light of the above mentioned, we seek to answer the following question: What are the factors affecting the marketing of paintings export as one of the policies on non-oil export of the country?"

### **Export Marketing**

Export marketing includes all activities that a company involves when exporting its

products to a foreign country. (Hosseini Iraj, 1392)

Export marketing activities include the physical delivery of products from one country to another. Although in this type of marketing, internal marketing operations are of major importance, the major challenge of export marketing involves choosing markets or countries through marketing research, deciding on changes in commodities, so that they are appropriate for foreign markets, and selecting the appropriate export channels. The company's export marketing may use the same internal marketing strategy and only export products by minor changes applied to them. (Ismail Pour, 2011) As far as the transfer of products from the national borders is the main part of the export strategy concerned, more requirements are needed, including export documents and physical transportation of products. Although export marketing is considered to be the traditional marketing method of international marketing, it deals less with the complexity of international marketing, but it is of great importance to many companies in the world. (Ismail Pour, 2011)

### **Export Marketing Strategy**

One of the key factors in the export marketing strategy is the product's compliance with the market, which affects the company's export performance. (Cavusgilet al., 2005) In a foreign market, economic, political, legal, and cultural environments are different. Of course, product standards, safety standards, and special features in the foreign market may be different from the domestic market. To export a product successfully to a foreign market, the exporter must match its product to the needs of the foreign market. Some-

times a product is unique to a particular culture, or just based on the needs of the domestic market. To be successful in selling the product on a foreign market, it must fit in with a foreign market to be attractive to them. Exporters can match the product to the two markets: with mandatory matching or optional matching. (Stadis, 2013)

The compulsory fitting of the product with the target market is the least thing to do to accept a product in the export market. Indeed, this adaptation will be carried out through the legal, environment and physical properties of the product, but according to the exporter, the matching of the optional product will attract more attraction in the export market that exporters in the export market are doing. The goal of this action is to achieve benefits against rivals.

A variety of marketing promotion strategies can be seen in matching products or marketing messages with target markets that are important for exporting performance. The rules and regulations relating to advertising, cultural values and norms, and advertising infrastructure in the foreign market are different from the domestic market. (Kausgil et al., 2005) As a result, efficient advertising on the domestic market does not perform well in the foreign market, and requires compliance with topics, advertising, messages and media, and ultimately, external market valuation. Increasing sales requires that ads be matched to the external environment. In many countries, the retail structure is dominated by independent small stores that make it difficult to use government support to increase sales to exporters. In some countries, preserving pride is one of the values of the culture of that country and making discounts; bonds and discount benefits to increase sales are not

as effective as consumers avoid discounted products to show a rich image of them. Due to the linguistic and cultural differences between domestic and export markets, companies need to adapt their advertising to the target market. (Robert and Santoria, 2017)

**Factors Affecting Export Strategy**In academic research, various aspects of companies that affect the export strategy have been identified; most of the research has focused on the internal factors affecting the export process. (Babakus et al., 2006) The internal factors affecting the export strategy are the variables controlled by the company. Structures such as the organization's commitment to exports, the company's willingness to export management capabilities and the correct perception of exports, company size, and product benefits are among the factors that have been studied. (Kausgil et al., 2005) Through research in this field, commitment is always a significant factor in achieving export success. Kasugil and others found that the lack of investment in a structure that promotes exports is a barrier to export success. But other researchers have examined the strategy of the company with regard to the marketing mix to determine the company's commitment to export, he also emphasized that for a successful sale of a product abroad, it should be modified and adjusted and appropriate strategy (to change and correction), which includes increased credit, direct advertising to distributors or final consumers and distribution channels. (Cavusgilet al., 2005)

Finally, Verinrich and Vera found that more than half of the exporter's surveyed need to modify marketing mixes, and the most important of them is pricing (Roderick et al., 2000).

## Motivation

Bilkie (1999) was the first to link his motivation to the export sales process. He also discovered that the motivation of managers to export has long-term profitability, which is achieved through diversification and long-term growth, Robbino said that managers consider market diversification as an important export advantage and emphasized the impact of diversity on increasing sales volume. (Katsika & Oscarmis, 2003)

### 1) Management abilities and perceptions

Changes in export behavior due to features include, type of training, degree of risk aversion, international trend of managers, and positive tendency of a manager to export marketing. Comparing exporters with companies that do not export, it has been shown that a large percentage of exporters have had previous experience in a foreign country, foreign travel, or a foreign language. (Cavusgilet al., 2005) Also, increasing the experience of a company in the domestic market plays an important role in determining the company's exports.

### 2) Size of the company

Many researchers have examined the relationship between company size and export activity. There is a positive relationship between the size of the company and the decision to export. (Ripol, 2012)

### 3) External factors

External factors are variables in which the company has no control over them or has little control over them. These factors include: the market environment, the level and type, and the amount of assistance and government assistance to exports. (Ripol, 2012)

### 3) Market environment



The decision of a company to export may depend on the domestic market and the external market; studies have shown that the current or potential domestic size can have an impact on the export decision. Large domestic markets are a barrier to exports, which means that when companies are operating in larger domestic markets, there is a sufficient demand. Therefore, these companies are less looking for new markets, thus reducing sales and profits in the domestic markets of the company's exports (Ripol, 2012).

Other factors in the external market environment include tariff and non-tariff barriers to entering the market and the physical and mental distance from the source country. The more tariff and non-tariff barriers, the more attractive the market will be to the company (Ripol, 2012).

#### 4) Government assistance

Government assistance includes policies that the government uses to help exporters through international experience. Studies have shown that governments can both act as an export agent and prevent it. Generally, they can help prevent exports by providing information, guidance on sales, tax incentives, insurance and budget financing programs, and by adopting policies, such as changing foreign exchange rates (Ripol, 2012).

#### 5) Export Marketing Objectives

The first step to designing an export marketing program is to identify the goals of the export market. These goals, which are necessary, achievable, real and clear, must be communicated to all employees of the company. Since the orientation of the company and its activities depends on the objectives,

management should devote considerable time and energy to their determination. Analysis of the strengths, weaknesses, opportunities and risks of the company can be a management guide to determine the real and effective goals. The purpose of analyzing strengths and weaknesses is to reveal the company's competitive advantage, as well as analyzing the prospects for sales and its profitability. This analysis is usually based on an assessment of the facts and assumptions associated with the company and market research (Ripol, 2012).

The strengths of a company are the same competitive advantage that it offers in the export markets. The weaknesses of the company are the same bottlenecks that can prevent marketing activities in certain directions. For instance, a company with no financial resources available and ready cannot promote activities on a large scale. In any case, recognizing the company's strengths and weaknesses is essential in assessing its competitive status. This diagnosis, from the point of view of competition, should include the following considerations: (Ripol, 2012).

- Technology used
- Programs, models and trademarks
- Quality of goods, quality control and Product lifetime
- The type of product completion
- Services at the consumer level
- Raw materials distribution
- Distribution structure and cost

On the other hand, the study of market opportunities and risks should be complemented by analysis of the strengths and weaknesses of the company. Indeed, the goal is to identify the best business opportunities

and growth trends. To assess opportunities for participation in potential markets, we can examine issues, such as export customers of the company, rival goods, market structure, and rival suppliers. This kind of assessment may reveal the complementary aspect of the company's strengths with market opportunities (Sung and Yang, 2008).

Finally, management should consider the so-called marketing risks of the markets under the study on its agenda. This should include, studying import laws and regulations related to tariffs, quotas, non-tariff measures, and so on. The management should also determine whether the markets under investigation have grown markets. In other words, are they one of the markets that are now well-off? As a result, there is no urgent and easy-going product of the company's products (Robert, 1997).

#### **6)The role of culture in exporting marketing**

The role of culture in exporting marketing in a foreign culture affects export marketing activities in two areas: the impact of demand and the impact of management. Regarding the impact of demand, you are now dealing with customers who have different patterns of behavior than those who were used to them before. Customers vary in a variety of ways, including consumer behavior, communication, and their choices in choosing products. Understanding these differences is important in creating different values for customers in different countries; also in a foreign culture, different business management practices are different from those in their own country. In this way, negotiation skills, levels of trust and control of ordinary people will be harder in the various environments, and the implementation of business strategy aspects will be completely different (Vatan Doost and Beheshti, 2013).

Moreover, personal, interpersonal interactions and cultural influences on business will be at the top of the risk; for example, in Japan, the smiles of executives accompanying the saying goes without saying that this is precisely what it means to be in the hands of American executives; it's because of it. In a population-oriented society, people try to avoid saying a word not to be discouraged. In Egypt, the training was based on the fact that managers had to stand on a blanket and reverse it without leaving the blanket. This exercise was canceled because it was one of the female managers and men in Egypt should not have physical contact with non-married women. Each culture is different from one another. So, the best thing to do is to research each culture as part of market research (Mahdavi and Khalili, 2015).

Understanding different interactions in different cultures is a major prerequisite for the marketing of services and products outside the country. Managers should consider two issues:

- A) Gain a deep understanding of people and their behavior.
- B) Make sure your message is properly transmitted.

Each culture has certain relationships between words and deeds, and it's one of the main responsibilities of management to tell people what you want. This relationship is not only essential, but also an important tool for developing incentive-driven programs. Moreover, sensitivity to everyday habits such as the importance of time, rest and lunch or maintaining a physical distance between the people present in the conversation is considered as an important aspect of business rela-

tionships in the export marketing (Mahdavi and Khalili, 2015).

### **Understanding Cultures**

Psychologists and cultural anthropologists have defined factors that offer dimensions to compare cultures. Some of the approaches used, are six-dimensional, four-dimensional, Hofstede model (Mohammadi, 2011).

### **Selling and Selling Artworks and Paintings**

The importance and position of the discussion of the supply and sale system can be clearly seen in the adoption of cultural policy and government programs. For instance, unlike many countries that banks are the main investors and market players in the market, Iranian banks do not want to invest in this field. According to the Iranian Parliament Committee on Economic, one of the reasons for the lack of investment by the government and other economic institutions in the visual arts sector is the lack of clarity in the economic evaluation and pricing process of artworks. (Iran newspaper, 2004)

Avoiding investing in art cannot be related to the non-economic nature of art, rather due to ambiguity in the economic variables of art in the Iranian painting market. For example, ambiguity in how pricing paintings, the lack of clarity of the rules agreed by art experts and experts in economics, and ambiguity in the methods of selling and selling artwork are one of the most important obstacles to investing in art. To achieve these rules in the system of supplying and selling artworks, we test the meaningful relationship between the aesthetic and non-economic variables and the price of the paintings. The set of these variables is studied in four categories: 1) personal and social characteristics of the artist,

2) visual and aesthetic features of painting boards, 3) role of galleries and interfaces, 4) pricing and market mechanisms. Interview and dialogue with painters and caretakers in the qualitative aspect of research and conducting surveys in the dimension of quantitative research enabled us to search for an answer to this question as to whether could there be a stable and meaningful relationship between aesthetic factors (style, technique, visual acuity) and non-aesthetic factors (the age and gender of the painter and the physical properties of the work, such as size, etc.) or categories and social and cultural issues with the price of artwork? The discovery of the relationship between these variables indicates that there are consistent and common rules between artistic assessments and economic valuations. To find the above mentioned questions, we need more research (Mahdavi and Khalili, 2015).

A study by Marjen on the effect of the artist's social capital (age, gender, living conditions in the city, association membership) on the price of painting boards in the Netherlands, showed that the personality and reputation of the painter, as well as his artistic training (universities, institutes and specialized courses), are very effective on sales successes (Wilani et al., 2015). Till and Swart (2015) have shown that the collectors, art dealers and artists make meaningful correlations with pricing works by examining galleries and auction houses in China. A relationship that determines the quality of artistic works and represents the hierarchical system in the structure of the world of art. They believe that the price effect is very effective on its artistic and aesthetic valuation. (Moridi et al., 1999)



## Valuation and pricing of goods and cultural services

Four mechanisms can be considered for cultural goods and services.

- A. determine the price and value of the cost method (this method is special for cultural goods and services that are non-renewable, renewable, books, CDs, music, films, paintings during the life of the creator of the work, etc.). (Mahdavi and Khalili, 2015).
- B. determine the price of the auction method
- C. determine the price of the price substitution method (Proxin method)
- D. determining the price of a fare or lease method, for example, a place like Alieqapo cannot be valued at an auction or price, for this place the ticket is a method of determining the price (Mahdavi and Khalili, 2015).

International auctions, Expo auctions, or Christie auctions Dubai have been in Iran for two years at the Azadi Hotel in Tehran. There, the artists themselves did not work, but the collectors and gallery artists bought the works and sent them. There, artists are not really interested either (Mahdavi or Khalili, 2015).

Here is some of the research that has been done in this regard:

Mansur Niyazi (2015), in a study, titled, *Effect of the Blue Ocean Strategy Business Model on the Export of Cultural Goods and Services*, emphasized on the Blue Ocean Strategy Business Model, the main objective of this study was to identify the variables and components that affect

the blue ocean strategy and to determine the structural model of the effect of the explored components on the development of hand-made carpet export, and the weighting of the factors obtained. In this research, a descriptive survey method is applied. The statistical population of this study was executives of companies exporting hand-made carpets in Tehran. As a sample, 247 people were selected randomly. A questionnaire was used to determine the validity of the questionnaire. The reliability of the questionnaire was Cronbach's alpha, which was 0.882. Descriptive statistics (mean, standard deviation etc.) and inferential statistics (factor analysis and structural equation analysis) were used to analyze the data. The results show that four factors: organizational growth strategy, customer benefit, macro policy, and the discovery of opportunities for the development of handmade carpet exports.

Mahdavi Et al. (2015), in a study, titled, *The Performance of a Pattern of Private Galleries in the Economic Development of Iranian Visual Arts*, showed that the function and role of private galleries in art economics is very important. (Mahdavi et al. 2015)

Akbar Nezhad (2014), in a study, titled, *Currency Fluctuations on Non-oil exports*, showed that one of the influential and equally ambiguous factors on agricultural exports is the exchange rate fluctuations. And in an open economy, the exchange rate is a key variable for its interconnection with other internal and external variables. In this research, he has shown that exchange rate fluctuations are one of the most influential, yet ambiguous factors on exports. And in an open economy, the exchange rate is a key variable for its interconnection with other internal and external variables. The purpose of this study is to investigate exchange rate

fluctuations on chicken exports. Using factor analysis technique, he determined the four factors affecting the exchange rate effect on non-oil export changes. These factors include: (monetary policy, market regulation policy, trade balance, and macroeconomics). After analyzing the factor using (AMOS) software, a structural model of the influential components of exchange rate fluctuations on non-oil exports was presented. The findings of this research show that all assumptions about the effect of exchange rate fluctuations on non-oil exports were significant and confirmed. And the government can deal with the nature of price intervention policies for chicken meat that not only control price and market regulation but also with the government's involvement in the market, the institutions of production and the payment of government subsidies, which in our form are the difference in the allocation of funds for imports of imported inputs, will help the growth of this industry.

Rezqi (2013), in an article, titled, "*Solutions for the Development of Export of Cultural Goods in the ff Glllll ittt i''''*", concluded that the factor related to the components of government supportive policies is negative. This component cannot predict the development of cultural goods exports in terms of globalization. That is, the calculated beta on the components of global market intelligence, Marketing Mix 8P, the rules and regulations, and trade liberalization are positive. In the meantime, the calculated beta on trade liberalization is in the first place, the world market places the second place, the rules and regulations are in the third place, and finally in the fourth place of the Marketing Mix 8P (Rice Shiresov, 2013).

Perez Rodriguez et al. (2015), in a study, titled, "*TT Deeeccccc cdttt ff t mmmmmmmn*ic Growth Rate and the Growth Rate of the Tourist, with the Aim of Identifying the Relationship between the Growth Rate of the GDP and the Growth Rate of Tourist Ac-eett eeee showed a positive correlation between the growth rate of the GDP and the growth rate of tourist arrivals. That is, when the tourist growth rate is rising, the GDP growth rate has also risen, and vice versa. The other finding was that the estimated correlations are statistically significant. That is, finding these statistical correlations was not accidental. And the relationship between the rate of the GDP growth and the growth rate of tourist receipts, which the correlated representations represent, are not symmetrical. That is, the effect of the first growth on the latter is not the same as the effect of the latter growth on the former. The statistical society of the United Kingdom (non-tourist), Spain (tourist) was developed as both developed economies and Croatian (tourist oriented) as a new economy. In the statistical analysis, GARCH regression method has been used in statistical surveys. Behnam Kiani

Martins et al. (2010), in a study, entitled, "*EErrrr ti rrrr irr:: Iiii ttt f tttt -- guese small- and medium-sized exporters and non-xtttt rr''''*", concluded that the main barriers to exports were the lack of information on potential markets, the lack of skilled exporters, the lack of technical competence, the degree of competition in that sector, the lack of financial support (from the government and financial institutions) and the lack of decent human resources.

Haluk Köksal (2010), in a study, titled, "*The export competitive advantages of Turk-i mffff ttt iii nnnnnn rss*", to determine

the difference between the benefits of competitive exports between high performance plants and low yields in Turkey. The paper deals with the analysis of export resources of factories, export skills and competitive export excellence in a completely separate way, in order to identify the impact of each variable. In this article, the brand name, product quality and price of goods sold in export as the most important factors of competitive advantage in exporting are known to be successful in export markets. While the ability to understand customer needs and demands, and the development of strong relationships with consumers in markets, has also been identified as an important factor in the success of export markets. This article also shows that managers' knowledge of exporting factories is also a very important factor that distinguishes successful factories and companies from unsuccessful factories and companies.

Eric (2007), in an article, titled, *TTee International Protection of Cultural Property: mmm eeeptilll Obeerttt i''''''*, states in international law that scientists and advocates of the international legal regime protecting cultural property argue that both regimes should be strengthened. Cultural property registration should be prevented, and countries should be forced to allocate more resources in accordance with international treaties in order to stricter rules on the ownership of cultural property and the protection of cultural property during the war. Existing contracts with increased pressure, these safeguards must be enforced, and existing laws and practices governing the protection of cultural property and property must be strictly enforced.

### **Research Goal**

#### ***Research Methodology***

The research method is based on the nature of qualitative data, in terms of environmental dimension, type of library-field and in terms of applied purpose, in terms of time and in terms of research method, descriptive-survey. The statistical society consisted of academic experts and senior government and non-governmental executives in the field of cultural products exports, in particular, painting boards. A targeted sampling method was used in which 30 samples were considered as interviewees. In this study, library method and personal interviews were used to collect data.

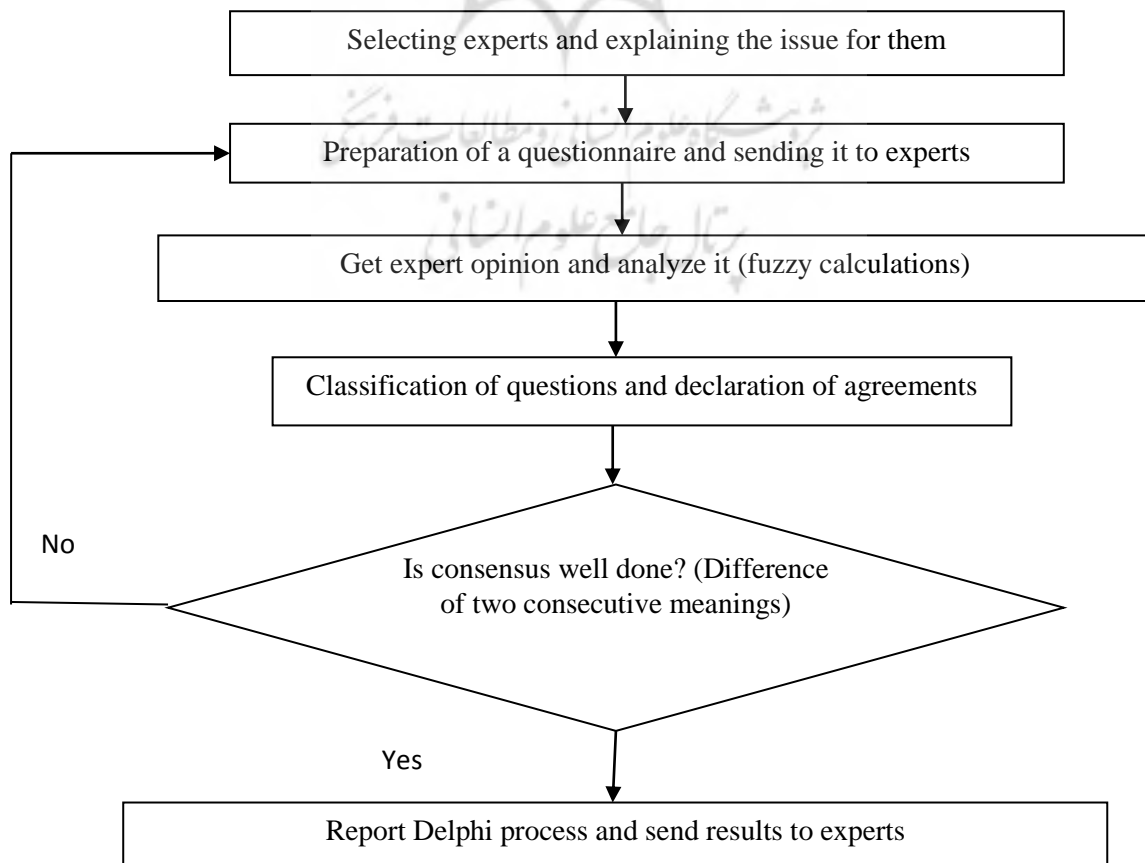
The method of data analysis in the present study is the Fuzzy Delphi Method. The Delphi method is the result of the research conducted by Rand Company in the 1950s to create a method for reaching consensus among the group's experts. This method replaces the traditional research approaches using statistical methods. Indeed, Delphi is a method for structuring a group communication process, so that the process allows the members of the group to challenge the problem. To implement this structured relationship, there is a need for feedback on the role of individuals, the assessment of group judgment, the opportunity to correct views and the level of anonymity. Thus, the purpose of this method is to access the most reliable group of experts' agreement on a particular subject, which is often done using the questionnaire and expert opinion polls according to the feedback received from them. The traditional Delphi method has always suffered from the low convergence of expert opinions, high implementation costs, and the likelihood of the removal of comments by some people. Later, to improve the traditional Delphi method, the concept of integrating the traditional Delphi method with the Fuzzy Theory was introduced (Eckley and Pavlovsky,

2004). Indeed, the Fuzzy Delphi Method was proposed by Kaufmann and Gupta in 1988. This method is the generalization of the traditional Delphi method in management science. In the Delphi method, the opinions of experts are expressed in terms of definite numbers, while the use of definite numbers for long-term predictions outcomes the prediction out of reality. Experts, on the other hand, use their competencies and mental capabilities to predict, and this indicates that the uncertainty governing these conditions is of potential kind, not probable. The possibility of uncertainty is compatible with fuzzy sets, so it is best to make decisions in the real world using fuzzy sets (fuzzy numbers). In the fuzzy Delphi method, the necessary information is obtained from the experts in the form of a natural language and analyzed in a fuzzy way (Ataei, 2010).

Delphi is a systematic approach or method for research to extract comments from a group of experts on a subject or a question.

Or reaching group consensus through a series of questionnaire drives, maintaining the anonymity of respondents, and feedback from panel members. Applying for professional judgments from a homogeneous and independent specialist on a specific topic at a large geographic level using questionnaires, which persists until consensus has been reached. And a multi-stage study method for collecting comments on subject subjective issues and using written responses instead of bringing together an expert group. And the consensus goal is achieved with the possibility of expressing opinions freely and revising opinions with numerical estimates.

The implementation steps of the fuzzy Delphi method are in fact a combination of the implementation of the Delphi method and analyzes on the information using the definitions of the theory of fuzzy sets. The algorithm for implementing the fuzzy Delphi method is shown in the following figure:



### Fuzzy Delphi Process

The core of Delphi's approach is the opinions of the experts. Hence, we must first select the experts according to the criteria that come out of the project and adapt to its goals. Some of the main features for selecting experts are as follows:

- Deal with the issue.
- Constant information from the issue to collaborate.
- Have incentives to participate in the Delphi process.

The feeling of being in them is that they are also in a collective bargaining position for themselves.

Considering the macro level of the problem of identifying factors affecting the export of painting boards as one of the policies on non-oil export of the country, several groups are involved in solving this issue. Therefore, as much as possible, experts should be selected to be a good representative of the owners of the interests. Otherwise, the comprehensiveness of the proposed solutions will be questioned.

### Findings

In the first step, experts were asked to describe the factors affecting the marketing of paintings export as one of the policies on non-oil export. After receiving the responses and reviewing the views of the experts, similar or closely related suggestions were merged into one another and the new list was reassembled by the experts.

The following proposed factors were summarized and presented by receiving and reviewing the new ideas:

1. Cultural interaction
2. Training
3. Proper government policy and legal regulations
4. Brand globalization
5. Brand development
6. Globalization
7. Government support
8. Confidence building of credits

The following table shows the results of counting the opinions of experts on each of the factors in the first questionnaire:

**Table 1.**  
*Results of counting the votes of the first questionnaire*

Cultural interaction	1
1-1-22	Expert opinion
Education	2
18-8-2	Expert opinion
Government proper policy and legal regulations	3
11-5-14	Expert opinion
Brand Globalization	4
2-7-10	Expert opinion
Brand design	5
3-9-13	Expert opinion
Globalization	6
4-2-20	Expert opinion
Government support	7
3-8-12	Expert opinion
Confidence Building Credits	8
2-4-22	Expert opinion

Along with collecting the above questionnaire, a suggestion was also received as follows:

- Social mechanism

Based on the results of questionnaires collected from 30 experts involved in the im-



plementation of the research, the average score is calculated according to the following relationship:

$$A^i = (a_1^i, a_2^i, a_3^i, a_4^i) \quad i = 1, 2, \dots, n$$

$$A_m = (a_{m1}, a_{m2}, a_{m3}, a_{m4})$$

$$\left(\frac{1}{n}, a_1^i, \frac{1}{n}, a_2^i, \frac{1}{n}, a_3^i, \frac{1}{n}, a_4^i\right)$$

In the above ( $A_i$ ), is the expression of the expert opinion  $i$  and, ( $A_m$ ) represents the

**Table 2.**

*Average votes of the first stage questionnaire*

Cultural interaction	1
[5,9,8,1,9,2,9,6]	Expert opinion
Education	2
[1,3,2,4,3,3,5,1]	Expert opinion
Government proper policy and legal regulations	3
[3,5,4,6,5,8,7,8]	Expert opinion
Brand Globalization	4
[4,8,5,6,7,2,8,9]	Expert opinion
Brand design	5
[3,7,4,7,5,4,6,3]	Expert opinion
Globalization	6
[6,1,7,4,8,7,9,7]	Expert opinion
Government support	7
[4,3,5,7,6,4,7,9]	Expert opinion
Confidence Building Credits	8
[5,9,6,8,7,9,9,1]	Expert opinion

Interpretation of the numbers inside the table is such that the average expert opinion for the first factor is the one with the highest impact on the experts equal to 9.6 and the lowest is 5.7 if most comments range from 8.1 to 9.2. According to the comments and diagrams of trapezoidal fuzzy numbers that can be seen from the point of view, the comments are in the field of great influence. The interpretation of numbers for other factors is the same.

average views of the experts.

The average comments are as follows:

### The second Step

The first questionnaire was distributed to this stage of the research and the opinions of the experts were measured about each factor and the average of all comments was also calculated. In the next step of the Delphi process, we should send feedback to experts to make the comments of each expert different from the average comments for each individual. Given that the numbers are fuzzy; we must calculate the difference between the meanings for each elite according to the following equation:

$$(a_{m1} a_1^{(i)}, a_{m2} a_2^{(1)}, a_{m3} a_3^{(i)} a_{m4} a_4^{(i)})$$

$$\left(\frac{1}{n} a_1^{(i)} a_1^{(i)}, \frac{1}{n} a_2^{(i)} a_2^{(i)}, \frac{1}{n} a_3^{(i)} a_3^{(i)}, \frac{1}{n} a_4^{(i)} a_4^{(i)}\right)$$

Now, based on the results of relationship 3, another questionnaire can be set up in which the calculated difference is recorded for each certified person. In this case, new results can be obtained based on the reas

essment of each expert from their previous point of view. The results of this new questionnaire are presented in the following table. It should be noted that the ninth factor is the proposed addition in the previous section.

**Table 3.**

*Results of the second stage*

Cultural interaction			1
Difference of votes	Average votes	Count of the votes	Criteria
0.07	[5,9,7,9,9,6,9,7]	25_2_0	Expert opinion
Education			2
Difference of votes	Average votes	Count of the votes	Criteria
0.32	[0,5,1,2,2,4,4,7]	4_2_13	Expert opinion
Government proper policy and legal regulations			3
Difference of votes	Average votes	Count of the votes	Criteria
1.35	[4,8,5,9,7,6,9]	20_3_1	Expert opinion
Brand Globalization			4
Difference of votes	Average votes	Count of the votes	Criteria
0.85	[5,9,6,8,7,9,9,3]	23_5_0	Expert opinion
Brand design			5
Difference of votes	Average votes	Count of the votes	Criteria
0.87	[4,6,5,2,6,7,7,1]	5_19_2	Expert opinion
Globalization			6
Difference of votes	Average votes	Count of the votes	Criteria
0.02	[6,3,7,4,8,5,9,6]	20_7_2	Expert opinion
Government support			7
Difference of votes	Average votes	Count of the votes	Criteria
0.22	[4,2,5,2,6,7,7,3]	15_8_4	Expert opinion
Confidence Building Credits			8
Difference of votes	Average votes	Count of the votes	Criteria
0.77	[6,7,7,5,8,9,9,7]	22_6_1	Expert opinion
Social mechanism			9
Difference of votes	Average votes	Count of the votes	Criteria
-	[5,7,6,9,7,8,9,4]	25_0_3	Expert opinion

Up to this stage of the study, two questionnaires were distributed among the experts and their views were gathered. Meanwhile, the experts completed the second questionnaire with knowledge of the majority views. Now, to see whether the consensus has been

reached or not? That is, to evaluate the comments in such a way that comments on the effectiveness of the factors in the marketing of the export of painting boards have reached a consensus; through the relationship below we calculated the difference of meanings:

$$S(A_{m2}, A_{m1}) = \frac{1}{4} (a_{m21} + a_{m22} + a_{m23} + a_{m24} + a_{m11} + a_{m12} + a_{m13} + a_{m14})$$

Now, if this average difference is lower than the threshold of 0.2, the process will be stopped, and as a result, the experts reached a consensus. This average difference is shown in the table above and in the last column. As we see, the difference in averages is greater than 0.2. Therefore, it is possible to say that until this stage of the fuzzy Delphi process, an agreement has not been reached.

### **The Third Step**

In the following, we send out the opinions of each expert to the average comments, and he will be re-evaluated again. This process should be continued as long as agreement is reached.

The results of counting comments in the third stage are as follows.

**Table 4.**  
*Results of the third step*

	Cultural interaction		1
Difference of votes	Average votes	Count of the votes	Criteria
0.17	[5,7,7,9,9,1,9,7]	28_0_0	Expert opinion
	Education		2
Difference of votes	Average votes	Count of the votes	Criteria
0.02	[0,7,1,3,2,1,4,6]	0_4_18	Expert opinion
	Government proper policy and legal regulations		3
Difference of votes	Average votes	Count of the votes	Criteria
0	[4,3,5,5,8,4,9,1]	27_3_0	Expert opinion
	Brand Globalization		4
Difference of votes	Average votes	Count of the votes	Criteria
0.17	[5,4,6,6,7,8,9,4]	24_3_0	Expert opinion
	Brand design		5
Difference of votes	Average votes	Count of the votes	Criteria
0.07	[4,4,5,2,6,7,7]	0_24_1	Expert opinion
	Globalization		6
Difference of votes	Average votes	Count of the votes	Criteria
0.1	[6,5,7,8,8,4,9,7]	26_2_0	Expert opinion
	Government support		7
Difference of votes	Average votes	Count of the votes	Criteria
0.15	[4,5,5,3,6,6,7,6]	6_21_0	Expert opinion

Confidence Building Credits			8
Difference of votes	Average votes	Count of the votes	Criteria
0.02	[6,8,7,8,8,7,9,6]	28_1_0	Expert opinion
Social mechanism			9
Difference of votes	Average votes	Count of the votes	Criteria
0.02	[5,8,6,5,8,1,9,5]	28_0_0	Expert opinion

As you see, the average difference in the table is less than 0.2. So the Delphi process stops and it can be said that at the end of this stage, the agreement is reached.

The first factor, according to experts, has a significant impact on the marketing of carpet export as one of the non-oil export policies of the country. In this way, the lowest point for this factor is 5.7 and the highest is 9.7. And the majority of comments are between 7.9 and 9.1. In this way, given the nature of trapezoidal fuzzy numbers, it can be stated that the comments are in a large range.

The second factor, according to the experts, has little effect on the marketing of carpet exports as one of the non-oil export policies of the country.

The third and fourth factors, according to experts, have a major impact on the marketing of carpet exports as one of the non-oil export policies of the country.

The fifth and seventh factors in terms of improving the marketing of carpet exports as one of the non-oil export policies of the country are moderate in terms of experts.

The sixth factor in terms of experts is one of the most influential policies on the marketing of carpet exports as one of the non-oil export policies of the country.

The eighth and ninth factors also have a significant impact on the marketing of carpet export as one of the non-oil export policies of the country.

### Conclusions and suggestions

Of these, nine categories of "cultural interactions" were considered as axial categories. This is because cultural exports are an interactive process and its implementation depends to a large extent on the role of communications and interactions. Culture is something that lies in the minds of individuals and defines the set of behaviors of members of a given society, which directs human life. Culture is the main element of cultural interactions and diplomacy. The use of culture as the basis of soft power tries to interact with others from the context of culture. That is, people connect with each other through information and communication networks, and this helps to peace in the world. Diplomacy and cultural interactions will succeed in using their cultural tools in a timely manner (Shafei et al., 2016). However, in the field of cultural interactions and cultural diplomacy, cultural exporters will be more likely to be involved. That the process of cultural exports will be promoted.

On the other hand, each interactivity is subject to their attitudes (Robbins, 1995). Such interactions and transcendental cultural diplomacy also depend on the transcendental attitude of individuals. From the attitudes that their role in this important area is recognized, Hofstede's cultural attitudes are, such as identifying his own national culture using the dimensions of national culture. Therefore, by identifying its culture in order to transmit and disseminate it through global cultural communication and reinforcing these attitudes, it will increase the likelihood of cultural exports. And this will help in gaining cultural

knowledge and experience of individuals and activists in this field.

Important items in painting exports are increasing cooperation with global powers and an attempt to exchange culture and promote their global face that is related to the globalization issue. Globalization cannot be independently linked to the global market. One of the most important indicators of friendship with global actors is to use global capacities. Also, in describing the topic of cultural interaction and globalization with the presence of the Internet in the direction of networking, the standardization of technology in accordance with the world and the identification of the culture of the geographical boundaries, which will lead to more exports. And on the other hand, the cost of painting a drawing board has a plan and element related to global issues. For instance, the theme of Sohrab Sepehri is global. In the globalization of the geographical and physical distance between buyers, artists and sellers, exporters are eliminated and exports are facilitated.

Meanwhile, networking matters for two reasons. Businesses to stay stable and able to play on the market. And also, to be able to market products with high quality, to be present in global markets and competitive, they have to come together and become a team or group. That is to say, they will turn into a series of sales of artistic chains that offer a range of educational services and products to domestic and foreign markets. Networking means a set of similar or complementary businesses that are organized to create a chain and network, divide the work between them and enter the market with the goal of creating a quality product. In this way, we are actually approaching the subject of networking. These people work individually in dif-

ferent cities and countries in the field of visual arts. If you want to join each other and form a chain, the 5 steps should be followed:

The next step is to work with team members in a pilot fashion with some members to practice the principles together so that having cultural engagement in exhibitions is another factor that has been identified as essential to promote cultural exports.

In explaining the credibility and the formation of shared understanding, the goal of shaping sustainable and peaceful cooperation itself will be the source of development, as the goal of cultural communication is trust building. The ways of attracting the target country in the field of bank credits to increase sales and cultural exports, identifying the expectations of destination countries from banking systems, strengthening the banking system of the country, and updating the banking networks in accordance with international standards, which influences the credibility of monetary, financial, and banking credits. Gaining the trust of customers is difficult, and it is becoming increasingly important in networking and virtual and online galleries. Trust, in banks is such that it should gradually build trust. At the moment, banks are not entering Iran, because the banking system of the country is weak and does not comply with international standards. And in the name of the export brokers, European bankers are sitting in the place of Gods and working with anyone they want (Farzand, 2016).

In the context of government support, it is necessary to provide a new definition of government in the type of government support that is consistent with the current activities of the empowering exporters. The role of the government in the cultural export process is only a supporting and educational role, not the role of



interference and execution (Razi Shirsavar, 2013). These trainings include the training of individuals (for the proper upgrading of the sales process for awareness-raising about the rules of money laundering, reducing or eliminating intermediaries, and mitigating countermeasures, increasing and enhancing technical and professional training internally). Students are taught by the government and the training is only for special people.

In this way, the range of artists in the art of painting will increase, and consequently the export of this product and service will increase in the country. This matter will lead to the achievement of earning economic power, improving quality and standards, helping self-sufficiency, strengthen the currency balance through valuation, create a positive financial balance for the issuer (profitability), producing goods and services at the minimum cost and currency, reducing the unemployment rate and the developing jobs for the community, achieving currency revenues to meet import needs. Previously, when a government building was constructed, a percentage of the budget was set aside for the purchase of visual arts. Thus, the government was the main purchaser of the interior of the artists' gallery and encouraged the ministries to purchase the showcase. The government's goal is to have a panel share in the GDP.

According to the results of the research, the following suggestions are presented:

The establishment of a headquarters and foundation for painter artists under the subcategory of the Ministry of Culture and Islamic Guidance, similar to the growth and accelerator centers for policy development and promotion of the current management of the culture and art of that ministry.

Establishing exhibitions in the painting field and inviting foreign artists.

Due to the geographical and physical distance between the buyer and the seller in the export and import companies, the use of networks plays an important role in companies. For instance, training through the above networks will be possible. And then the distance and geography will not play a role.

Establishment of an internal computer network for the participation of Tehran artist painter with artists from other cities to share information. In this network, suppliers of paint materials are also members. All of these members have different layers that form a collection that is linked together. This relationship may be one-way or two-way, and the severity of this relationship is also different. Linking internal and external networks together for globalization.

The government's attempt to reduce sanctions, financial support, and the government's inaction in the process of selling and auctioning this product.

Globalization is the cause of the prosperity of connecting to the global market. Hence, the establishment of interfaces with foreign countries to introduce the art of insider and to inform and introduce information and supply to each other, for example, the Turkish Art University in Istanbul, is the interface of Iran's network with other countries.

To introduce and raise global awareness of the art of painting and artists, to create a strategy for global cultural communication, such as interacting with foreign universities in the field of statistics.

Teach people (for the correct and healthy improvement of the sales process and the awareness about the rules of money laundering) and to reduce or eliminate intermediaries, and to reduce coping.

Creating a sales scenario is not the only guesswork about the future. Scenario design helps us think how to succeed in managing

things in different environmental conditions of the future. The scenarios, with the systematic discovery of challenges and opportunities ahead, serve to formulate strategies. The purpose of using scenarios is to create a space of possibilities. Scenarios also help identify potential and unexpected opportunities and opportunities.

Building a relationship with customers represents a real challenge that requires knowledge and understanding of marketing concepts as well as their practical use. Through customer relationships, it's possible to track user interests, needs and habits and set up a marketing strategy, and in the long run lead to customer satisfaction, customer relationship improvement, and loyalty to the customer.

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