



## Identifying Effective Factors on Creating Sustainable Relationships between Domestic Producer and Foreign Distributer in Marketing

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**Abstract:** The goal of current study is identifying effective factors on creating sustainable relationships between domestic producers and foreign distributors in marketing. 6 employed managers in active companies in industrial town of Alborz who were working during research were selected as elites. Then fuzzy AHP technique was used for ranking. The results of hypotheses test show that respectively emotional, situational and relational dimension are effective on creating sustainable relationship between producer and foreign distributor.

**Keywords:** Domestic Producer, Foreign Distributer, Situational Aspect, Emotional Aspect, Relational Aspect

### 1. Introduction

Considering classical and modern theories of international business, the need for trade and exchange among countries has been an inevitable issue. Since long time ago, countries have tended to cross-border exchanges and have speed up the trend of their economic development as well as providing needs and achieving goods and services which have been produced and offered in other parts of the world. (Mohtaram, 2011) therefore the volume and value of exports and imports of the countries are growing exponentially. This huge movement started in early twentieth century and is growing exponentially in current years. Since in such these kinds of transactions at least two sides of two separated countries are involved in trans-action, this will be very complicated.

International business relationships include various aspects which affect companies effectiveness in international market especially export market. Considering complicated conditions and continuous and incessant changes of market, the rapid acquisition of business information and ability for adapting to transformations are often success key in international markets. On the other hand, it should be noticed that various countries have their own culture, language, law and particular business system and the effect of these differences on incidence of commercial disputes is very high. Different interpretations of the commitments and responsibilities of the parties which are derived from mentioned disputes also cause important international commercial legal disputes (Doei, 2010).



In export process, many countries which work in world level, for entering into the market use a distributor instead of creating mediator in that country. This is very suitable because it is less risky and dangerous, needs less investment and producer acquires distributor specialty in new markets. The goal of this cooperation whether for producer or foreign distributor is achieving competitive advantage and social or economic benefits that is not easy to be achieved by companies alone. Therefore one of the problems which exporter companies face it is finding appropriate distributor in destination country who can do their duties accurately and be committed to the relationship. Therefore producers' efforts should be concentrated on making more sustainable relationship with foreign distributor and maintaining it.

Cavesgil et al (2004) have found that when producers have their distributor in a foreign country, the unsustainability of their relationship will be more likely and the partner looks for doing business to his advantage. It means that foreign distributor management has basic role in export of manufacturing company. Of course it should be mentioned that creating a sustainable and long term relationship requires mutual efforts and mutual adherence to commitments. There are some elements among these that identifying and strengthening them can be effective on creating more sustainable relationship between producer and foreign distributor.

Physical separation between location of production and foreign market encounter effective interactions on business environment with some difficulties. Moreover it must be considered that exporter producers and foreign

distributors are run by different legal, organizational, political systems that because of them mutual contract will be run or disputed. Therefore studies of international distribution channels show that a strong communicational channel can increase international performance by reducing transactions cost (Zhang et al, 2003). Transaction particular investment and lack of environmental confident have been investigated from transaction cost attitude (Lee, 2013).

In relational exchange theory, partners with long-term relationships depend on relational contracts so that forbid achieving short-term profits and thus achieve long-term ones. In developing exchange relationships, moral foundation is important and trust, fairness, responsibility and commitment should be improved in order to contract relationship for transferring from discrete transactional to exchange relationship (Lee, 2013).

In previous studies based on communicative exchange theory, common values (Anderson and Weitz, 2010; Morgan and Haunt, 1994), communications (Morgan and Haunt, 1994, Anderson and Weitz 1989; Novin and Moore, 1990; Anderson and Weitz, 1992; Dani and Cannon, 1997; Sharma and Patterson, 1999), relationship period (Anderson and Weitz 1989; Anderson and Weitz 1992), social norms (Dani and Cannon, 1997), fairness (Anderson and Weitz 1992; Kumar et al, 1995) and dependency (Frazer, 1999; Kumar et al., 1995; Zhang et al., 2003) have been investigated as effective significant factors on buyer-seller relationship (quoted by Lee, 2013). According to source based theory, the sources of company might lead to sustainable



competition because strategic resources are distributed heterogeneously across the company that these differences will be sustainable during the time (Bartee, 1991 quoted by Lee 2013). Company resource includes all assets, product quality, information technology, capabilities, knowledge and company features which improve the efficiency and effectiveness of the company.

Most of resource theory based studies have analyzed the effect of company's resources in economic performance of relationship. In spite of this, there are a few studies which have tested the effect of resources on buyer-seller relationship especially in the context of cross-border; few studies have considered company resources as effective factors on exporter-importer relationship. Lags et al (2009) offer that product strategy is effective on the relationship of exporter-importer and thus helps channel relationship economic success indirectly. Jean et al (2010) investigated how IT resources affect the mechanism governing the relationship and what help governmental mechanism in order to create favorable economic performance in alternative cross-border buyer-seller relationship (Lee, 2013). Commitment may reduce the typical increase in general costs of cross-board channels through homologizing goals, interests and values of partners. For example, "commitment" helps partners to share information and shows reaction to changes of environment flexibly so that this relationship causes saving the cost of learning (Anderson and Weitz, 1992) and reducing uncertainty of continuous query (Gwend Lach et al, 1995) (Lee, 2013).

Moreover commitment makes each one of parties try for the sustainability of continuing the relationship and

eventually opportunistic behaviors will decrease during contract process. Therefore previous studies have emphasized that commitment improves the performance between exporter producers and foreign distributor (Anderson and Weitz, 1992; Weitz and Jep, 1995, Scarmis and Katesykas, 2001; Scarmis et al., 2002; Jentorec et al., 2007 Lags et al., 2009; quoted by Lee, 2013).

It should be noticed that in marketing programs of companies, some factors such as good and service policies which each country takes are Programs of organization sales and pricing policies and determining under control costs and planning of organizations and each company can develop and implement its marketing program based on competitive market conditions, regulatory restrictions, the interests of consumers and its strategy. On the other hand factors such as government total policies, legal structure and economic conditions of each country can be different or completely opposite. For example the political situation among the countries, economic conditions, technology level, geographical distance and cultural disputes are external factors which affect international business relationship among organizations (Babaei Zakili, 2008).

Research findings showed about relational factors that all identified factors in research are effective on sustainability between domestic producers and foreign distributor that among these, commitment factor is the first priority in effectiveness of relational aspect. Commitment in fact is an important and vital index from a long-term direction in relationship which leads to bigger relational-social norms and



smaller opportunistic tendencies that finally will cause increasing the benefits of relationship (Van Brogen et al, 2010). Through establishing relational norms that include flexibility and unity, commitment increases mutual relationships (Coot et al, 2003). Commitment may also decrease typical increase in total channel costs through homologizing goals, interests and values of partners. For example, "commitment" helps partners to share information and shows reaction to changes of environment flexibly so that this relationship causes saving the cost of learning and reducing uncertainty of continuous (Oral, 2007). Moreover commitment makes each one of parties try for the sustainability of continuing the relationship and eventually opportunistic behaviors will decrease during contract process. Therefore previous studies have emphasized that commitment improves the performance between exporter producers and foreign distributor (Jentorec et al., 2007; Scarmis et al., 2002; Scarmis and Katesykas, 2001; Lags et al., 2009).

On the other hand the results of current study showed that all identified factors in emotional aspect also affect the sustainability of relationship between producer and foreign distributor that linking was the first priority of emotional factors.

Linking is defined as one particle of business relationship components among the parties of transaction which is created during a united method for achieving a favorable goal and its function for relational marketing includes developing and increasing the customer's loyalty which is directly concluded in interests feelings and sense

of belonging to the association and indirectly in a sense of belonging to organization. according to the studies of Wilson and Momalatni, stronger personal links between buyer and seller will lead to more commitment for maintaining the relationship so long-term relationship among parties require linking (Scene et al, 2002).

Some researchers have investigated effective factors on sustainability of international relationships. In his research which was on the markets of China and Japan, Lee (2013) identified related factors with social exchanges, commitment, transactions cost and related factors with resources as effective factors on the performance of relationship. Gachti and Zangin (2013) also concluded that trusting brand will have positive effect either on attitudinal loyalty or behavioral loyalty to the relationship. In their research that was done in The US markets, Zhang et al (2003) also identified direct and indirect effect of cultural and country differences as well as legal and institutional effective factors on market. They also identified direct and indirect effect of unity, exchange information, flexibility, cultural difference, trust, and dependency to foreign distributor, producer relying on relational norms, legal and institutional hostility with environment on export markets.

Taleqani, Gilani nia and Mousavian (2011) concluded that trust, commitment, sharing information, conflict resolution, connectivity, shared values, empathy and reciprocity have positive relationship with customer loyalty. Covesgil et al (2004) identified the role of opportunistic behaviors in relationship failure. According to Wang et al (2013), the



possibility of distributor abusing is very high in relationships between domestic and foreign producer. It means that partner looks for doing business to his advantage. This causes the management of foreign distributor has main role in sustainability of relationship (Wang et al, 2013). Khan (2012) also states in his research that customer satisfaction has significant effect on loyalty to relationship. Scene et al (2002) the role of linking, Raoron and Miller (2007), Van born et al (2010), Coot et al (2003), Fonetnat and Hyman (2004), Lio et al (2011) and Wang (2007) the role of confident, Raoran and Miller (2007) and Van Born et al (2010) have identified the role of satisfaction in international relationship sustainability.

## 2. Defining the Variables of Research

In order to acquire a total framework from effective factors on sustainable relationship between producer and foreign distributor, identified factors are studied in this research in three dimensions of relational, emotional and situational.

**Situational aspect:** related factors to domestic and environmental situation of organizations, structures, technical capabilities and partners abilities which affect the sustainability of relationship between domestic producer and foreign distributor.

**Relational aspect:** the factors which represent the way of making relationship between producer and foreign distributor and are related to the quality of relationship including information sharing, commitments, satisfaction and the regulations of relationship

**Emotional aspect:** this aspect includes negative and positive emotions among people and their interpersonal dynamicity which play an important role in business relationships and identify the destiny of many activities between producer and foreign distributor and includes emotions that interaction parties in producer and distributor company toward each other and them to have the sense of belonging and trust or not (Oral, 2007).

## 3. Research Background

Until now, a number of researchers have investigated effective factors on the relationship between producer and foreign distributor. In his research which was on the markets of China and Japan, Lee (2013) identified related factors with social exchanges, commitment, transactions cost and related factors with resources as effective factors on the performance of relationship. In their research which was on US markets, Zhang, Cavesgil and Root (2003) direct and indirect effect of unity, exchange information, flexibility, cultural difference, trust, and dependency to foreign distributor, producer relying on relational norms, legal and institutional hostility with environment on export markets. Khan (2012) identified the impact of satisfaction on the relation loyalty. Other researchers have also discussed parameters like information sharing and commitment as the sustainability factor of the relationship between domestic producer and foreign distributor (Fang et al, 2007; Zhang et al, 2003; Ha et al, 2004; and Scarmis et al, 2008).

Also, reviewing the performed studies about the relationship between producer



and domestic or foreign distributor demonstrates that the major efforts have been focused on the topic of trust and the effective related factors on trust formation. Obviously, the reason of this focus is the high importance of trust parameter in the formation of sustainable relationships between producer and distributor. Among pioneering researchers investigating the relationships between producer and distributor with focusing on trust we can refer to Dutch, Sconzani, Oscar and Ozanne (Dutch, 1973; Sconzani, 1979; Oscar and Ozanne, 1985).

**4. Methodology**

This research is descriptive type and studies the population through survey method. Researcher-made questionnaire has been used for collecting data whose validity and reliability have been confirmed.

**5. Results**

The result of solving hierarchy model using Chang method will be proposed as follows:

Weighting items has been done based on Extent Analysis and Synthetic Decision of Chang (1992). This method which was developed based on the arithmetic mean of elite’s ideas and hourly normalized method and using a fuzzy triangular numbers, was welcomed by researchers. The steps of doing this method are as follows:

Step 1: drawing hierarchy tree: in this step decision hierarchy structure has been drawn using the levels of aim, criterion and item.

Step 2: forming pair comparison matrix: using decision maker idea, comparisons matrix will be formed taking advantage of triangular fuzzy numbers  $t_{ij} = (a_{ij}, b_{ij}, c_{ij})$  based on the ideas of several decision makers.

| Table 1- fuzzy scale and appropriate verbal phrases |                                   |    |
|---|-----------------------------------|----|
| Fuzzy number  | Verbal phrases                    | No |
| (1,1,1)   | Equal preference                  | 1  |
| (1,1.5,1.5)   | Low to average preference         | 2  |
| (1,2,2)   | Average preference                | 3  |
| (3,3.5,4)   | medium to high preference         | 4  |
| (3,4,4.5)   | High preference                   | 5  |
| (3,4.5,5)   | high to very high preference      | 6  |
| (5,5.5,6)   | too much preference               | 7  |
| (5,6,7)   | Too much preference to quite High | 8  |
| (5,7,9)   | quite a lot preference            | 9  |



Below table shows the arithmetic mean of elites. In last column of this table, total components of rows have been shown

**Table 2- the mean of pair comparison toward aim**

| aim                | Situational Aspect  | Emotional Aspect    | Relational Aspect   | Total                  | Normalized          |
|--------------------|---------------------|---------------------|---------------------|------------------------|---------------------|
| Situational Aspect | (1,1,1)             | (1.944,2.375,2.667) | (1.315,1.822,2.089) | (4.259,5.197,5.756)    | (0.25,0.336,0.446)  |
| Emotional Aspect   | (1.602,2.114,2.394) | (1,1,1)             | (1.731,2.155,2.339) | (4.333,5.269,5.733)    | (0.255,0.341,0.445) |
| Relational Aspect  | (1.657,2.083,2.361) | (1.648,1.903,2.172) | (1,1,1)             | (4.303,4.988,5.333)    | (0.233,0.323,0.429) |
| Total              |                     |                     |                     | (12.897,15.454,17.022) |                     |

**Table 3- Calculating the priority degree of sub-criteria of level 2 toward aim**

| aim                | Situational Aspect | Emotional Aspect | Relational Aspect | The larger degree | Normalized Weights |
|--------------------|--------------------|------------------|-------------------|-------------------|--------------------|
| Situational Aspect | –                  | 0.976            | 1                 | 0.976             | 0.339              |
| Emotional Aspect   | 1                  | –                | 1                 | 1                 | 0.347              |
| Relational Aspect  | 0.93               | 0.906            | –                 | 0.906             | 0.314              |
| Total              |                    |                  |                   | 2.882             | 1                  |

Based on the results of above table, prioritizing the criteria of level 2 toward aim is as follows:

- 1- Emotional aspect
- 2- Situational aspect
- 3- Relational aspect



**Table 4- the mean of pair comparison toward situational aspect**

| Situational aspect            | Cultural differences | Differences in infrastructure | Ability to adapt    | Cooperation with minimum cost | Technical Features  | Brand reputation    | Environmental uncertainty | Ease of commercial activities | Ease of currency transfer | Total                     | Normalized          |
|-------------------------------|----------------------|-------------------------------|---------------------|-------------------------------|---------------------|---------------------|---------------------------|-------------------------------|---------------------------|---------------------------|---------------------|
| Cultural differences          | (1,1,1)              | (2.37,2.708,3.139)            | (0.306,0.322,0.533) | (1.324,1.583,1.778)           | (1.454,1.716,1.906) | (0.741,0.923,1.206) | (1.157,1.501,1.767)       | (0.907,1.084,1.183)           | (0.954,1.055,1.167)       | (10.213,11.892,13.679)    | (0.055,0.073,0.103) |
| Differences in infrastructure | (0.926,1.436,1.539)  | (1,1,1)                       | (0.537,0.542,0.889) | (0.981,1.322,1.506)           | (0.639,0.823,0.939) | (0.259,0.28,0.422)  | (1,1.102,1.233)           | (0.519,0.864,0.978)           | (0.324,0.508,0.544)       | (6.185,7.877,9.05)        | (0.034,0.048,0.068) |
| Ability to adapt              | (2.667,3.583,3.917)  | (1.333,2.167,2.25)            | (1,1,1)             | (0.463,0.477,0.511)           | (0.306,0.322,0.533) | (1.12,1.387,1.511)  | (0.926,1.269,1.372)       | (0.343,0.352,0.622)           | (0.917,1.262,1.372)       | (9.075,11.819,13.088)     | (0.049,0.072,0.098) |
| Cooperation with minimum cost | (1.444,1.947,2.2)    | (1.787,2.208,2.472)           | (3,3,5,3,833)       | (1,1,1)                       | (1.657,2.083,2.361) | (0.38,0.394,0.511)  | (1.852,2.03,2.311)        | (1.259,1.686,1.789)           | (0.287,0.299,0.489)       | (12.666,15.147,16.966)    | (0.069,0.093,0.127) |
| Technical Features            | (3.065,3.489,3.839)  | (3.87,4.625,5.306)            | (2.667,3.583,3.917) | (1.315,1.822,2.089)           | (1,1,1)             | (1.1,1.102,1.233)   | (1.176,1.519,1.789)       | (0.38,0.561,0.678)            | (0.324,0.508,0.544)       | (14.797,18.209,20.395)    | (0.08,0.111,0.153)  |
| Brand reputation              | (2.537,3.708,4.472)  | (3,3,917,4.333)               | (2.778,3.53,4.2)    | (3,3,667,4)                   | (3,194,3.864,4.283) | (1,1,1)             | (0.769,0.947,1.228)       | (1.704,2.125,2.472)           | (1.185,1.28,1.478)        | (19.167,24.038,27.466)    | (0.104,0.147,0.206) |
| Environmental uncertainty     | (2.741,3.417,3.944)  | (3,194,3.864,4.283)           | (2.454,2.792,3.139) | (2.056,2.644,2.9)             | (2.407,2.917,3.194) | (2.204,2.958,3.222) | (1,1,1)                   | (0.472,0.655,0.7)             | (0.333,0.519,0.567)       | (16.861,20.766,22.949)    | (0.091,0.127,0.172) |
| Ease of commercial activities | (2.87,3.375,3.889)   | (2.167,2.75,3.167)            | (2.667,3.5,3.75)    | (2.361,2.697,3.117)           | (2.917,3.583,4)     | (0.981,1.489,1.672) | (2.583,3.167,3.583)       | (1,1,1)                       | (0.843,1.186,1.372)       | (18.389,22.747,25.55)     | (0.1,0.139,0.192)   |
| Ease of currency transfer     | (4.194,5.114,6.033)  | (3.583,4.167,4.667)           | (2.454,3.042,3.639) | (3.333,4.083,4.417)           | (3.583,4.167,4.667) | (2.194,2.78,3.033)  | (3.25,3.917,4.417)        | (2.454,2.958,3.306)           | (1,1,1)                   | (26.045,31.228,35.179)    | (0.141,0.191,0.264) |
| Tot                           |                      |                               |                     |                               |                     |                     |                           |                               |                           | (133.398,163.723,184.322) |                     |





Table 5-calculating the priority degree of level 3 sub-criteria toward situational aspect

| Situational aspect            | Cultural differences | Differences in infrastructure | Ability to adapt | Cooperation with minimum cost | Technical Features | Brand reputation | Environmental uncertainty | Ease of commercial activities | Ease of currency transfer | The large degree | Normalized Weights |
|-------------------------------|----------------------|-------------------------------|------------------|-------------------------------|--------------------|------------------|---------------------------|-------------------------------|---------------------------|------------------|--------------------|
| Cultural differences          | –                    | 1                             | 1                | 0.63                          | 0.366              | 0                | 0.17                      | 0.04                          | 0                         | 0                | 0                  |
| Differences in infrastructure | 0.336                | –                             | 0.436            | 0                             | 0                  | 0                | 0                         | 0                             | 0                         | 0                | 0                  |
| Ability to adapt              | 0.99                 | 1                             | –                | 0.591                         | 0.314              | 0                | 0.108                     | 0                             | 0                         | 0                | 0                  |
| Cooperation with minimum cost | 1                    | 1                             | 1                | –                             | 0.715              | 0.299            | 0.51                      | 0.371                         | 0                         | 0                | 0                  |
| Technical Features            | 1                    | 1                             | 1                | 1                             | –                  | 0.579            | 0.797                     | 0.657                         | 0.127                     | 0.127            | 0.05               |
| Brand reputation              | 1                    | 1                             | 1                | 1                             | 1                  | –                | 1                         | 1                             | 0.595                     | 0.595            | 0.234              |
| Environmental uncertainty     | 1                    | 1                             | 1                | 1                             | 1                  | 0.773            | –                         | 0.857                         | 0.325                     | 0.325            | 0.128              |
| Ease of commercial activities | 1                    | 1                             | 1                | 1                             | 1                  | 0.917            | 1                         | –                             | 0.492                     | 0.492            | 0.194              |
| Ease of currency transfer     | 1                    | 1                             | 1                | 1                             | 1                  | 1                | 1                         | 1                             | –                         | 1                | 0.394              |
| Total                         |                      |                               |                  |                               |                    |                  |                           |                               |                           | 2.54             | 1                  |

Based on the results of above table, prioritizing sub-criteria of level 3 toward situational aspect is a follows:

- 1- Ease of currency transfer
- 2- Brand reputation
- 3- Ease of commercial activities
- 4- Environmental uncertainty
- 5- Technical Features
- 6- Cultural differences
- 7- Differences in infrastructure
- 8- Ability to adapt
- 9- Cooperation with minimum cost



**Table 6- the mean of pair comparison toward emotional aspect**

| Emotional aspect  | Positive emotions   | Mutual consent      | trust               | Total                  | Normalized          |
|-------------------|---------------------|---------------------|---------------------|------------------------|---------------------|
| Positive emotions | (1,1,1)             | (0.241,0.258,0.378) | (2.25,2.596,2.872)  | (3.491,3.854,4.25)     | (0.189,0.231,0.3)   |
| Mutual consent    | (3.667,4.417,4.833) | (1,1,1)             | (0.898,1.072,1.339) | (5.565,6.489,7.172)    | (0.302,0.39,0.506)  |
| trust             | (2.259,2.852,3.372) | (1.87,2.458,2.639)  | (1,1,1)             | (5.129,6.31,7.011)     | (0.278,0.379,0.494) |
| Total             |                     |                     |                     | (14.185,16.653,18.433) |                     |

**Table 7- calculating the priority degree of level 3 sub-criteria toward emotional aspect**

| Emotional aspect  | Positive emotions | Mutual consent | trust | The larger degree | Normalized Weights |
|-------------------|-------------------|----------------|-------|-------------------|--------------------|
| Positive emotions | -                 | 0              | 0.127 | 0                 | 0                  |
| Mutual consent    | 1                 | -              | 1     | 1                 | 0.514              |
| trust             | 1                 | 0.947          | -     | 0.947             | 0.486              |
| Total             |                   |                |       | 1.947             | 1                  |

Based on the results of above tables, prioritizing sub-criteria of level 3 toward emotional aspect is as follows:

- 1- Mutual satisfaction
- 2- The trust
- 3- Positive emotions

**Table 8- the mean of pair comparison toward relational aspect**

| Relational aspect    | Information sharing | common values       | Opportunism         | Commitment          | Internal uncertainty | Total                  | Normalized          |
|----------------------|---------------------|---------------------|---------------------|---------------------|----------------------|------------------------|---------------------|
| Information sharing  | (1,1,1)             | (1.778,1.959,2.156) | (1.704,2.125,2.472) | (0.713,0.894,1.094) | (1.704,1.958,2.306)  | (6.899,7.936,9.028)    | (0.133,0.171,0.24)  |
| common values        | (3.056,3.727,4.317) | (1,1,1)             | (0.722,0.905,1.117) | (1.185,1.447,1.644) | (2.454,2.958,3.306)  | (8.417,10.037,11.384)  | (0.162,0.216,0.302) |
| Opportunism          | (0.981,1.489,1.672) | (2.537,3.292,3.639) | (1,1,1)             | (0.296,0.311,0.511) | (0.769,0.947,1.228)  | (5.583,7.039,8.05)     | (0.107,0.152,0.214) |
| Commitment           | (2.873,3.542,3.889) | (2.111,2.697,3.033) | (3,3.833,4.167)     | (1,1,1)             | (0.815,0.989,1.339)  | (9.796,12.061,13.428)  | (0.189,0.26,0.356)  |
| Internal uncertainty | (1.065,1.572,1.672) | (0.843,1.186,1.372) | (2.204,2.958,3.222) | (1.87,2.625,2.806)  | (1,1,1)              | (6.982,9.341,10.072)   | (0.134,0.201,0.267) |
| Total                |                     |                     |                     |                     |                      | (37.677,46.414,51.962) |                     |

**Table 9- calculating priority degree of level 3 sub-criteria toward relational aspect**

| Relational aspect    | Information sharing | common values | Opportunism | Commitment | Internal uncertainty | The larger degree | Normalized Weights |
|----------------------|---------------------|---------------|-------------|------------|----------------------|-------------------|--------------------|
| Information sharing  | -                   | 0.632         | 1           | 0.365      | 0.777                | 0.365             | 0.128              |
| common values        | 1                   | -             | 1           | 0.723      | 1                    | 0.723             | 0.254              |
| Opportunism          | 0.807               | 0.444         | -           | 0.189      | 0.615                | 0.189             | 0.066              |
| Commitment           | 1                   | 1             | 1           | -          | 1                    | 1                 | 0.351              |
| Internal uncertainty | 1                   | 0.875         | 1           | 0.574      | -                    | 0.574             | 0.201              |
| Total                |                     |               |             |            |                      | 2.85              | 1                  |



Based on the results of above table, prioritizing level 3 sub-criteria toward relational aspect is as follows:

- 1-Commitment
- 2- Common values
- 3- Internal uncertainty
- 4-Share information
- 5- Opportunism

Calculating ultimate weight of criteria, sub-criteria, items

| Table 10- the matrix of ultimate weights of criteria toward the aim |                                      |
|---|--------------------------------------|
| components  | The final decisive weight components |
| Situational aspect  | 0.339                                |
| Emotional aspect  | 0.347                                |
| Relational aspect   | 0.314                                |

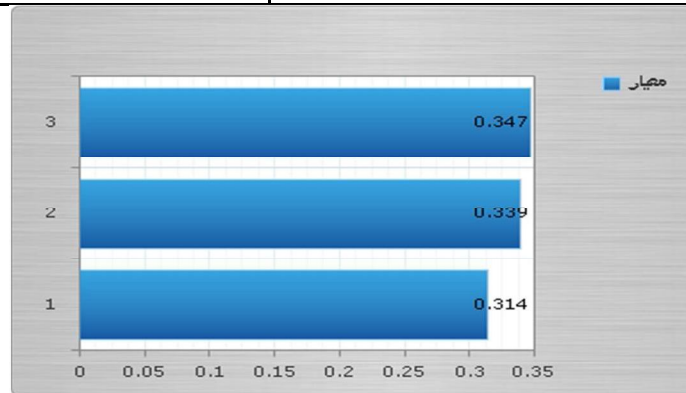


Figure 2-the diagram of ultimate weights of criteria toward the aim

| Table 11- the matrix of ultimate weights of sub-criteria toward the aim |                                      |
|---|--------------------------------------|
| Component   | The final decisive weight components |
| Cultural differences  | 0                                    |
| Differences in infrastructure   | 0                                    |
| Ability to adapt  | 0                                    |
| Cooperation with minimum cost   | 0                                    |



|                               |       |
|-------------------------------|-------|
| Technical Features            | 0.017 |
| Brand reputation              | 0.079 |
| Environmental uncertainty     | 0.043 |
| Ease of commercial activities | 0.066 |
| Ease of currency transfer     | 0.133 |
| Positive emotions             | 0     |
| Mutual consent                | 0.178 |
| trust                         | 0.169 |
| Information Sharing           | 0.04  |
| common values                 | 0.08  |
| Opportunism                   | 0.021 |
| Commitment                    | 0.11  |
| Internal uncertainty          | 0.063 |

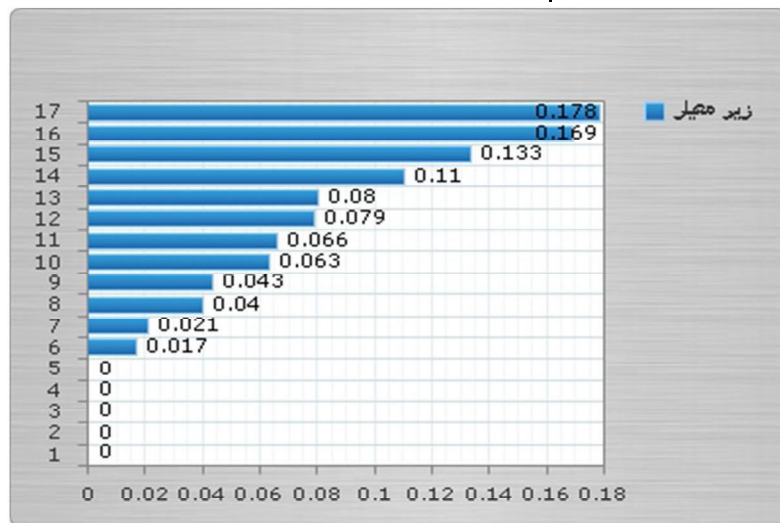


Figure 3- the diagram of ultimate weights of sub-criteria toward the aim



## 6. Conclusion

Increasing free trade agreements with developing countries has caused cross-border merchants to consider their trade contractors in long-term perspective. Long-term and high quality relationships by iterative interactions among different members of the channel provide some advantages for buyer, seller and distributor. For sellers through creating external barriers for their customers, the way of using limit resources through common efforts with customers, achieving profits out of customers' ideas and experiences and improving the capacity of planning cause making advantage. For customers also, long-term with high quality relationship with a supplier decreases risks, stresses, removes initial problems and leads to adapting particular needs and distributor also learns what kinds of expectations he should have and the confident of providing also will increase for him (Van Brogen et al, 2010). This research investigated effective factors on sustainability of relationship between domestic producer and foreign distributor and identified emotional, relational and situational factors. Research findings show that in situational aspect the factors of transfer currency and brand reputation are very effective and in emotional aspect also mutual satisfaction has been the most important component and in relational aspect also common values had the most effects among effective factors on creating sustainable relationship between domestic producer and foreign distributor in marketing.

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