



**THE IMPACT OF DIGITAL MARKETING CAPABILITY ON
EXPORT PERFORMANCE: A CASE STUDY OF YONGLIANG
TEXTILE IN GAOYANG COUNTY, CHINA**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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Thematic Certificate

To

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This Independent Study has been Approved as a Partial Fulfillment of the
Requirement for the degree of Master of Business Administration

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ABSTRACT

With the rapid development of digital technologies, traditional manufacturing enterprises face both challenges and opportunities in digital transformation. For export-oriented textile enterprises, improving export performance through stronger digital marketing capability has become an important research issue. This study took Yongliang Textile in Gaoyang County, China as the research subject. The objectives were: (1) to examine the impact of social media marketing capability on Yongliang Textile's export performance; (2) to examine the impact of cross-border e-commerce operation capability on its export performance; and (3) to examine the impact of digital customer relationship management capability on export performance.

Grounded in the Resource-Based View and the Dynamic Capability Theory, digital marketing capability was divided into three dimensions, while export performance was treated as the dependent variable. A quantitative method was adopted and data were collected through a questionnaire survey. A total of 300 questionnaires were distributed and 200 valid responses were obtained. SPSS was used for descriptive statistics, reliability analysis, validity analysis, correlation analysis, and regression analysis.

The results show that all three capabilities have a significant positive effect on export performance. digital customer relationship management capability has the strongest effect, followed by cross-border e-commerce operation capability, while social media marketing capability has the weakest but still significant effect; together they explain 35.4% of the variance in export performance. This study enriches research on the relationship between digital marketing capability and export performance, and provides practical implications for traditional textile enterprises seeking to strengthen their international competitiveness during digital transformation.

Keywords: digital marketing capability, export performance, cross-border e-commerce, social media, customer relationship management

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Pang Tianze



DECLARATION

I, Pang Tianze, hereby declare that this Independent Study entitled “The Impact of Digital Marketing Capability on Export Performance: A Case Study of Yongliang Textile in Gaoyang County, China” is an original work and has never been submitted to any academic institution for a degree.

(Pang Tianze)

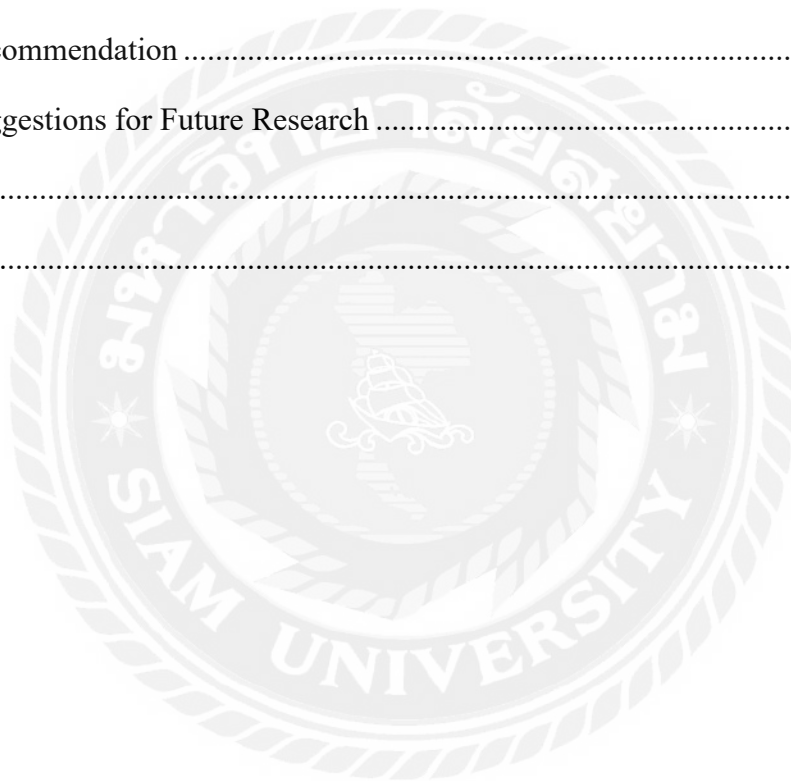
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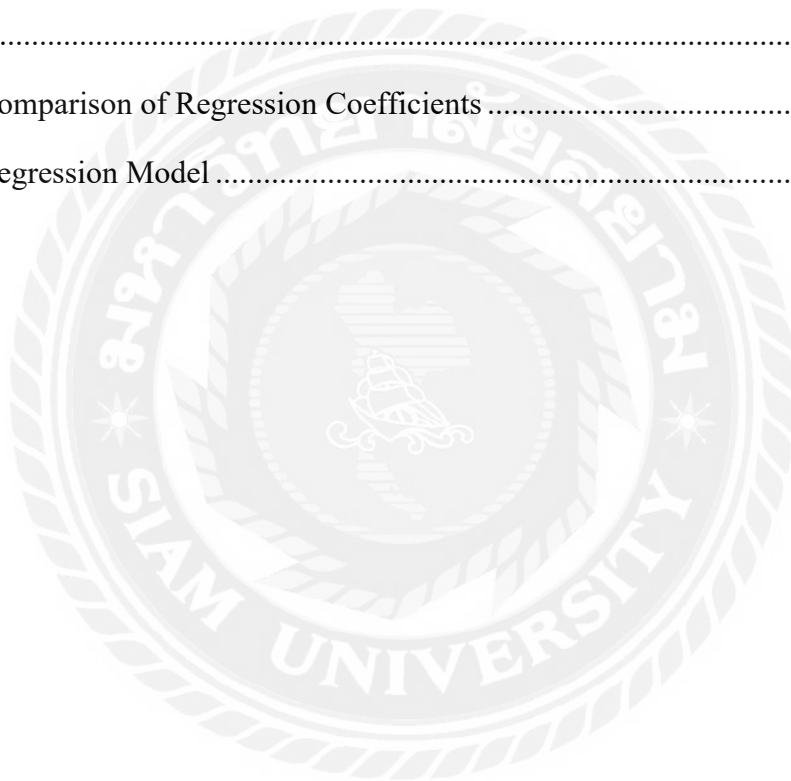
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Chapter 1 Introduction

1.1 Background of the Study

With the rapid development of information technology, global trade is undergoing a profound digital transformation. The rise of cross-border e-commerce platforms, social media, and digital marketing tools has enabled firms to reach international customers more efficiently and at lower cost, which is particularly important for resource-constrained SMEs seeking to enter overseas markets (Sharabati et al., 2024). Digital marketing capability—a firm's accumulated knowledge, skills, and organizational processes for using digital resources effectively—has therefore become an important source of competitive advantage in international trade, one that is difficult to imitate and directly relevant to differences in export performance among firms in the same industry (Bharadwaj et al., 2013; Luu, 2023).

China is one of the world's largest exporters, and textiles have long been one of its traditional competitive industries, supported by a complete industrial chain and large-scale production capacity (Chen et al., 2016; Aksoy et al., 2024). However, rising labor costs, stricter environmental requirements, and competition from other emerging economies have gradually eroded this cost-based advantage, prompting many textile firms to explore digital transformation as a way to strengthen marketing capability and expand into international markets. The textile sector is a particularly suitable context for this shift, since its products are standardized enough for online display and sale, yet still require effective buyer–seller communication around quality, design, and customization.

Gaoyang County, Hebei Province—known for producing towels and other textile products—has developed into an important textile manufacturing cluster with a relatively complete industrial chain. While the cluster provides shared suppliers, a skilled labor pool, and knowledge diffusion among firms, many enterprises still rely heavily on traditional export channels, and the adoption of digital marketing tools such as cross-border e-commerce, social media promotion, and digital customer relationship management remains uneven. This variation makes it possible to examine how differences in digital marketing capability relate to differences in export performance. Yongliang Textile, a representative firm in this cluster, has gradually combined its traditional manufacturing strengths with digital marketing approaches such as cross-border e-commerce and online customer engagement, making it a suitable case for this study.

Importantly, the relationship between digital marketing capability and export performance should be understood not as an automatic outcome of technology adoption, but as the result of how effectively firms build and apply the underlying capabilities. Against this background, this study examines how digital marketing capability affects the export performance of textile enterprises, using Yongliang Textile as a representative case, in order to generate findings that are both theoretically meaningful and practically useful for traditional manufacturing firms pursuing digital transformation.

1.2 Questions of the Study

Although digital marketing has become increasingly important in international trade, there is still limited understanding of how specific dimensions of digital marketing capability affect the export performance of traditional manufacturing enterprises. Much of the existing research treats digital marketing as a broad concept or focuses on technology-oriented and large firms, leaving a gap in knowledge regarding small and medium-sized enterprises in conventional industries such as textiles. In the case of Gaoyang County, many textile firms have adopted digital tools to varying degrees, but it remains unclear which capabilities contribute most strongly to improved export outcomes. This uncertainty makes it difficult for firms to allocate their limited resources effectively when pursuing digital transformation.

This study addressed the following research questions:

1. What is the effect of social media marketing capability on export performance?
2. What is the effect of cross-border e-commerce operation capability on export performance?
3. What is the effect of digital customer relationship management capability on export performance?

By answering these questions, the study sought to clarify the relative importance of each capability dimension and to provide guidance for textile enterprises that wish to strengthen their export performance through targeted investments in digital marketing.

1.3 Objectives of the Study

Based on the research background and the problem identified above, this study formulated three specific objectives. These objectives focused on examining the relationship between each dimension of digital marketing capability and export

performance in the context of Yongliang Textile.

1. To examine the impact of social media marketing capability on Yongliang Textile's export performance.
2. To examine the impact of cross-border e-commerce operation capability on Yongliang Textile's export performance.
3. To examine the impact of digital customer relationship management capability on export performance.

Through the pursuit of these objectives, the study aimed not only to test whether each capability has a significant effect, but also to compare the magnitude of these effects so that practical priorities can be established.

1.4 Scope of the Study

This study employed a quantitative research method to explore the relationship between digital marketing capabilities and export performance. The study took Yongliang Textile, a representative textile enterprise located in Gaoyang County, Hebei Province, China, as a case. Gaoyang County is a recognized important textile industry cluster, renowned for the production of towels and other textile products. Yongliang Textile has gradually integrated digital marketing into its business operations, such as promoting products through social media platforms and expanding its overseas customer base through cross-border e-commerce channels. Therefore, the company provides a suitable case study for examining how digital marketing capabilities impact the export performance of traditional manufacturing enterprises.

The conceptual scope of this study was limited to three dimensions of digital marketing capability: social media marketing capability, cross-border e-commerce operation capability, and digital customer relationship management capability. These three dimensions were chosen because they are most directly relevant to the export activities of textile enterprises and are supported by prior research as important components of digital marketing capability. Other potential dimensions, such as search engine marketing or mobile marketing, were acknowledged but not examined in detail, as they are less central to the export context of the firms under study. Export performance was treated as the dependent variable and was examined as a perceptual, multidimensional outcome rather than a single financial figure.

Regarding data collection, this study employed a questionnaire survey to gather primary data. The questionnaire was developed based on the research variables identified in the conceptual framework, including social media marketing capability,

cross-border e-commerce operation capability, digital customer relationship management capability, and export performance.

The target respondents for this survey included managers, marketing personnel, and employees involved in export-related activities at Yongliang Textile, drawn from departments across the company's subsidiaries, including international trade, marketing, e-commerce operations, customer service, sales, and management. A total of 300 questionnaires were distributed out of an eligible population of approximately 500 employees, and the valid questionnaires collected were used for subsequent statistical analysis. The scope was therefore concentrated on a single enterprise, which provided depth and contextual relevance while limiting the direct generalizability of the findings to other firms.

1.5 Research Significance

This study examined the impact of digital marketing capability on the export performance of textile enterprises, using Yongliang Textile in Gaoyang County as the research case. The analysis focused on three dimensions of digital marketing capability, namely social media marketing capability, cross-border e-commerce operation capability, and digital customer relationship management capability. The significance of this study can be discussed from both theoretical and practical perspectives, each of which contributes to a fuller understanding of the role of digital marketing in the internationalization of traditional manufacturing firms.

Theoretical Significance

First, this study added to the existing literature on digital marketing capability by shifting attention to traditional manufacturing enterprises. Much of the current research has concentrated on large firms, internet-based businesses, or technology-oriented industries, while relatively less attention has been paid to small and medium-sized enterprises in traditional sectors. By focusing on textile enterprises, this study extended the discussion of digital marketing capability to a more conventional manufacturing context and helps broaden the applicability of related theories. Traditional manufacturing firms differ from technology-oriented firms in important ways, including their resource constraints, organizational routines, and the nature of their customer relationships, and examining such firms therefore enriches the theoretical understanding of how digital marketing capability operates across different settings.

Second, this study contributes to a more detailed understanding of the relationship between digital marketing capability and export performance. Previous studies have

often examined digital marketing as a broad concept, with limited attention to its internal dimensions. In contrast, this study divides digital marketing capability into three specific aspects and examines their effects on export performance separately, making it possible to identify how different dimensions may influence export outcomes in different ways. This disaggregated approach provides a more nuanced picture than studies that treat digital marketing capability as a single undifferentiated construct, and it allows for the comparison of the relative importance of each dimension.

Third, this study integrated the Resource-Based View and the Dynamic Capability Theory to interpret its findings. By grounding the analysis in these complementary theoretical perspectives, the study linked the empirical results to a broader body of strategic management theory. The Resource-Based View helps explain why digital marketing capability can serve as a source of competitive advantage, while Dynamic Capability Theory helps explain how firms adapt and reconfigure their capabilities in response to a rapidly changing digital environment. The combination of these perspectives offers a richer theoretical lens through which to understand the role of digital marketing capability in export performance.

Fourth, this study provides empirical evidence from a case-based quantitative setting. By taking Yongliang Textile as the research context and combining questionnaire data with statistical analysis, the study is able to identify the relative importance of different digital marketing capabilities in explaining export performance, retaining the practical relevance of a real enterprise case while strengthening the reliability of its conclusions through empirical testing. This methodological approach bridges the gap between purely conceptual discussions and purely statistical studies that lack contextual grounding.

Practical Significance

First, for Yongliang Textile, the findings provide a useful reference for improving its current digital marketing practices and support the optimization of export-related strategies. By understanding which capabilities have the greatest impact on export performance, the company can prioritize its investments and managerial attention accordingly, rather than spreading limited resources thinly across all digital activities.

Second, the study is also relevant to other textile enterprises in Gaoyang County and similar industrial clusters that share comparable industrial backgrounds, export conditions, and development challenges. Since firms within a cluster often face similar competitive pressures and have access to similar resources, the lessons drawn from this

study may be transferable to neighboring enterprises seeking to strengthen their international competitiveness through digital transformation.

Third, the study provides useful implications for policymakers and industry associations concerned with the digital transformation of traditional manufacturing industries. Understanding which capabilities matter most can inform the design of training programs, support services, and infrastructure investments aimed at helping clusters of small and medium-sized enterprises upgrade their digital marketing capabilities. Finally, from a broader perspective, this study provides insight into how traditional manufacturing enterprises in China can strengthen their international competitiveness through digital transformation, contributing to the wider policy discussion on industrial upgrading and the digital economy.

1.6 Definition of Terms

Digital Marketing Capability

Digital Marketing Capability refers to an enterprise's ability to use digital technologies and internet platforms for marketing activities such as communication, brand promotion, customer interaction, and sales support. In this study, it is conceptualized as a multidimensional construct comprising Social Media Marketing Capability, Cross-border E-commerce Operation Capability, and Digital Customer Relationship Management Capability, reflecting how firms use digital tools to expand into international markets.

Social Media Marketing Capability

Social Media Marketing Capability refers to an enterprise's ability to use social media platforms for product promotion, brand communication, and customer interaction (Varela-Neira et al., 2023). For textile exporters, it involves maintaining accounts on international platforms, producing culturally appropriate content, and responding promptly to overseas customers, offering a low-cost channel to reach buyers and adapt messaging across markets.

Cross-border E-commerce Operation Capability

Cross-border E-commerce Operation Capability refers to an enterprise's ability to manage export-related activities through digital trade platforms, including product listing, order processing, logistics coordination, and online customer service (Cassia & Magno, 2022). This capability reduces dependence on intermediaries and requires firms to coordinate marketing, logistics, payments, and after-sales support across different

time zones and markets.

Digital Customer Relationship Management Capability

Digital Customer Relationship Management Capability refers to an enterprise's ability to systematically manage overseas customer information through digital tools to maintain relationships and improve customer value (Trainor et al., 2014). It includes customer data recording, classification, personalized communication, and analytics to identify key customers, helping firms build trust, sustain repeat business, and differentiate themselves in international markets.



Chapter 2 Literature Review

2.1 Introduction

This chapter reviews the literature relevant to this study in order to establish its theoretical foundation and clarify the relationships among the research variables.

For small and medium-sized enterprises in particular, digital technologies have created new opportunities to reach overseas customers at lower cost and with greater flexibility. As a result, the relationship between digital marketing capability and export performance has attracted increasing attention in the fields of international business and marketing (Sultoni et al., 2022; Chang et al., 2024). Researchers have examined this relationship from a variety of perspectives, including the strategic management view that emphasizes firm resources and capabilities, the marketing view that focuses on customer engagement and brand building, and the international business view that highlights the challenges of operating across national borders. These perspectives provide complementary insights and together form the conceptual foundation for the present study.

In China's textile industry, this issue is especially relevant, as the sector faces rising labor costs, intensified global competition, and changes in market demand. Gaoyang County, Hebei Province, is one of China's important textile industry clusters, and Yongliang Textile represents a typical example of such a transition, making it an appropriate case for examining how digital marketing capability affects export performance.

Accordingly, this chapter reviews prior studies related to each of the three dimensions of digital marketing capability—social media marketing capability, cross-border e-commerce operation capability, and digital customer relationship management capability—as well as export performance, the dependent variable. It also reviews the Resource-Based View and Dynamic Capability Theory, which together provide the overarching theoretical lens for interpreting the relationships examined in this study.

2.2 Social Media Marketing Capability

Social media marketing has become an increasingly important component of firms' digital marketing capability. Varela-Neira et al. (2023) emphasized that an effective social media marketing system requires formalization, human resource support, co-creation, and marketing planning. Their work suggests that social media marketing is not merely about maintaining a presence on popular platforms, but about developing an

organized system supported by dedicated personnel, clear processes, and strategic planning. This systemic view aligns with the capability-based perspective adopted in this study, which holds that the value of digital tools depends on the organizational capabilities that surround their use.

In export contexts, social media plays an important role in facilitating communication with overseas customers. Zhou and Charoensukmongkol (2024) found that social media use contributes to export sales performance by improving cross-cultural communication, implying that social media capability can enhance firms' ability to communicate effectively across national and cultural boundaries. This is particularly relevant for textile exporters, who often deal with buyers from diverse cultural and linguistic backgrounds, and for whom clear and responsive communication can be a key determinant of trust and successful transactions. Social media platforms allow firms to share rich visual content, demonstrate product quality, and respond quickly to inquiries, all of which can strengthen relationships with international buyers.

The literature also suggests that social media capability is closely related to customer relationship development. Trainor et al. (2014) introduced the notion of social CRM capability and argued that the integration of social media technologies into customer relationship management can improve relationship performance. This indicates that social media marketing and customer relationship management are not entirely separate activities, but can reinforce one another when integrated effectively. Mouratidou and Hajidimitriou (2024), in their review of digital marketing in B2B exporting firms, further noted that digital communication channels have become increasingly important in export marketing practice, helping exporters increase market exposure and improve customer interaction.

Similarly, Alarfaj (2023) found that digital export marketing strategies among SMEs are influenced by firms' digital capabilities and that stronger digital capability is associated with better strategic outcomes. This finding reinforces the view that digital capability, including social media marketing capability, is a meaningful driver of export strategy and performance. Consistent with this view, Hånell et al. (2019) and Tolstoy et al. (2022) emphasized that online and social media capabilities are central to how internationalizing SMEs develop and sustain their presence in foreign markets. Their research suggests that for smaller firms with limited resources, social media capability can partially compensate for the lack of an extensive physical presence abroad, enabling them to compete more effectively in international markets.

Taken together, the literature indicates that social media marketing capability can contribute to export performance through several mechanisms, including increased market exposure, improved cross-cultural communication, enhanced brand awareness, and strengthened customer relationships. For export-oriented textile firms such as Yongliang Textile, the development of social media marketing capability may therefore contribute positively to export performance, which provides the basis for the first hypothesis examined in this study.

Nevertheless, research on digital marketing capabilities cautions that their contribution to performance may depend on how they are integrated with other firm activities. Homburg and Wielgos (2022) show that digital marketing capabilities, including social media marketing, interact with more traditional marketing capabilities that are more directly tied to transactions and customer relationships, and that this interaction can be either complementary or substitutive depending on organizational and environmental conditions. Social media can generate awareness and interest, but converting that interest into actual export sales typically requires effective transaction processes and strong customer relationships, consistent with the social CRM perspective discussed earlier (Trainor et al., 2014). Several scholars have therefore emphasized that social media marketing capability should be viewed as one component of a broader digital marketing capability, rather than as an isolated determinant of performance. This perspective is consistent with the multidimensional conceptualization adopted in this study, and it suggests that the effect of social media marketing capability may be more modest than that of capabilities more directly tied to transactions and relationships, an expectation that is examined empirically in later chapters.

Furthermore, the effectiveness of social media marketing in export contexts is shaped by the characteristics of the platforms themselves and by the behavior of international buyers. Cartwright et al. (2021), in their systematic review of B2B social media use, note that firms' social media strategies need to be tailored to each platform's distinct characteristics and audience rather than applied uniformly. Consistent with this, recent evidence from Bourguignon et al. (2025) shows that even large B2B firms use markedly different content strategies across platforms such as Facebook, LinkedIn, and Twitter/X, and that a given content strategy can drive engagement on one platform while being ineffective, or even counterproductive, on another. This implies that different markets and platforms favor different content and communication styles, and

that building social media marketing capability requires firms not only to maintain a presence on relevant platforms, but also to understand the preferences and expectations of buyers in their target markets and to tailor their content accordingly. For traditional textile firms, which may have limited prior experience with international digital communication, developing this nuanced, platform-specific understanding can be challenging and typically requires a process of experimentation and learning. Firms that invest in developing these competencies, rather than treating social media as a simple broadcasting tool, are more likely to realize benefits in terms of customer engagement and, ultimately, export performance. This reinforces the view that the value of social media lies not in mere presence but in the capability to use it strategically and adaptively.

2.3 Cross-border E-commerce Operation Capability

Cross-border e-commerce operation capability refers to a firm's ability to manage and coordinate export-related activities through online platforms, including online store management, product display, order processing, payment handling, logistics coordination, after-sales service, and platform maintenance. Compared with traditional export channels, cross-border e-commerce reduces firms' dependence on intermediaries, lowers market entry barriers, and provides more direct access to international customers (Watson et al., 2018). However, the benefits do not arise automatically; firms must develop the operational capability required to manage digital platforms efficiently. The mere adoption of a cross-border e-commerce platform does not guarantee improved performance unless the firm has the skills and processes needed to operate it effectively.

Cassia and Magno (2022) examined cross-border e-commerce as a foreign market entry mode among SMEs and found that information technology capability, international marketing capability, and export operation capability significantly affect e-commerce performance. Their study highlights that cross-border e-commerce success depends on a combination of technical, marketing, and operational competencies, rather than on any single factor. This multidimensional view of cross-border e-commerce capability is consistent with the broader capability-based perspective adopted in this study and underscores the complexity of operating successfully in digital export channels.

Cheng et al. (2019) identified several competencies required for cross-border e-commerce practice, including online trading skills, digital marketing knowledge, analytical ability, and practical problem-solving competence. These competencies suggest that cross-border e-commerce operation requires a workforce with specialized

knowledge and skills, which may be a particular challenge for traditional manufacturing firms that have historically relied on conventional trading methods. The development of such competencies often requires training, recruitment, and organizational learning, all of which take time and resources to build.

Chi et al. (2022) further found that enterprise capabilities have a significant impact on the internationalization performance of cross-border e-commerce firms. Their research provides direct evidence that firms with stronger capabilities tend to achieve better internationalization outcomes, supporting the argument that cross-border e-commerce operation capability is an important determinant of export performance. Gregory et al. (2019) similarly emphasized the importance of developing e-commerce marketing capabilities and efficiencies for enhanced performance in business-to-business export ventures, noting that such capabilities can improve both the effectiveness and the efficiency of export operations.

For traditional manufacturing firms such as textile exporters, cross-border e-commerce operation capability is increasingly important, providing an additional route to reach global customers and diversify export channels. Textile products are well suited to online sales because they can be presented through images and detailed descriptions, and because standardized products can be ordered and shipped relatively easily. Taken together, existing research suggests that firms that are able to operate digital trade platforms efficiently are generally in a stronger position to compete in foreign markets and improve export outcomes, which provides the basis for the second hypothesis examined in this study.

It is also important to recognize that cross-border e-commerce operation capability is closely connected to a firm's broader operational and logistical systems. The ability to fulfill online orders reliably depends on inventory management, production planning, quality control, and coordination with shipping and customs procedures. Weaknesses in any of these areas can undermine the benefits of a strong online presence, as delays, errors, or poor service can damage a firm's reputation and discourage repeat business. Consistent with this, Cassia and Magno (2022) found that export operations capabilities, covering activities such as order handling and logistics coordination, are a significant driver of cross-border e-commerce performance, particularly when platforms integrate payment and logistics services into their infrastructure. This suggests that cross-border e-commerce operation capability is not merely a front-end marketing function, but a comprehensive operational competence that integrates digital channels with the firm's

physical fulfillment processes. This integrated view underscores why such capability may have a substantial effect on export performance, particularly for manufacturers that must coordinate production and delivery across long distances.

In addition, the competitive environment of cross-border e-commerce platforms places ongoing demands on firms' operational capabilities. These platforms typically host large numbers of competing sellers, frequently update their rules and features, and use ranking and visibility mechanisms that reward responsive and reliable sellers. To succeed in this environment, firms must continuously monitor their performance metrics, respond promptly to customer inquiries and complaints, and adapt to changes in platform policies and consumer expectations. This dynamic dimension of cross-border e-commerce operation aligns closely with the Dynamic Capability Theory perspective, which emphasizes firms' ability to sense and respond to environmental change by continuously reconfiguring their resources and routines (Teece, Pisano, & Shuen, 1997). For traditional textile manufacturers accustomed to more stable trading relationships, developing the capacity for continuous adaptation represents a significant but necessary undertaking. Taken together, these considerations portray cross-border e-commerce operation capability as a demanding but potentially rewarding competence, one that requires sustained organizational effort and that can meaningfully enhance a firm's ability to compete and perform in international markets.

2.4 Digital Customer Relationship Management Capability

Digital customer relationship management capability refers to a firm's ability to use digital tools and data-based systems to collect, organize, analyze, and apply customer information for the purpose of developing and maintaining long-term customer relationships. Krajnc et al. (2018) examined CRM solutions in export organizations and found that CRM systems can improve the efficiency of sales processes and support customer-related decision-making, especially where firms coordinate multiple customer relationships across different countries. Their findings suggest that CRM systems are particularly valuable in export contexts, where firms must manage relationships with geographically dispersed customers who may have diverse needs and expectations.

Trainor et al. (2014) proposed the concept of social CRM capability, which integrates traditional CRM practices with social media technologies, suggesting that firms with stronger social CRM capability are better able to manage customer relationships. This integration reflects the increasingly blurred boundary between

customer relationship management and other digital marketing activities, as social media platforms become important channels for customer interaction, data collection, and relationship building. The concept of social CRM capability highlights the potential synergies among the different dimensions of digital marketing capability examined in this study.

Hoque et al. (2022) highlighted the importance of customer relationship management capability within the broader framework of dynamic marketing capability, arguing that the ability to manage customer relationships is a key constituent of a firm's capacity to adapt its marketing activities to changing conditions. Their work links customer relationship management capability to the dynamic capability perspective, suggesting that firms able to manage customer relationships effectively are also better positioned to respond to changes in their export markets. Putri and Sianipar (2025) noted that integrating big data into CRM systems can improve customer understanding and enable more personalized communication, which can be particularly valuable for export firms seeking to serve diverse customer segments across multiple markets.

For textile exporters, long-term customer relationships often determine business stability and export sustainability. Repeat orders from established buyers provide a stable revenue base, while strong relationships can lead to referrals, increased order volumes, and collaborative product development. In this sense, digital customer relationship management capability can support not only operational efficiency but also relational continuity in overseas markets. The ability to remember customer preferences, anticipate needs, and maintain regular communication can help firms differentiate themselves from competitors and build loyalty among international buyers.

For Yongliang Textile, improved digital customer management may help strengthen customer loyalty and thereby contribute to export performance. By systematically managing customer information and maintaining consistent communication through digital channels, the company may be able to retain existing customers, identify opportunities for additional sales, and respond more effectively to customer needs. This reasoning provides the basis for the third hypothesis examined in this study, which proposes that digital customer relationship management capability has a significant positive effect on export performance.

Consistent with the complementarity effects that Homburg and Wielgos (2022) documented among digital marketing capabilities, digital customer relationship management capability can be expected to act as a foundation that enhances the value

of other digital marketing activities. When a firm maintains accurate and detailed customer records, it can target its social media communication more effectively and personalize the service it provides through e-commerce channels. In this way, customer relationship management can amplify the returns from investments in social media marketing and cross-border e-commerce, creating synergies among the three dimensions of digital marketing capability. This interconnectedness highlights the central role that customer relationship management may play within an integrated digital marketing strategy, and it provides a theoretical rationale for expecting this capability to have a particularly strong association with export performance among firms that depend heavily on long-term customer relationships.

2.5 Export Performance

Export performance refers to the outcomes that firms achieve through their export activities. Shoham (1998) argued that it should be understood as a multidimensional concept rather than a single outcome indicator, emphasizing that export success cannot be fully captured by sales figures alone. This multidimensional view recognizes that export performance involves financial outcomes, strategic objectives, and managerial satisfaction, all of which contribute to a comprehensive assessment of how well a firm is performing in international markets. Relying solely on a single financial measure may therefore provide an incomplete picture of a firm's export success.

Zou et al. (1998) developed the EXPERF scale, which includes financial export performance, strategic export performance, and satisfaction with export ventures, and remains one of the most widely used measures in export performance research. The EXPERF scale has been applied in numerous studies across different industries and countries, and its multidimensional structure has become a standard reference point in the field. The scale's emphasis on perceptual measures is particularly useful in contexts where objective financial data may be difficult to obtain, such as surveys of small and medium-sized enterprises, which often makes perceptual measures the most practical approach for empirical research.

Subsequent studies have focused on identifying the determinants of export performance. Chen et al. (2016) found that firm capabilities consistently emerge as one of the most important determinants of export outcomes (Vorhies & Morgan, 2005; Morgan et al., 2012). Their comprehensive review of the export performance literature highlights the central role of firm-level capabilities, as opposed to external factors alone, in explaining differences in export success. This emphasis on capabilities aligns closely

with the focus of the present study on digital marketing capability as a determinant of export performance.

From the perspective of the Dynamic Capability Theory, Dayangan and Aykol (2026) argued that higher-order organizational capabilities are particularly relevant to export performance, suggesting that firms able to sense opportunities, seize them, and reconfigure their resources accordingly are better positioned to succeed in export markets. Aksoy et al. (2024) also identified capability-related themes as one of the most important streams in the field, based on their comprehensive bibliometric analysis of the export performance literature. Together, these studies confirm that capabilities, including digital marketing capability, are a key focus of contemporary export performance research.

The literature also offers guidance on how export performance should be measured in empirical research. Katsikeas, Leonidou, and Morgan (2000), in their comprehensive review of export performance measurement, note that scholars have long debated the relative merits of objective and subjective measures. Objective measures, such as export sales volume, export intensity, or profit margins, offer precision but are often difficult to obtain, especially from small and medium-sized enterprises that may be reluctant to disclose sensitive financial data or that may not maintain detailed records. Subjective or perceptual measures, by contrast, ask respondents to assess their firm's export performance relative to expectations, competitors, or past performance. Dess and Robinson (1984) found that managers' subjective assessments of firm performance correlate closely with objective indicators, and subsequent export performance research has widely accepted perceptual measures on this basis, particularly when the research focuses on the relationships among variables rather than on absolute performance levels. Given the characteristics of the firms studied here and the focus of this research on the relationship between capabilities and performance, perceptual measures of export performance are well suited to the objectives of this study, a choice that is consistent with much of the prior literature.

More recent research has begun to examine how digital capabilities specifically influence export performance. As international trade increasingly moves online, the determinants of export performance have expanded to include a firm's ability to operate effectively in digital channels. Luu (2023) found that digital transformation enhances export performance through the development of firm digital capabilities, which mediate the relationship between transformation efforts and improved outcomes. This stream of

research suggests that digital marketing capability is not merely an additional determinant alongside traditional factors, but may be becoming a central one, as the competitive landscape shifts toward digital modes of communication, transaction, and relationship management. This study contributes to this emerging body of work by examining how three specific dimensions of digital marketing capability relate to export performance in a traditional manufacturing setting.

In this study, export performance is treated as the dependent variable and is measured through respondents' perceptions of export sales growth, international market expansion, customer development, and overall export success. This approach is consistent with prior research and is suitable for the context of SMEs in traditional manufacturing industries, where objective and detailed financial data may not be readily available. The use of perceptual measures allows the study to capture a broad assessment of export performance from the viewpoint of those directly involved in export activities, while remaining practical and feasible for data collection.

2.6 Resource-Based View and Dynamic Capability Theory

This study is mainly grounded in the Resource-Based View (RBV) and the Dynamic Capability Theory. The RBV argues that firms gain sustainable competitive advantage from resources and capabilities that are valuable, rare, difficult to imitate, and not easily substitutable (Wernerfelt, 1984; Barney, 1991). From this perspective, digital marketing capability can be regarded as a strategic organizational resource. Because digital marketing capability is built through accumulated experience, organizational learning, and the integration of multiple skills and processes, it is difficult for competitors to replicate quickly, which gives it the potential to serve as a source of sustainable competitive advantage.

The RBV provides a useful framework for understanding why firms with similar access to digital tools may achieve different export outcomes. According to this view, it is not the possession of resources alone that matters, but the firm's ability to deploy and combine those resources effectively. In the context of digital marketing, two firms may both use the same social media platforms and e-commerce systems, yet one may achieve far better results because it has developed superior capabilities in content creation, customer engagement, and operational coordination. The RBV thus helps explain the variation in export performance observed among firms within the same industry or cluster.

The Dynamic Capability Theory extends the RBV by emphasizing firms' ability to

integrate, build, and reconfigure resources in response to environmental change (Teece et al., 1997; Eisenhardt & Martin, 2000). While the RBV focuses on the static value of resources, The Dynamic Capability Theory addresses how firms adapt their resource base over time. This is particularly relevant in the digital economy, where technologies, platforms, customer preferences, and competitive conditions change rapidly. Firms that can sense emerging opportunities, seize them by adjusting their digital marketing activities, and reconfigure their capabilities accordingly are better able to maintain their competitiveness over time.

In the digital economy, where technologies, customer preferences, and market conditions change quickly, digital marketing capability reflects not only a resource base but also an adaptive capability. The ability to continuously update content, adopt new platform features, respond to shifting customer expectations, and learn from data analytics represents a dynamic capability that enables firms to remain effective in changing environments. For export-oriented textile firms, this adaptive dimension is especially important, as international markets and digital channels evolve continuously and require ongoing adjustment.

By combining the two perspectives, this study sought to explain how digital marketing capability functions as an internal source of competitive advantage for export-oriented textile firms. The Resource-Based View explains why digital marketing capability can generate advantage, while the Dynamic Capability Theory explains how firms develop and renew this capability in response to a changing environment. Together, these theories provide a coherent framework for interpreting the empirical relationships examined in this study and for understanding the broader significance of digital marketing capability in the internationalization of traditional manufacturing firms.

The combination of these two theoretical perspectives is particularly appropriate for the study of digital marketing capability because this capability embodies both static and dynamic elements. On the one hand, digital marketing capability represents an accumulated stock of skills, knowledge, and organizational routines that can serve as a valuable and difficult-to-imitate resource, in line with the Resource-Based View. On the other hand, the digital environment in which this capability operates is characterized by rapid and continuous change, requiring firms to constantly update and reconfigure their capability in response to new platforms, tools, and customer expectations, in line with the Dynamic Capability Theory. Neither perspective alone fully captures the

nature of digital marketing capability; the Resource-Based View explains its potential as a source of advantage, while the Dynamic Capability Theory explains the ongoing effort required to sustain that advantage over time. By integrating the two, this study was able to account both for why digital marketing capability matters and for how firms must continually work to maintain its value, providing a richer and more complete theoretical foundation for the empirical analysis that follows.

2.7 Conceptual Framework

Based on the above literature review, this study developed a conceptual framework to examine the relationship between digital marketing capability and export performance in the context of textile enterprises. In this framework, Social Media Marketing Capability, Cross-border E-commerce Operation Capability, and Digital Customer Relationship Management Capability are treated as independent variables, while Export Performance is treated as the dependent variable. The framework reflects the central argument of this study, namely that each dimension of digital marketing capability contributes positively to export performance, and that the relative importance of these dimensions can be compared empirically. The conceptual framework of this study is shown in Figure 2.1.

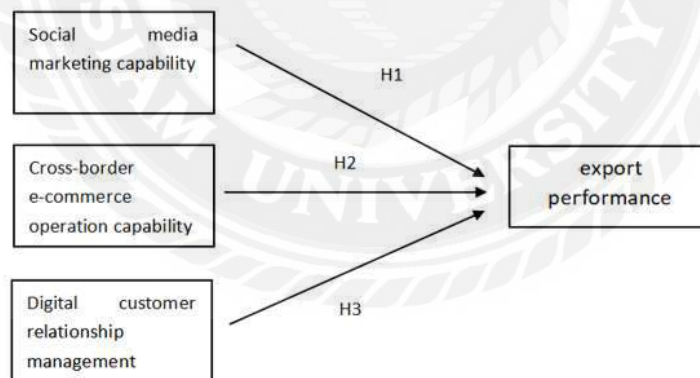


Figure 2.1 Conceptual Framework

The framework is grounded in the Resource-Based View and the Dynamic Capability Theory, which together suggest that digital marketing capability is a valuable, difficult-to-imitate organizational capability that can be adapted to changing conditions and that contributes to superior export performance. The three hypotheses derived from this framework are formally stated in Chapter 3, where the research

methodology is described in detail.



Chapter 3 Research Methods

3.1 Research Design

This study adopted a quantitative, cross-sectional research design that follows a deductive logic, moving from theory to hypotheses to empirical testing. The design was grounded in the Resource-Based View (RBV) and the Dynamic Capability Theory reviewed in Chapter 2. The RBV holds that valuable, rare, and difficult-to-imitate resources and capabilities are a source of sustained competitive advantage (Barney, 1991; Wernerfelt, 1984), while the Dynamic Capability Theory extends this view by emphasizing firms' ability to build, integrate, and reconfigure their capabilities in response to a changing environment (Teece, et al., 1997; Eisenhardt & Martin, 2000). Together, these two theoretical models justify treating digital marketing capability as a firm-level capability composed of distinct dimensions, and they provide the rationale for testing whether each of the three dimensions—Social Media Marketing Capability, Cross-border E-commerce Operation Capability, and Digital Customer Relationship Management Capability—independently and significantly explains variation in Export Performance across firms.

Guided by this theoretical model, data were collected through a structured questionnaire using a five-point Likert scale and analyzed using SPSS, through descriptive statistics, reliability and validity analysis, correlation analysis, and multiple regression analysis. It should be acknowledged that the focus on a single enterprise places certain boundaries on the scope of the findings. Because all respondents were drawn from Yongliang Textile, the results reflect the specific characteristics, management practices, and organizational context of this firm, and may not fully represent other textile enterprises operating under different conditions. While this focus enhances the depth and relevance of the study within its chosen context, it also implies that the findings should be generalized to other firms with caution. This consideration is taken into account in the interpretation of the results and is reflected in the suggestions for future research, which call for studies involving a broader range of enterprises.

3.2 Population and Sample

The population of this study consisted of employees and managers within Yongliang Textile who were involved in export business, marketing activities, cross-border e-commerce operations, and customer relationship management, including staff

from departments such as international trade, marketing, e-commerce operations, customer service, sales, and management across the company's subsidiaries. In total, the population meeting these criteria comprised approximately 500 employees. These respondents are considered appropriate because they are expected to have relevant knowledge of the firm's digital marketing practices and export activities, being directly involved in or closely familiar with these activities.

This study adopted purposive sampling, which is appropriate because the study requires respondents who are familiar with digital marketing activities and export operations. Purposive sampling, a form of non-probability sampling, allows the researcher to deliberately select respondents who possess the relevant knowledge and experience needed to provide meaningful responses. While this sampling method limits the statistical generalizability of the findings, it ensures that the data are collected from informed respondents, which improves the quality and relevance of the responses for the specific research questions of this study.

3.3 Hypothesis

H1: Social Media Marketing Capability has a significant positive effect on Export Performance.

H2: Cross-border E-commerce Operation Capability has a significant positive effect on Export Performance.

H3: Digital Customer Relationship Management Capability has a significant positive effect on Export Performance.

3.4 Research Instrument

The research instrument used in this study is a structured questionnaire designed to collect quantitative data regarding the relationship between digital marketing capability and Export Performance. The questionnaire was developed based on the conceptual framework and on measurement items adapted from prior research, with appropriate modifications to fit the context of textile enterprises in Gaoyang County. The use of items adapted from established studies helped to ensure the content validity of the instrument, while the contextual modifications improve its relevance to the specific population under study.

The questionnaire consists of two parts. The first part collects respondents' demographic information, including gender, age, education level, department, position, and work experience. This information provides background on the characteristics of

the respondents and helps to describe the sample. The second part consists of measurement items corresponding to the four research variables, all measured using a five-point Likert scale where 1 = Strongly Disagree and 5 = Strongly Agree. Each variable is measured by four items, resulting in a total of sixteen items in the main part of the questionnaire. The questionnaire items are shown in Table 3.1.

Table 3.1 Questionnaire Design

No.	Variable	Measurement Dimension
1-4	Social Media Marketing Capability	Effective use of social media to promote products, interact with foreign customers, enhance brand awareness, and plan marketing activities.
5-8	Cross-border E-commerce Operation Capability	Effective management of product listings, order processing, logistics coordination, and timely online customer service.
9-12	Digital Customer Relationship Management Capability	Recording customer information, analyzing customer needs, maintaining digital communication, and providing personalized service.
13-16	Export Performance	Steady export sales growth, overseas market expansion, foreign customer acquisition, and overall export satisfaction.

Before the survey, the questionnaire was reviewed to ensure that the items were clear, relevant, and easy to understand. Items were phrased in straightforward language to minimize the risk of misinterpretation, and care was taken to ensure that each item corresponded clearly to its intended construct. The five-point Likert scale was chosen because it offers a balance between providing sufficient response options and remaining simple for respondents to use, and because it produces data suitable for the statistical analyses employed in this study.

3.5 Data collection

A total of 300 questionnaires were distributed to relevant employees and managers within Yongliang Textile, representing a substantial proportion of the eligible population of approximately 500 employees. After checking the returned questionnaires, incomplete and invalid responses were excluded, and 200 valid

questionnaires were used for the analysis. This number of responses was sufficient for the statistical tests carried out in this study. A sample size of 200 is generally considered adequate for the reliability analysis, correlation analysis, and multiple regression analysis used in this study, and it provides a reasonable basis for drawing conclusions about the relationships among the variables within the studied context.

The process of data collection was designed to maximize the quality and relevance of the responses. Before distributing the questionnaires, the purpose of the study was explained to potential respondents, and they were assured that their responses would be kept confidential and used only for academic purposes. This assurance was intended to encourage honest and thoughtful responses. The questionnaires were distributed to respondents who met the criteria of familiarity with the firm's digital marketing and export activities, ensuring that the data reflected informed perspectives. Responses that were incomplete, inconsistent, or showed signs of inattentive completion were removed during the data screening process, which helped to improve the overall quality of the dataset used in the analysis.

3.6 Data Analysis

For the quantitative data collected from the questionnaires, several statistical methods were used. First, descriptive statistics were used to summarize the data and present the general level of the research variables, including mean values and standard deviations. Descriptive statistics provide an overview of how respondents rated each variable and indicate the general tendencies and variability in the responses. They form the starting point of the analysis and provide context for the subsequent inferential tests.

Second, reliability analysis using Cronbach's Alpha was conducted to assess the internal consistency of the measurement items for each construct, and validity analysis, including the KMO measure and Bartlett's Test of Sphericity, was used to confirm that the data were suitable for further analysis. These steps are essential for ensuring that the measurement instrument is sound before examining the substantive relationships among the variables.

Finally, multiple regression analysis was used to test the research hypotheses and to examine whether the three dimensions of digital marketing capability had significant effects on Export Performance. Multiple regression allows the simultaneous examination of all three independent variables, providing estimates of their individual contributions as well as the overall explanatory power of the model. The standardized

regression coefficients were used to compare the relative importance of the three capability dimensions. All quantitative data were analyzed using SPSS statistical software, which is widely used in social science research and provides the full range of analytical techniques required for this study.

The choice of this sequence of analytical methods reflects established practice in quantitative research and ensures that each step builds logically on the previous one. Descriptive statistics provide an initial understanding of the data; reliability and validity analyses establish that the measurement instrument is sound; correlation analysis offers a preliminary view of the relationships among the variables; and regression analysis provides a rigorous test of the hypotheses while accounting for the simultaneous influence of all three independent variables. This layered approach helps to ensure that the conclusions drawn from the study are well founded. In interpreting the results, attention was paid to both statistical significance, which indicates whether an observed relationship is unlikely to have arisen by chance, and the magnitude of the coefficients, which indicates the practical importance of each relationship. By considering both aspects, the analysis aims to provide findings that are not only statistically valid but also meaningful for understanding the role of digital marketing capability in export performance.

3.7 Reliability and Validity Analysis of the Scale

3.7.1 Reliability Analysis of the Scale

Reliability analysis is used to examine the internal consistency of the measurement scale, that is, the extent to which the items measuring a particular construct produce consistent results. In this study, Cronbach's Alpha coefficient was used as the main indicator of reliability. Cronbach's Alpha ranges from 0 to 1, with higher values indicating greater internal consistency. A value of 0.70 is commonly cited as a threshold for acceptable reliability, although somewhat lower values are often regarded as acceptable in exploratory research. The results of the reliability analysis are shown in Table 3.2.

Table 3.2 Reliability Analysis

Construct	Number of Items	Cronbach's Alpha
Social Media Marketing Capability	4	0.690
Cross-border E-commerce Operation Capability	4	0.669

Digital Customer Relationship Management Capability	4	0.639
Export Performance	4	0.588

As shown in Table 3.2, the Cronbach's Alpha values for the four constructs range from 0.588 to 0.690. Although several values are slightly below the commonly recommended threshold of 0.70, they remain acceptable for exploratory research in social science studies, particularly when each construct is measured by a relatively small number of items. Since the number of items per construct is limited to four in this study, somewhat lower alpha values are not unexpected, as Cronbach's Alpha tends to increase with the number of items. Therefore, the measurement scale used in this study is considered acceptable for further analysis.

3.7.2 Validity Analysis of the Scale

Validity analysis is used to examine whether the questionnaire items adequately represent the intended constructs. In this study, factor analysis was used to assess construct validity. Before factor analysis, the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity are used to determine whether the dataset is suitable for factor analysis. The KMO measure indicates the proportion of variance among the variables that might be common variance, with values above 0.70 generally considered good, while Bartlett's Test of Sphericity tests whether the correlation matrix is significantly different from an identity matrix. The results are presented in Table 3.3.

Table 3.3 Validity Analysis

Test	Value
KMO Measure	0.804
Bartlett's Chi-Square	648.532
df	120
Sig.	0.000

The KMO value of 0.804 indicates good sampling adequacy, suggesting that the data are well suited for factor analysis. In addition, Bartlett's Test of Sphericity is statistically significant, with a significance value of 0.000, which means that the correlation matrix is significantly different from an identity matrix and that there are sufficient correlations among the items to proceed with factor analysis. Together, these results confirm that the dataset is appropriate for factor analysis and provide a sound

basis for assessing construct validity.

Overall, the reliability and validity analysis suggests that the measurement scale used in this study is acceptable for analyzing the relationship between digital marketing capability and Export Performance. Although some reliability values are slightly below the conventional threshold, the KMO and Bartlett's Test results confirm that the data are suitable for the intended analysis, and the overall measurement quality is considered adequate for the purposes of this study.



Chapter 4 Findings and Discussion

4.1 Findings

This chapter presents the empirical results of the study based on the questionnaire survey. A total of 200 valid questionnaires were collected and analyzed using SPSS statistical software. The analysis focuses on the relationship between Social Media Marketing Capability, Cross-border E-commerce Operation Capability, Digital Customer Relationship Management Capability, and Export Performance. The findings are presented in a logical sequence, beginning with descriptive statistics, followed by regression analysis

4.1.1 Descriptive Statistics Analysis of Variables

Descriptive statistics were used to show the general level of the four main variables. The mean values indicate the average level of agreement among respondents, while the standard deviations indicate the degree of variation in the responses. Examining these statistics provides an initial understanding of how respondents perceive the firm's digital marketing capabilities and export performance. The results are presented in Table 4.1.

Table 4.1 Descriptive Statistics Analysis of respondents

Variable	Mean	Std. Deviation
Social Media Marketing Capability	3.52	0.61
Cross-border E-commerce Operation Capability	3.50	0.58
Digital Customer Relationship Management Capability	3.49	0.56
Export Performance	4.06	0.52

As presented in Table 4.1, all four variables scored above the midpoint of the five-point scale, indicating generally positive perceptions among respondents. Among them, Export Performance received the highest mean score of 4.06, which shows that respondents were relatively satisfied with the company's export outcomes. The three capability dimensions received mean scores between 3.49 and 3.52, suggesting that respondents perceived the firm's digital marketing capabilities as moderate to good but with room for further improvement. The relatively small standard deviations indicate that responses were fairly consistent across respondents, without extreme variation.

The descriptive statistics suggest that while the firm performs well in terms of export outcomes, its digital marketing capabilities are perceived as somewhat less

developed. This pattern is consistent with the characterization of the firm as a traditional manufacturer that is gradually building its digital marketing capabilities. The gap between the relatively high export performance score and the more moderate capability scores may indicate that there is potential to further improve export outcomes by strengthening digital marketing capabilities, a possibility that is explored in the hypothesis testing that follows.

It is also instructive to compare the mean scores of the three capability dimensions with one another. The three capabilities received very similar mean scores, ranging narrowly from 3.49 for Digital Customer Relationship Management Capability to 3.52 for Social Media Marketing Capability. This close clustering indicates that respondents perceived the firm's development across the three digital marketing dimensions to be relatively balanced, without any single dimension standing out as markedly stronger or weaker than the others at the descriptive level. This balanced profile is noteworthy because it means that the differences observed later in the regression analysis cannot be attributed simply to large differences in the underlying levels of the capabilities. Rather, even though the firm's capabilities are at comparable levels, their effects on export performance differ, which suggests that the differing effects reflect genuine differences in how each capability contributes to export outcomes rather than differences in how developed each capability is. This observation strengthens the interpretation of the regression results presented later in the chapter and highlights the importance of examining not only the level of each capability but also its specific relationship with export performance.

4.1.2 Social Media Marketing Capability and Export Performance

The first hypothesis examines whether Social Media Marketing Capability influences Export Performance. To test this hypothesis, Pearson correlation analysis and regression analysis were conducted together. The correlation analysis indicates the strength and direction of the association between the two variables, while the regression analysis indicates whether the effect remains significant when the other capability dimensions are taken into account. The results are shown in Table 4.2.

Table 4.2 Analysis Results of Social Media Marketing Capability

Variable	Correlation (r)	Beta	Sig.
Social Media Marketing Capability	0.398	0.148	0.007

Two separate statistics are reported in Table 4.2, and each answers a different

question. The Pearson correlation coefficient ($r = 0.398$) shows the simple, bivariate association between Social Media Marketing Capability and Export Performance, without controlling for the other two capabilities; a value of 0.398 falls in the moderate range and confirms that the two variables move together in a positive direction. The standardized regression coefficient ($Beta = 0.148$), by contrast, comes from the multiple regression model in which all three capability dimensions are entered together, so it isolates the effect of Social Media Marketing Capability after the influence of Cross-border E-commerce Operation Capability and Digital Customer Relationship Management Capability has been accounted for. The associated significance value of 0.007 is below the 0.05 threshold, so this remaining effect is statistically significant rather than due to chance, and the first hypothesis (H1) is therefore supported. Taken together, these results mean that Social Media Marketing Capability has a genuine, independent positive effect on Export Performance: firms that make better use of social media for product promotion, customer contact, and brand communication are more likely to perform well in overseas markets. However, the effect is the smallest of the three capabilities tested in this study ($Beta = 0.148$, compared with 0.266 and 0.273 for the other two dimensions reported in the following sections). In practical terms, this indicates that while social media marketing capability meaningfully contributes to export performance, its contribution is more modest than that of capabilities more directly tied to transaction execution and customer relationships, a pattern that is examined further in Section 4.1.5.

4.1.3 Cross-border E-commerce Operation Capability and Export Performance

The second hypothesis concerns the role of Cross-border E-commerce Operation Capability. As with the first hypothesis, correlation analysis and regression analysis were conducted together to test the relationship. The results are shown in Table 4.3.

Table 4.3 Analysis Results of Cross-border E-commerce Operation Capability

Variable	Correlation (r)	Beta	Sig.
Cross-border E-commerce Operation Capability	0.484	0.266	0.000

The correlation coefficient is 0.484, higher than that for Social Media Marketing Capability, indicating a stronger positive association with Export Performance. The standardized coefficient is 0.266 with a significance value of 0.000, confirming a significant positive effect, and the second hypothesis is supported. Firms with stronger

capability in platform operation, order processing, logistics coordination, and online customer service are more likely to achieve better export results. This finding suggests that cross-border e-commerce operation capability plays a substantial role in determining export performance, reflecting its direct connection to the execution of export transactions.

4.1.4 Digital Customer Relationship Management Capability and Export Performance

The third hypothesis tests the relationship between Digital Customer Relationship Management Capability and Export Performance. The same analytical approach was applied, and the results are shown in Table 4.4.

Table 4.4 Analysis Results of Digital Customer Relationship Management Capability

Variable	Correlation (r)	Beta	Sig.
Digital Customer Relationship Management Capability	0.479	0.273	0.000

The correlation coefficient is 0.479, and the standardized coefficient is 0.273 with a significance level of 0.000. Among the three independent variables, this variable has the highest beta value, indicating that Digital Customer Relationship Management Capability has the strongest effect on Export Performance, and the third hypothesis is supported. Firms that are better at recording customer information, understanding customer needs, maintaining communication, and offering targeted service appear to have a stronger position in export business. This result highlights the central importance of customer relationship management in sustaining and expanding export activities, particularly in an industry where long-term relationships and repeat orders are often critical to business success.

4.1.5 Comparison of Influencing Factors for Regression and Coefficients

To compare the relative importance of the three independent variables, the standardized regression coefficients were placed side by side. Standardized coefficients are particularly useful for comparison because they express the effect of each variable on a common scale, allowing a direct assessment of which variable has the greatest influence on Export Performance. The comparison is presented in Table 4.5.

Table 4.5 Comparison of Regression Coefficients

Variable	Beta
Social Media Marketing Capability	0.148
Cross-border E-commerce Operation Capability	0.266
Digital Customer Relationship Management Capability	0.273

The comparison makes the order clear. Digital Customer Relationship Management Capability ranks first with a coefficient of 0.273, followed closely by Cross-border E-commerce Operation Capability at 0.266, while Social Media Marketing Capability has the smallest effect at 0.148. This suggests that, in this specific business context, customer management and e-commerce operations are more directly connected with export results than social media activities alone. The close values for the first two variables indicate that both customer relationship management and e-commerce operations are highly important, while the smaller value for social media marketing suggests that its contribution, although significant, is more supportive than decisive in this context.

It is worth noting that the ranking based on standardized regression coefficients differs slightly from the ranking that would emerge from the simple correlation coefficients alone. In the correlation analysis, Cross-border E-commerce Operation Capability showed the highest correlation with export performance at 0.484, marginally above Digital Customer Relationship Management Capability at 0.479. In the regression analysis, however, which accounts for the simultaneous influence of all three variables, Digital Customer Relationship Management Capability emerges with the highest standardized coefficient. This shift illustrates the value of multiple regression in disentangling the unique contribution of each variable when the predictors are themselves correlated. Because the three capability dimensions are related to one another, examining them in isolation can overstate or understate their individual effects; the regression analysis provides a more accurate picture of each capability's distinct contribution once the others are taken into account. The fact that digital customer relationship management capability retains the strongest effect in the regression model reinforces the conclusion that it is the most influential of the three dimensions in this context, and it lends additional confidence to the interpretation of the results.

4.1.6 Regression Model

All three independent variables were entered into one regression model to see how much of Export Performance could be explained jointly. The overall model provides an indication of the combined explanatory power of the three capability dimensions and

confirms whether the model as a whole is statistically significant. The results are shown in Table 4.6.

Table 4.6 Regression Model

R	R Square	Adjusted R Square	F	Sig.
0.595	0.354	0.344	35.82	0.000

The model is statistically significant, with $F = 35.82$ and $p = 0.000$, indicating that the three independent variables jointly have a significant effect on Export Performance. The R Square value of 0.354 means that the three variables together explain 35.4% of the variation in Export Performance. This shows that digital marketing capability accounts for an important part of export performance, although export outcomes are also shaped by other factors not included in the present model, such as product quality, pricing, macroeconomic conditions, and competitive dynamics. The adjusted R Square of 0.344, which accounts for the number of predictors in the model, is close to the R Square value, suggesting that the model is not overfitted and that the explanatory power is robust.

The proportion of variance explained by the model deserves further interpretation. An R Square of 0.354 is generally considered meaningful in social science research, where the outcomes of interest are typically influenced by a wide range of factors. The fact that three dimensions of digital marketing capability together account for more than a third of the variation in export performance underscores the substantial role that digital marketing plays in shaping export outcomes for the firms studied. At the same time, the remaining unexplained variance indicates that export performance is a complex phenomenon that cannot be attributed to digital marketing capability alone. Factors such as the quality and competitiveness of the firm's products, its pricing strategy, the strength of its traditional trading relationships, the characteristics of its target markets, and broader economic conditions all contribute to export success. This observation reinforces the view that digital marketing capability should be regarded as one important component of a firm's overall export strategy, working in conjunction with other resources and capabilities rather than as a standalone determinant of performance.

Taken together, the results of the hypothesis testing provide consistent support for the conceptual framework developed in this study. All three dimensions of digital marketing capability are significantly and positively associated with export

performance, and the relative magnitudes of their effects form a clear and interpretable pattern. These empirical findings set the stage for the more detailed discussion presented in the following section, which considers the meaning of the results in relation to the existing literature and draws out their theoretical and practical implications.

4.2 Discussion

This section discusses the meaning of the empirical results in relation to the hypotheses and the existing literature. The discussion considers each hypothesis in turn, then addresses the practical implications of the findings and compares the results with those of previous studies.

Before considering each hypothesis individually, it is useful to reflect on the overall pattern of the results. The analysis found that all three dimensions of digital marketing capability are significantly and positively associated with export performance, which confirms the central proposition of this study that digital marketing capability matters for the export success of traditional textile firms. At the same time, the three dimensions differ in the strength of their effects, forming a clear ranking in which digital customer relationship management capability is the most influential, cross-border e-commerce operation capability is a close second, and social media marketing capability, though significant, has the smallest effect. This pattern is meaningful because it suggests that the dimensions of digital marketing capability most directly connected to completing transactions and sustaining customer relationships are more strongly associated with export performance than the dimension primarily concerned with attracting attention and building awareness. The following discussion examines each of these relationships in greater depth and considers why this pattern may have emerged in the specific context of the textile export business.

4.2.1 Social Media Marketing Capability and Export Performance

The results for the first hypothesis show that Social Media Marketing Capability is positively related to Export Performance and has a statistically significant effect. For textile enterprises, social media can help firms present products to overseas buyers, improve brand visibility, and maintain contact with potential customers in different markets. When social media activities are carried out more effectively, firms may gain more exposure and better market response, which in turn supports export performance. This finding is consistent with the work of Zhou and Charoensukmongkol (2024), who found that social media use contributes to export sales performance by improving cross-cultural communication.

At the same time, the relatively small coefficient for social media marketing capability suggests that its effect, while real, is more limited than that of the other two dimensions in this particular context. One possible explanation is that social media primarily serves to attract attention and generate initial interest, whereas the conversion of that interest into actual export sales depends more heavily on the firm's ability to execute transactions and maintain customer relationships. In other words, social media marketing may be most effective when it works in combination with strong e-commerce operations and customer relationship management, rather than in isolation.

Another consideration is that the effectiveness of social media marketing may depend on factors such as the nature of the target markets, the type of products being sold, and the buying behavior of overseas customers. In business-to-business textile trade, purchasing decisions are often made by professional buyers who weigh factors such as price, quality, reliability, and established relationships, and who may be less influenced by social media content than individual consumers. This characteristic of the industry may partly explain why social media marketing capability, while significant, has a comparatively modest effect on export performance in this study. It also suggests that firms should view social media as a valuable but supporting element of their overall digital marketing strategy, rather than as the primary driver of export success.

These observations do not diminish the value of social media marketing, but rather clarify the role it plays within the broader digital marketing system. Social media remains an important tool for building visibility and initiating contact with potential buyers, especially in an environment where many international buyers begin their search for suppliers online. The significant positive effect found in this study confirms that social media marketing capability does contribute to export performance. The key insight is that its contribution is most fully realized when it is integrated with the firm's transactional and relational capabilities, so that the interest generated through social media can be converted into completed transactions and sustained relationships. For textile firms, this implies that investments in social media should be coordinated with improvements in e-commerce operations and customer relationship management, ensuring that the firm can capitalize on the opportunities that social media helps to create. Viewed in this light, social media marketing capability is best understood as the front end of an integrated digital marketing capability, valuable in its own right but most powerful when combined with the other dimensions.

4.2.2 Cross-border E-commerce Operation Capability and Export Performance

The second hypothesis also receives support, and its influence is stronger than that of social media marketing capability. While social media helps firms attract attention, cross-border e-commerce operations are more directly connected to transactions. Product listing, order handling, logistics, and online service all affect how efficiently a firm can serve foreign customers, and when these activities are well managed, export business is likely to run more smoothly. This finding aligns with the research of Cassia and Magno (2022) and Chi et al. (2022), who found that enterprise capabilities significantly affect cross-border e-commerce and internationalization performance.

The relatively strong effect of cross-border e-commerce operation capability suggests that operational excellence in digital trade channels is a key driver of export performance for textile firms. The ability to manage online stores efficiently, process orders accurately, coordinate international logistics, and provide responsive online service reduces friction in the export process and enhances the customer experience. For traditional manufacturers transitioning to digital channels, investing in these operational capabilities may yield substantial returns in terms of improved export outcomes.

This finding also reflects the increasingly central role of digital platforms in international trade. As more buyers turn to online channels to source products, the firms that can operate effectively within these channels gain access to a growing pool of potential customers. Cross-border e-commerce operation capability allows firms to capture this opportunity by ensuring that their online presence translates into smooth and reliable transactions. The strong association between this capability and export performance underscores the importance of treating cross-border e-commerce not as a peripheral activity, but as a core operational competence that requires dedicated resources, skilled personnel, and continuous improvement. For textile firms seeking to expand their international sales, strengthening this capability appears to be a particularly worthwhile investment.

The substantial effect of cross-border e-commerce operation capability can also be understood in terms of its bridging role between attracting customers and retaining them. Whereas social media marketing operates mainly at the stage of generating interest, and customer relationship management operates mainly at the stage of sustaining relationships, cross-border e-commerce operation capability is central to the moment of transaction itself, where interest is converted into a completed sale. A smooth and reliable transaction experience not only secures the immediate sale but also shapes the

customer's impression of the firm and influences the likelihood of repeat business. In this sense, cross-border e-commerce operation capability contributes to export performance both directly, through the efficient execution of individual transactions, and indirectly, by laying the groundwork for ongoing customer relationships. This dual role helps to explain why its effect on export performance is among the strongest of the three dimensions, and it suggests that firms which neglect their operational capabilities may undermine the returns from their investments in both marketing and relationship management. The finding therefore reinforces the view that the three dimensions of digital marketing capability are interconnected and that operational excellence in e-commerce is a critical link in the chain that connects digital marketing activities to export outcomes.

4.2.3 Digital Customer Relationship Management Capability and Export Performance

The third hypothesis shows the strongest result among the three. Export business often depends not only on finding new buyers, but also on keeping existing ones. Firms that can manage customer information well, maintain communication, and respond to customer needs accurately are more likely to retain overseas clients and build longer-term business relationships. This finding is consistent with the views of Krajnc et al. (2018) and Hoque et al. (2022), who emphasized the importance of customer relationship management capability in export and dynamic marketing contexts.

The prominence of digital customer relationship management capability in this study reflects the nature of the textile export business, where repeat orders and long-term partnerships are often essential to stability and growth. By systematically managing customer information and maintaining regular, personalized communication, firms can strengthen customer loyalty, anticipate customer needs, and identify opportunities for additional sales. This relational dimension of digital marketing appears to be the most decisive factor in determining export performance among the firms studied, underscoring the strategic value of investing in digital customer relationship management.

This result can be understood in light of the high cost of acquiring new customers in international markets compared with the cost of retaining existing ones. In export business, building a relationship with a new overseas buyer often involves substantial effort in communication, negotiation, and trust-building. Once such relationships are established, maintaining them through effective digital customer relationship

management can yield ongoing benefits in the form of repeat orders and stable revenue. The strong effect observed in this study suggests that firms that excel at managing their customer relationships are able to convert initial transactions into lasting partnerships, which is particularly valuable in an industry characterized by long-term buyer-seller relationships. This finding reinforces the view that customer relationship management is not merely an administrative function, but a strategic capability with a direct bearing on export performance.

The strength of this relationship may also reflect the growing role of data in modern customer relationship management. Digital tools enable firms to record detailed information about their customers, including purchase histories, preferences, communication patterns, and feedback, and to analyze this information to inform their decisions. With such data, firms can segment their customers, identify the most valuable relationships, anticipate future needs, and tailor their communications and offerings accordingly. This data-driven approach allows firms to allocate their relationship-management efforts more effectively and to provide a level of personalized service that would be difficult to achieve through traditional means. For textile exporters serving diverse international markets, the ability to understand and respond to the specific needs of different customers can be a meaningful source of competitive advantage. The prominence of digital customer relationship management capability in this study therefore aligns with the broader trend toward data-informed decision-making in marketing, and it highlights the importance of developing not only the technical infrastructure for managing customer data but also the analytical capability to use that data effectively in support of export objectives.

4.2.4 Practical Implications

From a practical point of view, the results suggest three main directions for textile enterprises. First, firms should continue improving their use of social media, especially for overseas promotion and customer interaction, as this helps to generate awareness and attract potential buyers. Second, they should strengthen their capability in cross-border e-commerce operations, since this is closely linked with actual business execution and the efficient handling of export transactions. Third, and most importantly, they should pay greater attention to digital customer relationship management, because this appears to have the strongest connection with export performance and supports the development of stable, long-term customer relationships.

These implications suggest that firms should adopt an integrated approach to digital

marketing capability development, in which the three dimensions complement and reinforce one another. Rather than treating social media marketing, cross-border e-commerce, and customer relationship management as separate activities, firms may benefit from coordinating them so that social media attracts customers, e-commerce facilitates transactions, and customer relationship management sustains long-term cooperation. Given resource constraints, however, firms may wish to prioritize investments in customer relationship management and e-commerce operations, while maintaining an adequate level of social media activity.

The findings also carry implications for how firms organize and develop the human resources required for digital marketing. Each of the three capabilities depends not only on technology but also on the skills and knowledge of the personnel who operate it. Social media marketing requires staff who can create engaging content and communicate across cultures; cross-border e-commerce operations require employees skilled in platform management, order processing, and logistics coordination; and digital customer relationship management requires personnel who can analyze customer data and maintain effective communication with overseas clients. For traditional textile firms, building these capabilities may therefore require targeted recruitment, training, and the gradual development of specialized roles. Firms that invest in developing the relevant human capital are likely to be better positioned to translate their digital tools into improved export performance. This perspective reinforces the view that digital marketing capability is fundamentally an organizational capability, rooted in people and processes, rather than simply a matter of acquiring technology.

4.2.5 Comparison with Previous Studies

Overall, the findings are in line with the general view in previous research that firm capability plays an important role in business performance. The significant positive effects of all three capability dimensions are consistent with the capability-based perspective on export performance reflected in the work of Chen et al. (2016) and others. What this study adds is a more specific comparison among three dimensions of digital marketing capability in the setting of a traditional textile enterprise, which has received relatively limited attention in prior research.

The results show that the three dimensions are all important, but not equally so, with digital customer relationship management capability standing out as the strongest predictor. This nuanced finding contributes to the literature by demonstrating that the

relative importance of different digital marketing capabilities can vary depending on the context, and that customer relationship management may be particularly critical in industries characterized by long-term buyer-seller relationships. The findings thus extend prior research by providing a disaggregated and context-specific understanding of the relationship between digital marketing capability and export performance.

The results also have implications for the theoretical frameworks adopted in this study. The finding that all three capability dimensions significantly affect export performance supports the Resource-Based View, which holds that valuable, difficult-to-imitate capabilities can serve as sources of competitive advantage. The differing magnitudes of the three effects further suggest that not all capabilities are equally valuable in a given context, and that the strategic value of a capability depends on how closely it is tied to the firm's core sources of competitive advantage. In the textile export context, where long-term relationships and reliable transactions are central to success, the capabilities most directly connected to these outcomes—customer relationship management and e-commerce operations—emerge as the most valuable. This pattern is consistent with the Dynamic Capability Theory perspective, which emphasizes that firms must continually align and reconfigure their capabilities to match the demands of their environment. The findings therefore lend empirical support to the combined theoretical framework and illustrate how it can be applied to understand the role of digital marketing capability in export performance.

Finally, it is worth situating these findings within the broader discussion of digital transformation in traditional industries. Much of the optimism surrounding digital transformation assumes that the adoption of digital tools will automatically lead to improved performance. The results of this study offer a more nuanced view, suggesting that the benefits of digitalization depend on the specific capabilities that firms develop and on how well those capabilities fit the requirements of their industry. For textile exporters, simply having a social media presence or listing products on an e-commerce platform is unlikely to be sufficient; what matters is the depth of the underlying capability and its alignment with the relational and transactional demands of the export business. This finding contributes to a more realistic understanding of digital transformation, one that emphasizes capability building over technology adoption and that recognizes the distinctive characteristics of traditional manufacturing sectors. In doing so, it provides a useful corrective to overly simplistic accounts of digitalization and offers a more grounded basis for guiding the digital transformation efforts of firms

in similar industries.



Chapter 5 Conclusion and Recommendation

5.1 Conclusion

Against the background of global trade digitalization and the transformation of traditional manufacturing, this study examined how digital marketing capability affects the export performance of textile enterprises, taking Yongliang Textile in Gaoyang County, China as the case. Grounded in the Resource-Based View and Dynamic Capability Theory, digital marketing capability was divided into three dimensions—Social Media Marketing Capability, Cross-border E-commerce Operation Capability, and Digital Customer Relationship Management Capability—with Export Performance as the dependent variable. This conceptualization allowed the study to examine not only whether digital marketing capability matters, but also how its different dimensions contribute to export performance.

A quantitative approach was adopted: a structured questionnaire was distributed to employees and managers involved in export business, marketing, and customer management, and 200 valid responses were analyzed using SPSS through descriptive statistics, reliability and validity analysis, correlation analysis, and multiple regression analysis. The empirical results show that all three dimensions of digital marketing capability have a significant positive impact on export performance, and together they explain 35.4% of its variance. These results indicate that digital marketing capability plays an important role in improving the export performance of textile enterprises, while also confirming that export outcomes are influenced by additional factors beyond those examined in this study.

The study makes several contributions that are worth restating in the context of its conclusion. Theoretically, it extends the application of the Resource-Based View and Dynamic Capability Theory to the setting of traditional manufacturing exporters, demonstrating that digital marketing capability functions as a valuable, difficult-to-imitate, and adaptable organizational capability in this context. By disaggregating digital marketing capability into three dimensions and comparing their effects, the study provides a more granular understanding than research that treats digital marketing as a single concept. Empirically, it offers evidence from a specific and representative case within an important Chinese textile cluster, combining the contextual richness of a case study with the rigor of statistical analysis. Practically, it identifies which capabilities are most strongly associated with export performance, providing firms with clear guidance on where to focus their efforts. Together, these contributions advance the

understanding of how traditional manufacturing enterprises can leverage digital marketing to enhance their international competitiveness, and they respond to the research objectives set out at the beginning of the study.

In summary, the study confirms that digital marketing capability is a meaningful determinant of export performance for traditional textile enterprises, and that its three dimensions contribute to export performance to differing degrees. The findings support the theoretical argument that digital marketing capability functions as a valuable and adaptive organizational capability, consistent with the Resource-Based View and Dynamic Capability Theory, and they provide practical guidance for firms seeking to strengthen their international competitiveness through digital transformation.

5.2 Recommendation

Based on the empirical findings, several practical recommendations are drawn. First, firms should strengthen digital customer relationship management, since this capability shows the strongest impact on export performance. Maintaining long-term relationships with overseas customers through digital tools, systematically recording and analyzing customer information, and providing personalized service are critical for improving export outcomes. Firms should consider investing in CRM systems and developing the skills needed to use customer data effectively.

Second, firms should improve their operational efficiency in cross-border e-commerce by managing online platforms effectively, handling international transactions accurately, and coordinating logistics activities. Given the strong effect of this capability, firms may benefit from training staff in e-commerce operations, optimizing their online store management, and establishing reliable logistics partnerships to ensure smooth and timely delivery to overseas customers.

Third, firms should strengthen their social media strategies and enhance content quality and customer interaction to improve international visibility. Although social media marketing has the smallest effect among the three dimensions, it remains an important channel for attracting customers and building brand awareness. From a managerial perspective, enterprises are advised to adopt an integrated approach to digital marketing capability development, in which social media attracts customers, cross-border e-commerce platforms facilitate transactions, and digital customer relationship management supports long-term cooperation. By coordinating these activities, firms can maximize the combined benefits of their digital marketing investments.

In addition, industry associations and local policymakers in textile clusters such as Gaoyang County may support the digital transformation of small and medium-sized enterprises by providing training programs, shared digital infrastructure, and advisory services focused on customer relationship management and cross-border e-commerce operations. Such collective support may help firms within the cluster to upgrade their capabilities more efficiently and to enhance the overall competitiveness of the cluster in international markets.

In implementing these recommendations, firms are advised to adopt a phased and realistic approach that reflects their current resources and starting points. Rather than attempting to transform all aspects of their digital marketing simultaneously, firms may achieve better results by identifying their most pressing capability gaps and addressing them in a structured sequence. For many traditional textile enterprises, a sensible starting point may be to consolidate customer information into a digital system and to establish consistent processes for communicating with overseas clients, given the strong influence of customer relationship management on export performance. As these foundations are established, firms can progressively strengthen their cross-border e-commerce operations and expand their social media activities. Setting clear objectives, allocating responsibility for each area, and periodically reviewing progress can help ensure that investments in digital marketing capability translate into tangible improvements. By approaching digital transformation as an ongoing process of capability building rather than a one-time project, firms are more likely to develop the durable and adaptable capabilities that the Resource-Based View and Dynamic Capability Theory identify as sources of lasting competitive advantage.

5.3 Suggestions for Future Research

While this study provides useful insights, it is subject to certain limitations that suggest direction for future research. It focuses on a single enterprise context within one industrial cluster, the sample size is relatively limited, the data were based on respondents' perceptions rather than objective performance indicators, and some reliability values were slightly below the conventional threshold. These limitations should be considered when interpreting the findings and provide opportunities for further investigation.

The first limitation concerns the scope and representativeness of the sample. Because the study concentrated on a single enterprise, Yongliang Textile, within the Gaoyang textile cluster, the findings reflect the particular conditions of this firm and its

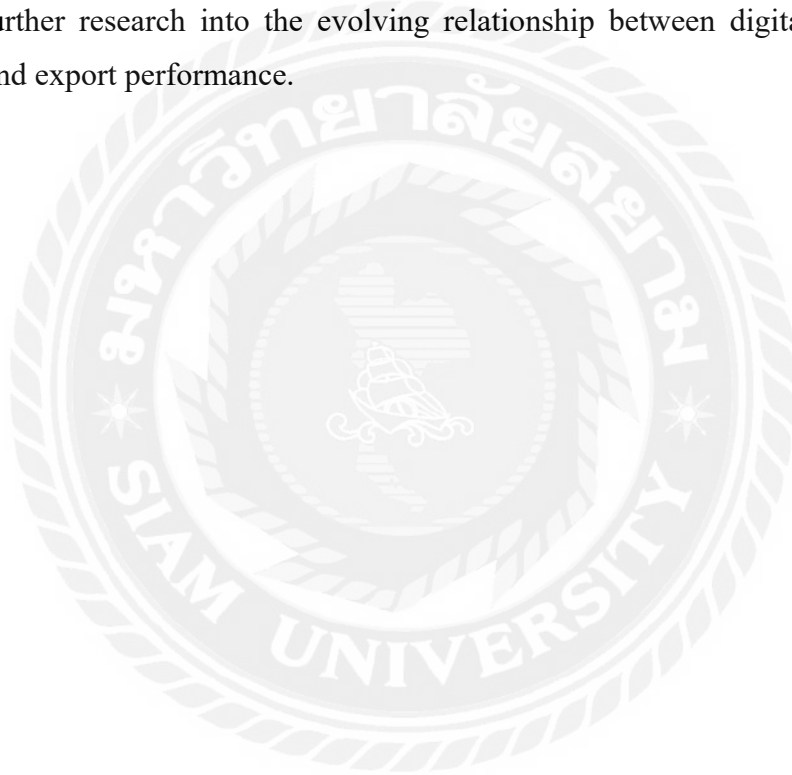
industrial environment, including its industrial history, product specialization, and export orientation. While this focus enhances the contextual depth and relevance of the study, it also means that the relative importance of the three capability dimensions observed here may differ in other regions, industries, or types of firms. The second limitation relates to the cross-sectional design, which captures respondents' perceptions at a single point in time. As a result, the study can identify associations among the variables but cannot establish causal direction with certainty, nor can it capture how the relationships might evolve as firms develop their digital marketing capabilities over time. The third limitation concerns the reliance on perceptual, self-reported data, which, although widely used and practical, may be subject to respondents' subjective judgments and potential biases. The fourth limitation is the modest reliability of some of the measurement scales, which, while acceptable for exploratory research, suggests that the measures could be refined in future work.

First, future studies can include more enterprises from different regions or industries to improve the generalizability of the results. Examining firms in different contexts would help to determine whether the relative importance of the three capability dimensions observed in this study holds more broadly or varies across settings. Second, researchers may consider increasing the sample size to obtain more robust empirical results and to enable more advanced statistical analyses, such as structural equation modeling.

Third, future research can introduce additional variables, such as firm size, innovation capability, organizational culture, or external environmental factors, to provide a more comprehensive understanding of the determinants of export performance. Fourth, qualitative methods such as interviews or case studies can be combined with quantitative analysis to provide deeper insights into how firms develop and deploy their digital marketing capabilities. Finally, future studies may improve the measurement scale by including more items per construct or refining the wording of existing items, in order to enhance the reliability and validity of the measures. Longitudinal designs that track firms over time would also help to establish the causal direction of the relationships and to capture the dynamic nature of digital marketing capability development.

In closing, this study sought to deepen the understanding of how digital marketing capability influences the export performance of traditional textile enterprises, using Yongliang Textile in Gaoyang County as a representative case. The findings

demonstrate that social media marketing, cross-border e-commerce operations, and digital customer relationship management each contribute to export performance, with customer relationship management and e-commerce operations emerging as the most influential. These results carry both theoretical significance, in extending capability-based perspectives to a traditional manufacturing context, and practical relevance, in guiding firms toward the most productive areas of investment. As global trade continues to digitalize, the ability of traditional manufacturers to build and renew their digital marketing capabilities is likely to become an increasingly important determinant of their international competitiveness. It is hoped that the insights offered here will prove useful to textile enterprises, industry associations, and policymakers, and that they will stimulate further research into the evolving relationship between digital marketing capability and export performance.



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Appendix

Appendix A Questionnaire

This questionnaire is designed for academic research purposes only. It aims to examine how digital marketing capability affects export performance in textile enterprises. All responses will be kept strictly confidential and used only for thesis analysis. There are no right or wrong answers; please answer each question based on your actual understanding of your company.

Participation in this survey is entirely voluntary, and respondents may choose not to answer any question or to withdraw at any time without any consequence. The information collected is used solely in aggregate form for statistical analysis, and no individual respondent or specific company will be identified in the reporting of the results. Completing the questionnaire is expected to take approximately ten minutes. The cooperation of respondents in providing thoughtful and honest answers is greatly appreciated, as it contributes directly to a better understanding of how digital marketing capability influences the export performance of textile enterprises.

Part A. Screening Question and Demographic Information

Q1. Are you familiar with your company's export business, digital marketing, cross-border e-commerce, or customer relationship management practices? (Yes / No)

Q2. Gender Q3. Age Q4. Educational Level Q5. Department Q6. Position Q7. Years of Work Experience Q8. Years of Work Experience in the Current Company

Part B. Main Questionnaire

Response scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Code	Statement
SMMC1	The company effectively uses social media platforms to promote products in overseas markets.
SMMC2	The company regularly interacts with foreign customers through social media platforms.
SMMC3	Social media helps the company enhance brand awareness in international markets.
SMMC4	The company has clear planning and management for social media marketing activities.

Code	Statement
CBEOC1	The company can effectively manage product listings on cross-border e-commerce platforms.
CBEOC2	The company can efficiently process orders from international online customers.
CBEOC3	The company performs well in logistics coordination and delivery for cross-border e-commerce business.
CBEOC4	The company can provide timely online customer service for international buyers.
DCRMC1	The company uses digital tools to record and manage overseas customer information.
DCRMC2	The company can analyze customer needs and classify customers through digital systems.
DCRMC3	The company maintains regular communication with overseas customers through digital channels.
DCRMC4	The company can provide personalized service based on customer information.
EP1	The company's export sales have shown steady growth in recent years.
EP2	The company has expanded its presence in overseas markets.
EP3	The company has improved its ability to acquire and retain foreign customers.
EP4	Overall, the company's export performance is satisfactory.