

**Effective strategies on exports of shrimp and fish in Hormozgan Province, Islamic Republic of Iran**Mohammad Taghi Amini<sup>1</sup>, Mirza Hassan Hosseini<sup>1</sup>, Roghayeh Hosseini (Corresponding Author)<sup>1</sup><sup>1</sup>. Department of Management, Payam Noor University, Qeshm Branch, Qeshm, Iran  
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**Abstract:** Fish and seafood from have been considered from the past as one of the very important food regarding medicinal values. In recent decades, due to increasing population growth and while half of the world's people are undernourished, fish can play a significant role in supplying the consuming protein for people. Therefore, marketing in order to maintain the current target markets and finding defenseless areas for export development can be highly valuable. According to official reports from the Customs and Fisheries website of Islamic Republic of Iran, shrimp and fish exports in the Hormozgan Province is not in a proper position in the rankings, although during recent years, other exporting items have largely faced with similar problems that the most important reason for them has been the weakness in the quality of developed strategic plans implementation for export development. Based on this, marine products market analysis and providing a solution for existing problems will greatly help in development of non-oil exports in Iran in addition to the sustainability of marine resources. Thus, the aim of this research is to provide strategies influencing the fish and shrimp exports by performing a case study of Hormozgan Province, Iran. Accordingly, in this study, after extensive review and study of the research literature and effective strategies on fish and shrimp exports as well as the use of surveying from the connoisseurs, the gap analysis method to was chosen for assessment of effective strategies on fish and shrimp exports in the Hormozgan Province; then, after analyzing the responses, some suggestions on improving the opportunities and strengths and reducing the weaknesses and threats on the topic were provided.

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**Keywords:** Strategic planning; Strategy; Fish and shrimp exports; Hormozgan Province

**1. Introduction****1. Introduction**

The world is constantly changing, but this era witnesses tremendous changes in a rapid and broad range. Moving toward worldwide markets is not possible through traditional structures and means, and fundamental changes must be made in the organization (Newkirk, Lederer et al. 2008). The modern man experiences far more changes in his life than his previous generations. The world's economic - political condition has experienced significant changes after the World War II and especially in the last two decades that the basis of these developments has been the rapid advancement in technology (production and communication). Consistent with these developments, the consumers' tastes around the world have changed, and perhaps some products in the list of major items of export in two decades ago have a little share in today's world trade. Yet, the countries experienced the economic development in the past half century have an efficient and effective presence in international markets, and have succeeded to develop and tune their production and investment patterns proportionate with the global demand and achieved huge foreign exchange in the context of competition (Bryman and Bell 2007; Sekaran and Bougie 2010). As Iran has put the

release from the oil-dependent economies as the top priority in its development programs, efforts for export expansion and effective presence in foreign markets is an undeniable need. It is important to note that the most important factor in the marketing of export goods is the economical characteristic of their production. Therefore, the group of national products can be presented in foreign markets that have a relative advantage. In other words, the cost of such goods in comparison with their prices in the world markets has to be lower and should bring a suitable profit for the producer and the exporter. Following the export development model and boosting the resulting foreign exchange is associated with advantages, including exchange earning for national economic, the growth of foreign exchange earnings and thereby, the growth in imports power and taking advantage of the world modern technical knowledge, increased standard of living and prosperity for the people, investment booming, creating new employment opportunities, improvement of products quality and finally the sustainable economic growth.

Due to these and the important role of fisheries industry and export development in this sector, this research studies the evaluation of influencing strategies on export development of fish and shrimp in Hormozgan Province. It is a surveying study

regarding data collection and in the group of descriptive (non-experimental) research; regarding the purpose, it is an applied of the research. The statistical population of the study includes all agencies and exporters of fish and shrimp in the Hormozgan Province. The sampling methodology used in this study is a targeted method; meaning, the sample subjects have been chosen so that they can appropriately respond to the questionnaires.

## **2. Strategy management schools and approaches to strategic management**

### **2.1. Prescriptive approach (strategic planning)**

It includes believing in formal planning and analytical forecasting for long-term goals. The bearers of this approach are Andrews, Chandler and Ansouf and they believe that strategy formation is resulting from an analytical and systematic process. In other words, they consider tomorrow's environmental conditions along today's environmental conditions. Strategy developing has a step by step process, techniques such as SWOT, BCG MATRIX, SPACE, GE and EFE, IFE matrices (Joseph F. Hair, Celsi et al. 2011).

### **2.2. Levels of Strategy**

1. Industry level
2. Business level (allocation of resources to which businesses)
3. Task - operation level (guiding us to the type of activity and how to get into the type of industry)
4. Process level

Given the mentioned items, the strategy nature includes identification of the major opportunities and focusing of resources in order to realize the benefits inherent in them. In other words, the main themes of strategy are opportunities, and without access to the strategic opportunities, no strategic interests will be achieved. The strategic management process includes the following three steps (Hunger and Wheelen 2000).

1. Strategies developing
2. Implementation of strategies
3. Evaluation of strategies

### **2.3. Evaluation of the strategy process**

Evaluation of the strategies is considered as the final step in strategic management. The leaders strongly need to know that when their specific and desired strategies do not actually work; basically, evaluating of the strategies means that some information should be collected in this regard. All strategies are subject to future changes, since the environmental (internal and external) conditions are constantly changing. For strategies evaluation, three major activities are performed as follows:

1. Study of internal and external factors that are the basis of the current strategies
2. Measuring the performances
3. Corrective measures

Strategies should be evaluated because today's success cannot guarantee tomorrow's success! Success always leads to emergence of new and various issues; an organization that is satisfied with its current situation or trapped in pride and arrogance would be doomed. The activities performed in an organization in the field of development, implementation and evaluation of the strategies are applied at three levels, including the entire company, the division level or strategic business unit and the functional level. The strategic management in a competitive team form tries to play its role or task in an excellent way by enhancing the communications system and mutual interactions between the managers and the employees at different organizational levels. Peter Drucker says that the main task of strategic management is to look at the organization from the company's mission angle-view (Abraham 2006).

### **3. Development of non-oil exports in Iran and the obstacles ahead by focusing on Fish and Shrimp**

Efforts to achieve the objectives of the 20-year perspective and creating new capacities in order to promote non-oil exports has been always of long-term strategies of Iran in the economy area in recent years. However, the growth of Iran's non-oil exports was less than the predicted figures during the first, second and third economic development plans, but the figures exceeded from the forecasts in the first year of the fourth economic development plan. Based on official statistics, the country's non-oil exports had a growth of 57.8% in the first half of 2006 equivalent to the total non-oil exports growth in 2005, which reflects the strong determination of the government to get rid of the dependence on non-oil exports that its rate is close to 16 billion dollars in the current year. A look at the country's exports during the recent years suggests the increased non-oil exports rate in the current year. According to some official statistics, the rate of non-oil exports of Iran's between 1996 and 1999 was equal to 3 billion \$, but since 2000, the non-oil exports trend has grown increasingly and reached to 4 billion and 422 million \$ in 2003.

However, the non-oil exports exceeded the amount of 6 billion \$ in 2004, while this figure reached to 10 billion and 500 million \$ in 2004 and to 4 million \$ in 2003. But, in 2005, the non-oil exports exceeded 6 billion \$ in 2005, meanwhile, experienced a figure equivalent to 10 billion and 500 million \$ in 2004, and after 2006, the non-oil exports increased

more than the forecast of the fourth plan for the first time and reached to about 12 billion \$. This situation indicates that the exports in development context is rising and the government policies has positively influenced the exports trend, and is expected to reach at least to 35 billion \$, meaning 500 \$per capita, at the end of 2010, the end of the fourth development plan of non-oil exports.

Undoubtedly, a precise planning regarding the objectives and strategies to achieve them should be performed for achieving the 20 year prospect goals; however, for determining the purpose, in addition to planning, the spent time is a critical factor. On the other hand, before the end of the 20-year prospect plan, we should reach to the equality between the non-oil exports and the oil exports. This important issue should be considered as the goal and priority of the governments. According to the prospect plan goals, the strategies for business development, requirements and appropriate methodologies, new strategies for the development of non-oil exports, a new look at the opportunities and challenges ahead, required infrastructure for export promotion, attention to the existing possibilities and limitations, organizing and facilitating the improvement and modernization of operational processes in the development of non-oil exports, chain optimization of products and services to increase exports, liberalization of world trade (globalization) with a new view of export-oriented production capability are important topics that help us in the promotion of non-oil exports in the country. It should be noted that issues such as low productivity and high financial costs of production, competitive challenges and legal restrictions influences negatively the exports trend, while the incentives and actual and potential advantages in exports issue will put the technical and technological requirements of the country in the path to achieve the export targets. Also, how to develop the up-to-date flow of information with a glance at global developments in the field of decision-makings and decision-takings, technical and expertise skills required for exports, risk management in non-oil exports issue and scientific identification of possibilities, exporting technical services and engineering of opportunities and challenges ahead will help us in passing the path of sustainable growth in the light of oil exports development. On the other hand, how to utilize the tools and methods, new technologies, developing the change-making contexts in the process of exporting goods and services, integration and coordination of the policies and strategies in other economic sectors of the country with the strategies of exports development and how to control the trade, informal exchanges and study the influencing factors such as fixed exchange rate

(expensive exports and inexpensive imports) and the possible negative effects of imprecise implementation of VAT are as axes of access to 20-year vision plan(Hosseini, Cheraghali et al. 2004).

In recent years, countries such as China, Singapore and Malaysia have been very successful in the field of non-oil exports. The export plan of Malaysia to 2012 AD is an example in which 10 to 15 thousand dollars per capita exports has been targeted that suggests Iran can also achieve the 500 to one thousand dollars per capita exports until the end of the fifth plan of the its economic development (2015). Some business experts believe while the major markets of Central Asia and the Caucasus are open to Iran, but unfortunately, we could not have well utilized such markets. Iran's non-oil exports to these countries have decreased from 680 million \$ in 1995 to 600 million \$ in 2005. Iran's share of these markets is now just as 2.5%, while the market share of Europe Union of Caucasus market is as 36% and the share of Russia of the Central Asia markets is equal to 33%. Turkey's share is 8 % and the United States share is 6%. Based on official reports in 2005, the value of world trade has been equivalent to 10 trillion \$ that the share of Iran by considering the oil exports and without was respectively as 0.65% and 0.1%; this is an alarm for drawing the serious attention to the non-oil exports relying on coherent planning. To achieve long-term goals in the development of non-oil exports, we can meet the existing constraints and weaknesses in the country's economic infrastructure related to exports by careful study and deliberation of opportunities and threats facing Iran's economy in the area of globalization; also, various areas such as transportation, terminals, packaging, rail road's, roads, air ways and sea paths should be analyzed precisely to identify the weaknesses and limitations and deal with them.

On the other hand, the issue of fish and shrimp exports, according to the enjoyment of the potential sources in Iran, can be very impressive that appropriate measures have not unfortunately taken in this area.

The exports of Hormozgan Province customs abroad have been equal to 3.585 tons, valued at 8,293,801 \$ in 2007, which has increased as 32% compared to the previous year. However, it is far from optimal situation.

On the other hand, the requirement of proper marketing in target markets includes having competitive goods in the global market in addition to taking advantage of effective advertising and packaging. Considering the global trade liberalization and the tends to export-oriented production, the skills required for successful export, from packaging to advertising, by consideration of Iran's economy

advantages in the framework of development plans and the 20-year vision, the country's export strategies should be developed and regulated along the business strategies. Since, without business strategy and export plan, significant exports would not be possible. Any contradiction in policies or even in strategies in the ministries area will damage the modernization and transformation of Iran's economy. Thus, fundamental measures should be done in the field of integration and coordination of policies. Also, given that the calculation of export incentives should be accurate and in the interest of this sector, it is recommended to adjust the actual export rates so that all exports figures and statistics would be up to date and optimized, and the exporters can receive their incentives based on actual and date rates (Ghafari, Shahbazzadeh et al. 2013).

#### 4. Non- exports development strategy document: Permanent presence in world markets

By final approval of the Non-Oil Export Development Strategy document in the Government, its codification stages ended at Trade Promotion Organization of Iran. This document is used as a basis for operation on the first phase, and by taking considerations to account, its changes will naturally occur. In codification of the strategy development of non-oil exports, the development of products competitiveness, targeted export subsidies and awards, strengthening and development of business information systems, the development of customer-orientation and recognizing the need for target markets, expansion of R & D activities and continuing efforts to join to the WTO are emphasized. Export strategy codification is based on the process philosophy and an image of optimal situation of the country at the end of the planning horizon of the country's economic development, although it should not be forgotten that the codification of national export strategy is a complex task, which needs to be corrected and completed over the time and may be completely changed. While eliminating the restrictive barriers is of the main objectives of export promotion strategy document codification, making it operational will lead to coordination among the responsible agencies. Performing various studies based on documentations of the country's export development programs, including "Twenty-year vision plan", "Economic development plans", "Several experts' reports and analysis of non- oil exports trend and the variables ruling", interviews with experts in the field of non-oil exports and the workshops findings of co-thinking with experts and agencies responsible for the country's exports are as strategies that have been taken into consideration in codification of the Non-

Oil Export Development Strategy document (Hosseini, Cheraghali et al. 2004).

#### 5. Data collection method

The data used in this study includes cross-sectional data that is obtained through completing the questionnaires and personal interviews. The groups, among whom the questionnaires were completed, include retailers, wholesalers and the afferent Fisheries staff, employees of Shahid Rajai customs export division and the major exporters of fish and shrimp. Data related to gender show that 100% of the respondents were male; regarding the age, 4% of the respondents were under than 30 years old, 16% between 30 to 40 years old, 30.7% between 40 and 50 years old, 30.7% between 50 and 60 years old and 14% more than 60 years old. Also, 4.6% did not respond to this question. 20.7% of the respondents had primary education and below, 28.7% had middle school degrees, 35.3% were high school graduates, 8% had bachelor's degree and 2.7% had master's degree or higher. Also, 4.6% did not answer to this question.

##### 5.1. The Questionnaire

The following questionnaire was used for assessment of current strategies on fish and shrimp exports according to the influencing factors in Hormozgan Province:

Table 1: Assessment questionnaire of current strategies on fish and shrimp exports in Hormozgan Province

In your opinion, how much appropriate have been the export development strategies of fish and shrimp in the Hormozgan Province?
In your opinion, how much appropriate has been the quality of marketing and export and marketing management of fish and shrimp in the Hormozgan Province?
In your opinion, how much the export development infrastructure of fish and shrimp has been provided in the Hormozgan Province?
In your opinion, how much the limitations and legal requirements has influenced negatively the export development?
In your opinion, how much weakness in advertising and packaging has negatively influenced the export development?
In your opinion, how much far is the Hormozgan province from the optimal conditions for fish and shrimp exports?
In your opinion, how much weakness in advertising and packaging has negatively influenced the export development?
In your opinion, how much the low productivity of workforce has negatively influenced the export development?
In your opinion, how much the lack of a special position among world's leading brands has negatively influenced the export development?
In your opinion, non-regular and intangible supports of exporters by the government has negatively influenced the export development?

The respondents were asked to give their answers as five variables, including very high, high, moderate, low, very low.

Then, for each component of opportunities, threats, strengths and weaknesses related to the

subject, a questionnaire was provided that the main factors of these components were analyzed in the same manner, which results are mentioned in the conclusion section.

## 6. Results

### 6.1. The results obtained from descriptive statistics and components analysis

The results of assessment of "effective strategies on fish and shrimp exports" based on gap analysis method in the Hormozgan Province suggest that:

- Most respondents answering the questionnaire questions have evaluated the status of the Fishery organization regarding the followings as low: Improvement and modernization of executive processes in the development of export; attention to the customer and his needs; identifying the needs of target markets; existing the appropriate pricing method; existence of an exporting organization owned by the company; aquaculture technology transfer to Iran; proper marketing and supply of the products; development of fisheries and aquaculture; the use of warehouses outside Iran.
- Most respondents answering the questionnaire questions have evaluated the status of the Fishery organization regarding the followings as moderate: existence of export development

infrastructure in the fisheries; legal requirements for shrimp export promotion; technical and technological requirements for shrimp exports development; technical and special skills required for export; strengthening and development of business information systems in fisheries; existence of capable staffing in fisheries; Fisheries status regarding Cost Insurance and Freight International; Fisheries status regarding reduction and stabilization of tariffs; Fisheries status in terms of regional cooperation.

- Most respondents answering the questionnaire questions have evaluated the status of the Fishery organization regarding the followings as good: Development of R & D activities; products quality; development of fishing areas; research and education.
- Most fishery managers (74%) have evaluated the Fisheries status regarding the exports of fish and shrimp in overall as average.

### 6.2. Results obtained from responding to questions and inferential statistics

To analyze the gap between the current situation and the optimal situation, the paired comparison test at 95% confidence level was used.

Table 2: The results of gap analysis obtained from answers to questions and inferential statistics based on paired comparison test.

		Paired Differences				t		df		Sig. (2-tailed)	
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		Mean	Std. Deviation	Std. Error Mean		
		Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper		
Pair 1	m1 - q1m	1.84167	.74468	.06798	1.70706	1.97627	27.091	119	.000		
Pair 2	m2 - q2m	1.85833	.68961	.06295	1.73368	1.98299	29.520	119	.000		
Pair 3	m3 - q3m	1.52500	.89783	.08196	1.36271	1.68729	18.607	119	.000		
Pair 4	m4 - q4m	1.81667	.85978	.07849	1.66126	1.97208	23.146	119	.000		
Pair 5	m5 - q5m	1.56667	1.06695	.09740	1.37381	1.75953	16.085	119	.000		
Pair 6	m6 - q6m	1.43697	1.01379	.09293	1.25294	1.62101	15.462	118	.000		
Pair 7	m7 - q7m	1.81667	1.21602	.11101	1.59686	2.03647	16.365	119	.000		
Pair 8	m8 - q8m	1.89167	1.18673	.10833	1.67716	2.10618	17.462	119	.000		
Pair 9	m9 - q9m	1.89076	1.11073	.10182	1.68912	2.09239	18.569	118	.000		
Pair 10	m10 - q10m	1.92373	1.00560	.09257	1.74039	2.10706	20.781	117	.000		
Pair 11	m11 - q11m	1.98333	.90733	.08283	1.81933	2.14734	23.945	119	.000		
Pair 12	m12 - q12m	1.63333	1.15906	.10581	1.42382	1.84284	15.437	119	.000		
Pair 13	m13 - q13m	1.82353	1.07866	.09888	1.62772	2.01934	18.442	118	.000		
Pair 14	m14 - q14m	1.56034	1.06558	.09894	1.36437	1.75632	15.771	115	.000		
Pair 15	m15 - q15m	1.68067	1.14930	.10536	1.47204	1.88931	15.952	118	.000		
Pair 16	m16 - q16m	1.96639	.96492	.08845	1.79122	2.14155	22.231	118	.000		
Pair 17	m17 - q17m	1.66667	1.18345	.10803	1.45275	1.88058	15.427	119	.000		
Pair 18	m18 - q18m	1.69167	1.16530	.10638	1.48103	1.90230	15.903	119	.000		
Pair 19	m19 - q19m	1.49167	1.20221	.10975	1.27436	1.70898	13.592	119	.000		
Pair 20	m20 - q20m	1.72500	1.16650	.10649	1.51415	1.93585	16.199	119	.000		
Pair 21	m21 - q21m	1.80000	.92218	.08418	1.63331	1.96669	21.382	119	.000		
Pair 22	m22 - q21m	1.69034	.96220	.08818	1.45531	1.85669	18.232	118	.000		

As the above table shows, at 95% confidence level, there are significant differences in all dimensions between the current situation and the optimal situation. This test shows that the current situation is much lower than the ideal situation.

### 6.3. Conclusions from the answers to the questions

As the above analyses show, the effectiveness of Fish and Shrimp Exports strategies is associated with relative effectiveness.

The main opportunities facing fisheries to promote the exports level of shrimp and fish are:

1. Legal requirements for the development of shrimp exports
2. Strengthening and developing business information systems
3. Low costs of international insurance and shipping
4. The possibility of regional cooperation

Threats in the development of this type of fishery exports include:

1. Increased number of competitors in the region
2. Political sanctions
3. Lack of technical facilities and technology for export development in the region
4. Lack of reduction and fixation of tariffs

Accordingly, the most important strengths of Fisheries for export promotion include:

1. Expanding R & D activities
2. Products quality
3. Development of fishing areas
4. Attention to research and education

The main weaknesses of fisheries in the promotion of export level based on gap analysis model:

1. Lack of adequate infrastructure for export promotion
2. Failure in improvement and modernization of administrative processes in export development issue
3. Insufficient technical and specialized skills required for exports
4. Lack of attention to customer and his needs
5. Lack of understanding of market needs
6. Improper pricing
7. Insufficient capable manpower
8. Lack of company-owned export organization
9. Lack of aquaculture technology transfer to Iran
10. Inappropriate marketing and product supply
11. Lack of aquaculture and haunting development in the region
12. Lack of using warehouses outside of Iran

#### 6.4. Suggestions

In this section, according to the results of the research questions, some suggestions are provided for improvement of fish and shrimp exports in the Hormozgan Province. The suggestions have been divided into four categories. The first group includes suggestions associated with environmental threats. The second group provides suggestions about the environmental opportunities. The third category includes suggestion related to the Fisheries strengths,

and finally, the fourth category provides some suggestions on improvement of weaknesses.

##### 6.4.1. Suggestions related to threats

1. Due to the increasing number of competitors in the region and the political sanctions, the Fisheries must try to compete with active competitors in the region and increase his market share by establishment variation in the export products and improvement of their quality.
2. Given the lack of technical resources and technology for export development in the region, the Fisheries should make efforts to obtain the necessary funds from the Governor to increase technical facilities required for exports in the region.
3. Due to the lack of stabilization and reducing tariffs by the legislative bodies in Iran, the fisheries meanwhile establishing relations with these institutions should try to achieve the required advantages for export development.

##### 6.4.2. Suggestions related to opportunities

1. Attention to legal requirements for development of shrimp exports, the fisheries can expand the shrimp fishing and exports the products according to customer's demands and needs by proper planning to identify the needs of the target market.
2. With regard to the strengthening and development of commercial information systems, the fisheries can expand its commercial advertisements regarding the quality, taste and health benefits of Iranian shrimp at region and world levels.
3. With regard to low costs of International Transportation and Insurance, the fisheries can lower the cost of the product through developing partnerships with local companies and offer more competitive prices.
4. Due to the possibility of regional cooperation, the fisheries can attempt to increase exports of fish and shrimp by establishment of joint corporation contracts or cross-selling.

##### 6.4.3. Suggestions related to strengths

1. Due to the undeniable quality of Iranian fish and shrimp, the fisheries can attract more customers by making this advantage more prominent in its promotions.
2. With regard to the development of fishing areas in recent years, the fisheries can increase the amount of fish and shrimp haunting in the region by training the

fishermen and providing the necessary facilities for them.

3. With more attention to the research and education and using them, the fisheries can gain new horizons in exports of fish and shrimp.
4. Expansion of R & D activities for endogenous development of imported technologies and manufacturing new and native technologies can lead to technical self-sufficiency of the fisheries.

#### 6.4.4. Suggestions related to weaknesses

1. Trying to understand the needs of target markets and customers and their needs through performing marketing research
2. Establishment of a company-owned exporting organization or developing a unit with full authority for Export Development in the Company
3. At once improvement of administrative processes in export promotion issue through BPR
4. The use of modern methods of pricing in order to achieve competitive prices
5. Providing training and needed facilities for local people for fishing and aquaculture developing in the region
6. Aquaculture technology transfer to Iran through joint cooperation contracts
7. Providing the possibility to use warehouses outside Iran
8. Education and training of human resources
9. Creating adequate infrastructure for development of export through drawing state and local supports

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