



**At what extent does management influence  
export performance? A meta-analysis of its  
determinants and dimensions.**

**Magda Daniela Marques Corgas Andrade**

[100432038@fep.up.pt](mailto:100432038@fep.up.pt)

**Proposta de Dissertação**

**Mestrado em Economia e Gestão Internacional**

**Orientada por:**

**Prof<sup>a</sup>. Dr.<sup>a</sup> Maria do Rosário Moreira**

**Prof. Dr. Paulo Sérgio Amaral de Sousa**

**30-09-2013**

## **Abstract**

Being globalization an increasingly phenomenon present in economy, export success has become more crucial than it has ever been to a nation's economic performance and prosperity

Over the past three decades this tendency has stimulated a stream of academic researches that provided pertinent empirical evidence of the key issues and factors that contribute to the development and implementation of successful export strategies.

One of the factors that has been widely recognized as most important in achieving the international strategic orientation is the key decision-makers, by the influence that their subjective characteristics (e.g., attitudes, perceptions, personality) and objective characteristics (e.g., knowledge, experience, networks) have in the internationalization process.

This paper aims to empirically study the impact that management has on the export performance by the means of its own characteristics and also by the strategic power that influences how the firm performs.

Knowing which are the dimensions that have greater impact on export performance, both public policies and firm's decision makers can direct the available resources towards its enhancement.

**Keywords:** internal managerial factors, export success and, SMEs,

**JEL-Codes:** L21, M10, M16

## Contents

<b>1. INTRODUCTION .....</b>	<b>5</b>
<b>2. DETERMINANTS OF EXPORT PERFORMANCE: Literature Review ....</b>	<b>8</b>
2.1. ENVIRONMENT .....	8
2.2. FIRM CHARACTERISTICS.....	9
2.2.1. Firm Size .....	10
2.2.2. Technology Level and Innovation.....	11
2.2.3. Organizational Structure .....	11
2.2.4. Human Resources and Capabilities .....	13
2.2.5. Firm Experience / Knowledge.....	15
2.2.6. Export Market Orientation .....	17
2.2.7. Competitive Advantage .....	18
2.3. EXPORT MARKETING STRATEGY .....	19
2.3.1. Marketing-mix Strategies.....	20
2.3.2. Cooperative Relationships .....	22
2.3.3. Market Research.....	23
2.3.4. Expansion Strategy .....	25
2.4. MANAGERIAL CHARACTERISTICS .....	27
2.4.1. Age and Educational Level of Manager .....	28
2.4.2. International Experience .....	28
2.4.3. Managerial Skills.....	29

2.4.4.	Managerial Subjective Characteristics .....	30
2.4.5.	Export Commitment .....	32
2.5.	EXPORT PERFORMANCE.....	33
2.6.	CONCEPTUAL MODEL .....	34
<b>3.</b>	<b>METHODOLOGY .....</b>	<b>36</b>
3.1.	Study Selection.....	36
3.2.	Coding Process .....	37
3.3.	Sample Characteristics .....	38
<b>4.</b>	<b>ANALYSIS OF RESULTS.....</b>	<b>41</b>
4.1.	Managerial Characteristics.....	41
4.2.	Export Marketing Strategy .....	43
4.3.	Firm Characteristics and Resources.....	45
4.4.	Environmental Conditions .....	47
4.5.	Export Performance .....	48
<b>5.</b>	<b>CONCLUSIONS.....</b>	<b>51</b>
	<b>References.....</b>	<b>52</b>

## Figures

<b>Figure 1 - Conceptual Model .....</b>	<b>35</b>
--	-----------

## Tables

Table 1- Research profile of export performance determinants .....	40
Table 2 - Impacts of <i>Managerial Characteristics</i> dimensions on Export Performance .....	42
Table 3 - Impacts of <i>Export Marketing Strategy</i> dimensions on Export Performance.	44
Table 4 - Impacts of <i>Firm Characteristics</i> dimensions on Export Performance.....	46
Table 5 - Impacts of <i>Environmental Conditions</i> dimensions on Export Performance .	47
Table 6 - Combination of measure and type of export performance measures employed by the authors.....	48
Table 7 - Impact of Determinants on Export Performance (classified by type).....	49
Table 8 - Impact of Determinants on Export Performance (classified by measure).....	50

# 1. INTRODUCTION

## **Context**

Aspects such as the dilution of trade barriers, trade deficit pressures, increasing competition at home, and limited domestic market opportunities give companies and countries a reason to look to foreign markets as viable and natural opportunities of reaping economies of scale and specialization, accessing new technology, and attracting foreign direct investment (Cooper and Kleinschmidt, 1985; Katsikeas and Piercy, 1995; De Chiara and Minguzzi, 2002; Rock and Ahmed, 2008):

The increasing tendency towards a global economy highlight the interdependence of countries for resources, goods and commercial services but also exposes firms to the globalization of competition (Cavusgil and Zou, 1994; Moghaddam *et al.*, 2011; Stoian *et al.*, 2011). Because of subsequent performance difficulties, firm behavior and performance in export markets has received considerable research attention over the last two decades (Katsikeas and Piercy, 1995).

## **Importance of Exporting**

The importance of exports stimulated several academic researches (Rock and Ahmed, 2008) that have acknowledge it as playing a vital role for both growth of a country's economy and prosperity of the individual firms involved (Cavusgil, 1984; Dean *et al.*, 2000; Moghaddam *et al.*, 2011). On the opposite, long-term trade deficits have a serious impact on each country's well-being and international reputation (Dichtl *et al.*, 1990) being this one of the reasons why since the 1960s many less developed nations have turned from inward-looking import substitution development strategies to export-led growth (Nakos *et al.*, 1998).

Exporting has been the most popular and fastest-growing mode of international market expansion strategy (Reid, 1983), specially preferred by smaller firms, once that (depending on the different levels of commitment) requires certain resources and capacities, which sometimes are scant. Also, it is associated with less risk and capital availability in comparison to alternative entry modes as establishing joint ventures and

overseas subsidiaries (Piercy *et al.*, 1998; Dean *et al.*, 2000; De Chiara and Minguzzi, 2002; Stoian *et al.*, 2011; Jalali, 2012).

### **Internal Managerial Factors**

Certain organizational characteristics and management motives appear to be the most useful antecedents of export performance (Axinn *et al.*, 1995; Baldauf *et al.*, 2000). In fact, there are several studies that emphasized management as the principal force behind the internationalization process and its success (Chetty and Hamilton, 1993; Zou and Stan, 1998) given the power concentration and their direct responsibility in international activities decisions (Reid, 1983; Cavusgil, 1984; Aaby and Slater, 1989; Leonidou *et al.*, 1998).

Therefore, recently it has been given much importance to internal managerial factors, such as characteristics, beliefs and perceptions of managers, attempting to identify their influence on firm-level export performance and behavior (Dichtl *et al.*, 1990; Cavusgil and Zou, 1994; Naidu and Prasad, 1994; Axinn *et al.*, 1995).

### **Pertinence of study**

It is necessary to further investigate these issues so firms can better understand how to compose the strongest possible management teams to pursue rapid and dedicated internationalization (Katsikeas *et al.*, 1997). Detailed analyses would, also, help the orientation of public policies endowing assistance programs or associations to be specifically tailored helping to bridge skill gaps of management (Loane *et al.*, 2007; Fernandez-Ortiz and Lombardo, 2009). Accordingly, managers and policy-makers would be able to stimulate the economy considerably with decisions based on knowledge about the influence of internal factors on the export success of (Reid, 1983; Bijmolt and Zwart, 1994; Katsikeas and Piercy, 1995).

For that purpose, this paper aims to contribute to the international management literature by addressing empirical evidences to the extent of relationship between export performance and management characteristics and decisions. In fact, the recognition of the problems and opportunities that management is exposed to and their limitations, is necessary to understand how they create effective strategic decisions in order to

accomplish firm's growth through exporting and consequently export performance improvement (Cavusgil, 1984).

The exposition will be made taking into account that the existing categorization of variables is equivocal (Bijmolt and Zwart, 1994), and thus it will be performed a codification at a great level of detail not to lose the context of information but also to be able to control the diversity. This will be made for all the determinants found having impact on performance, but also on the dependent variable.

Since many studies only include a relatively limited number of factors important for the full conceptualization (Rock and Ahmed, 2008) there is still lack of consensus about the strength, significance, and generalization of relationships between all the determinants conducting export performance (Dean *et al.*, 2000)

To our best knowledge, it is the first time a study employs alternative proxies to assess this relationship with the importance of management on export performance. Moreover, this research aims to contribute to the firms' export performance scientific field by adding empirical evidence and studying this relationship, in order to be able to adjust the public policy and the policy of the firms themselves.

This work is structured as follows: besides this introduction, we review the relevant literature in next section determinants and dimensions and export performance measures employed (Section 2.). Then, in next section some methodological considerations are made (Section 3.) and in Section 4. analysis of gathered data is made. At the end, Section 5. presents the conclusions of this work.

## **2. DETERMINANTS OF EXPORT PERFORMANCE:**

### **Literature Review**

#### **2.1. ENVIRONMENT**

Although resource based view approach identify organizational resources as main determinants of firm's export performance, external environment cannot be neglected and has to be considered as a key complement that can pose possible opportunities and threats to the firm's exporting activity (Cooper and Kleinschmidt, 1985; Cavusgil and Zou, 1994; Aulakh *et al.*, 2000; O'cass and Julian, 2003; Stoian *et al.*, 2011). This relevance is supported by the structure – conduct – performance (SCP) paradigm which states that the several dimensions that compose environmental influence the conduct of how firms act in overseas markets and thus, determines the level of performance achieved (Caloghirou *et al.*, 2004).

Despite its importance as determinants of export performance these factors have received limited research attention (McGahan and Porter, 1997; Zou and Stan, 1998; Ling-Yee, 2004; Stoian *et al.*, 2011), in part because the extent of control that managers can have on these conditions is very limited (Sousa *et al.*, 2008; Jalali, 2012) and in most situations must be considered as given constraints (Aaby and Slater, 1989). Supporting this theory, Baldauf *et al.* (2000) found that companies consider environmental effects relatively unimportant and not a concern when going international.

Characteristics such as concentration, barriers to entry, industry life cycle and industry volatility define the competitive environment and have provided evidence that industry is an important determinant of firm profitability (Caloghirou *et al.*, 2004; Stoian *et al.*, 2011). However, a set of characteristics has to be observed or the result may be the opposite: concentration may lead to high profits that will attract potential competition if barriers to entry are low. Also, firms in growth stage of industry life cycle are generally characterized by high marketing costs, increased investments and high levels of buyer spending (Andersson *et al.*, 2004; Caloghirou *et al.*, 2004) and volatile markets have

high levels of uncertainty that encourage higher levels of innovation and risk-taking attitudes (Robertson and Chetty, 2000).

Besides industry, there are also external factors specific to foreign and domestic market characteristics (Sousa *et al.*, 2008) such as exchange rates, level of domestic and foreign demand, relative rates of price-level increases (Cavusgil, 1984) overall market attractiveness, infrastructure problems, government imposed barriers such as tariffs and quotas (Styles and Ambler, 1994) existence of trade agreements, risk in export market operations, export subsidies and tax incentives, industry-specific regulations, stability of foreign economy, export market accessibility and market potential (Katsikeas *et al.*, 1997).

To control or at least limit the possible effects that external conditions have on firm's activities there is the need of constant information and monitoring. That way, appropriate decisions can be made, in order to match competitive moves as well as to remain flexible to economic conditions, demand levels and industry specific regulations (Richey and Myers, 2001) leading the companies towards greater levels of performance.

## **2.2. FIRM CHARACTERISTICS**

Firm characteristics are, at least in the short time, considered to be static and not possible to change due to the fact that capabilities take time to be altered and when they are the effects are not immediate. Also, certain firm-specific assets as reputation and know-how are not tradable but those strategic assets that are, have sometimes too high costs associated that doesn't pay-off the returns from its utilization (Caloghirou *et al.*, 2004).

However, in spite of these characteristics not being able to be used by the firm as export policy instruments, the role that plays on international activities has to be considered (Cavusgil, 1984; Bijmolt and Zwart, 1994) and controllable by management once it indicates the companies' capabilities and weaknesses (Baldauf *et al.*, 2000).

Drawing on the Resource Based View insight, organizational resources determine firm's export performance. The possession of certain set of firm specific characteristics is likely to influence a firm's ability to identify appropriate export opportunities and to

be successful exploiting them (Christensen *et al.*, 1987; Nakos *et al.*, 1998), yet some firm characteristics identified in the literature as antecedents of export performance have shown contradictory results (Stoian *et al.*, 2011).

### **2.2.1. Firm Size**

Firm size is an indicator of available managerial and financial resources, including the extent in which are unused or underutilized (Aaby and Slater, 1989; Baldauf *et al.*, 2000; Dhanaraj and Beamish, 2003). It is also associated with scale economies, specialization, better access to financial resources in capital markets (Dhanaraj and Beamish, 2003) financing facilitates to purchase or product goods (Ling-Yee and Ogunmokun, 2001a), available human resources as well as production capacity, lower levels of perceived risk regarding foreign markets and operations (Bonaccorsi, 1992; Katsikeas *et al.*, 1997), and properties that enhance the ability to look for, identify, and explore attractive export market opportunities (Katsikeas *et al.*, 1997).

Many researchers have assumed that once that larger firms possess more or better capabilities than SMEs they are expected to be better international performers, however this proposition has not been generally supported by empirical research (Nakos *et al.*, 1998; Brouthers and Nakos, 2005) and the findings of the influence on export performance have yielded contradictory results (Schlegelmich and Crook, 1988; Baldauf *et al.*, 2000; Stoian *et al.*, 2011).

On its turn, SMEs have several export-related problems since the small scale of activity limit financial possibilities (Bijmolt and Zwart, 1994) limit the information and knowledge about foreign markets acquisition (Julien and Ramangalahy, 2003) what leads to a scarce of resources in sustaining high levels of international involvement (Bonaccorsi, 1992).

The mixed results exist because although all the above propositions there are firms within the group of SMEs that have been able to compete successfully in international markets (Alvarez, 2004).

### **2.2.2. Technology Level and Innovation**

Technological intensity represents the value that is added to the product in the initial processes of value chain (Dhanaraj and Beamish, 2003). Thus, based on the importance that the final product has on performance results (Aulakh *et al.*, 2000), it could be argued that more technological intensity should lead to a better performance, however, the outcomes of possession of specialized knowledge and technology depend on how the firm takes advantage of it (Aaby and Slater, 1989). To a better understanding of the extent of the impact it has on export performance, many research have been addressed to this issue (Dhanaraj and Beamish, 2003).

Innovation as itself, affects export activities of a firm in terms of processes, management, organization and technology by increasing the production, reducing costs and developing new products (or changes in quality, design and packaging) for international markets (Alvarez, 2004; Peyman *et al.*, 2013). Commonly it is made the distinction between those innovations that depart from existing practice, creating new ones, and those innovations that make marginal improvements to the already existing practices. (Amason *et al.*, 2006)

### **2.2.3. Organizational Structure**

#### **Organizational Structure and Culture**

Structure and behavior of the organization strongly influences export efforts and outcome performance of companies (Aaby and Slater, 1989; Zou and Stan, 1998). Therefore, given the positive effect on export success, correct adjustments on the organizational structure should be taken into account (Bijmolt and Zwart, 1994).

Considerable attention has also been paid to the study of the existent relationship between corporate culture and performance. Dosoglu-Guner (2001) described four types of culture and emphasized that in spite of firms having a mixture of all, only one dominates the entire organization and define the performance dimension: The market culture is characterized by its focus on competitive advantage and market superiority; clan culture emphasizes internal maintenance in terms of commitment, cohesiveness,

personal satisfaction and morale; hierarchical culture represents a stable and predictable bureaucratic structure with orders, rules, and uniformity; and at last, the adhocracy is characterized as an entrepreneur, creative, and adaptable culture. In order to reflect the aspects of the organization's cultural values and norms, coordination plays the key role of consolidating company into a cohesive whole, steering learning processes and organizational activities (Cadogan *et al.*, 2002).

### **Management Structure**

The decision-making power is usually concentrated in management, and represents its members characteristics and skills (Reid, 1983; Cavusgil, 1984). Accordingly, the quality and composition of top management team (TMT) has been proved has a critical determinant of organizational performance as it may enable the firm to overcome some of the inherent financial and human resource constraints (Hauser *et al.*, 2012).

Larger composition of TMT implies bigger barriers of communication and coordination, but also it endows management to better gathering of information and to overcome barriers to the internationalization process. Such concept is presented by the increased diversity and specialization. Heterogeneity of age, education, tenure and functional background implies a broader group of skills, which can be maneuvered by new member addition (Herrmann and Datta, 2005; Amason *et al.*, 2006; Hauser *et al.*, 2012).

### **Interfunctional Relations and Concentration**

Only recently the export literature has started to look into the fact that the company is composed by several work groups, functions, departments, and business units that compete for power and resources between them. Interfunctional Relations where identifying as key dimensions of conflict (dysfunctional communication and conflict between functional goals and objectives) and connectedness (interfunctional discussion and solutions of issues) (Cadogan *et al.*, 2005).

Concentration is defined as the centralization of export decision making that lacks the participation of export function members, which consequently influence negatively

exporting's interfunctional interactions by reducing export employees' autonomy (Cadogan *et al.*, 2005).

Concentration of channel decisions can be detrimental for distribution effectiveness because local agents, distributors, or subsidiaries are closer to the operations so they have better knowledge of local market conditions. Contrariwise, marketing related decisions are made at upper-management level, which allows coordination across markets (Shoham, 1999; Richey and Myers, 2001).

It has been noted in the literature that conflict may arise, when exporting firms want to claim back the decision-making power given to the distributors, intermediaries or subsidiary in the early phases of internationalization (Solberg, 2002).

#### **2.2.4. Human Resources and Capabilities**

##### **Human Resources Management**

The importance placed on human capital or personal factors as firm assets is due to the fact that they can overcome inadequacies in resources stocks, and therefore, constitute a potential source of differential advantage (Stoian *et al.*, 2011). Likewise, human resources management policies are essential develop and maintain that advantage (Cicic *et al.*, 2002).

When exploring foreign opportunities experience and knowledge are essential to understand competitive environments, and to react quickly to unexpected changes. For that reason employee selection and training should be implemented systematically within the firm's organization so employees have the appropriate skills and knowledge necessary to export activities (Deng *et al.*, 2003; Cadogan *et al.*, 2005). Firms without well-trained export staff have limited capacity to successfully identify opportunities and may make costly mistakes on exporting operations (Nakos *et al.*, 1998).

##### **Psychological managerial determinants**

There are various researchers that have studied the relationship between psychological managerial determinants such as level of morale, job satisfaction and appraisal system

with firm's performance (Theodosiou and Katsikea, 2007) however, not so many have studied yet the impact of these determinants on exporting performance.

Coudounaris (2011) developed the export managerial psychology (EMP) which defends that export manager's performance can influence firm's export performance and that the company can, on its turn, influence the manager's outcome performance. Indeed, financial and nonfinancial rewards are used to provide adequate compensation but also to improve level of morale, job satisfaction and motivate employees, factors that are linked to performance (Deng *et al.*, 2003; Theodosiou and Katsikea, 2007).

Successful exporting enterprises have been found to rely on formal control systems for monitoring performance (Deng *et al.*, 2003). Accordingly, sales management control systems can be classified as outcome-based, which focuses on the results that the salesperson obtains regardless the methods of achievement, and as behavior-based in which the inputs and processes are managed with the primary goal of taking the best actions that influence the attitudes and behavior of export sales managers (Coudounaris, 2011).

Performance appraisals system reward employees on export market-based criteria such as customer retention rates, customer satisfaction and market shares (Cicic *et al.*, 2002) and provide to management data on employees' performance. With this information, managers can evaluate the special training and assistance needed by employees to improve their work performance as also if the current policies are effective (Deng *et al.*, 2003).

### **Organizational Commitment**

As a consequence of job satisfaction, employees become more committed and motivated to serve organizational objectives instead of pursuing their self interest (Deng *et al.*, 2003; Theodosiou and Katsikea, 2007; Coudounaris, 2011) besides, firm can take advantage of increased opportunities of interfunctional contact and cooperation (Cadogan *et al.*, 2005).

## **2.2.5. Firm Experience / Knowledge**

### **International Experience**

The international experience is considered to be a key determinant factor on the level of commitment of companies to foreign markets, and particularly on export performance (Aaby and Slater, 1989; Nakos *et al.*, 1998; Zou and Stan, 1998). However, previous research on the extent and direction of this relationship reveal confusing results. While some state consistently positive relationship (Brouthers and Nakos, 2005), others point out for mixed results (Stoian *et al.*, 2011).

It is also shown that past performance has a strong impact on firm behavior and future intentions as firms intend to continue with strategies that yielded good results before (Axinn *et al.*, 1995). This, is due to the process of learning and knowledge accumulation that experience provide to the company and which in turns influences performance (Peyman *et al.*, 2013). The learning with past experience can be divided in three kinds: market learning, social learning (contacts and networks), and technological learning (Yeoh, 2004) A competent firm, therefore, because of its international experience, knows the differences in environmental conditions and is more likely to select the most attractive markets (Sousa *et al.*, 2008).

### **Export Involvement**

The learning process, which is also illustrated by internationalization process models, is widely documented in the literature (Katsikeas and Piercy, 1995; Coviello and Munro, 1997). Actually, the stages model of internationalization that later was described by Johanson and Vahlne (1977) was adopted quickly into providing a dynamic model of export behavior by Bilkey and Tesar (1977).

Under this approach the internationalization is described as a learning process of gradual development and accumulation of knowledge where exporting is merely regarded as an interim stage. Companies start with irregular export or exporting through agents, and as involvement and knowledge in foreign activities increases, overseas sales and production are established abroad as reflect of greater commitment (Bilkey and

Tesar, 1977; Johanson and Vahlne, 1977; Reid, 1981; Cavusgil, 1984; Schlegelmich and Crook, 1988; Louter *et al.*, 1991; Styles and Ambler, 2000; Stoian *et al.*, 2011).

The stages above mentioned are described in terms of mode of entry or establishment in overseas markets but other authors applied them differently. (Reid, 1981) represented schematically as a five-stage hierarchy consisting of export awareness, export intention, trial, evaluation, and acceptance, while Cavusgil (1984) distinguishes three groups of companies based upon their level of export development: experimental involvement; active involvement; and committed involvement.

All these stages models emphasized “experiential” knowledge (gathered through experience), and the incremental resource commitment of the firm which both represent export success elements (Katsikeas *et al.*, 1997; Gençtürk and Kotabe, 2001). Thus, differences in export performance may be explained by different degrees of effort by internationalizing firms (Alvarez, 2004).

Notwithstanding, the stage theory of internationalization has been criticized for laying on a weak empirical platform. Small firms rarely establish sales and production units on foreign markets because of investment constraints while others may never be possible to do it by product-specific characteristics. On the other hand many modern companies break traditional expectations that internationalization is a longstanding incremental process and achieve immediate internationalization or even are “born-global” (Louter *et al.*, 1991; Boter, 2003; Andersson *et al.*, 2004).

### **International Diversification**

The U-Model by Johanson and Vahlne (1977) also suggests that international behavior is driven by psychic distance implying that as more experience is gained, decision makers will be able to start choosing new foreign markets with greater psychic distance.

The international business literature associates international diversification with several benefits as economies of scale, scope, and experience, risk spreading, capacity to acquire cheaper inputs, arbitrage across country markets, and market coverage

(Herrmann and Datta, 2005). These benefits allow the firm to achieve higher export performance (Baldauf *et al.*, 2000) and to build and sustain competitive advantage (Aulakh *et al.*, 2000).

Although these elements being considered success factors, researchers show no consensus on whether to concentrate or to diversify markets (Dean *et al.*, 2000) because international environment is highly complex and in order to be involved in multiple countries managers are required to know and coordinate a large number of social, political, and cultural factors (Nakos *et al.*, 1998; Shoham, 1999).

### **2.2.6. Export Market Orientation**

Export market oriented activities are necessary in order to firm be able to predict, identify, and to react efficiently to market environment changes (Cadogan *et al.*, 2002; Rose and Shoham, 2002), however, only over recent years the assessment of nature and effects of market orientation have been focus of study (Thirkell and Dau, 1998). Yet, the results strongly suggest a significant impact on organizational performance (Cadogan *et al.*, 1999; Akyol and Akehurst, 2003) and competitive advantage (Prasad *et al.*, 2001).

Export market orientation provides an integrated perspective which is conceptualized by three behavioral components focused on export customers, competitors, and the environmental changes affecting the firm (Cicic *et al.*, 2002; Akyol and Akehurst, 2003), plus an interfunctional dimension of coordination: Export intelligence generation represents activities which constitute the creation of export market intelligence; export intelligence dissemination includes the activities which involve the sharing of export market intelligence; responsiveness, the responses to the intelligence that has been generated and disseminated; and the coordinating mechanism enclose several interrelated issues as communication and common understanding, a lack of dysfunctional conflict, organizational culture, co-operation, and common work-oriented goals (Cadogan *et al.*, 1999).

Cadogan *et al.* (2003) found that environment may moderate the effects that market orientation has on performance. In markets with low competitive intensity the costs of having market oriented activities may overcome potential benefits from it but in the

opposite, on high competitive markets, customers will switch to the firms that are more market-oriented. This is attributed to the fact that market oriented firms offer additional benefits for buyers that may be considered as potential sources of competitive advantages (Narver and Slater, 1990).

### **2.2.7. Competitive Advantage**

The Resource Based View, in which the firm resources and its unique combination within organizational capabilities are considered sources of competitive advantage (Caloghirou *et al.*, 2004; Hahti *et al.*, 2005; Stoian *et al.*, 2011), is a growing perspective in international business which appropriateness and explanatory power for the study of export performance has been confirmed by numerous scholars (Dhanaraj and Beamish, 2003).

The possession of competitive advantage, represented as assets and skills (Piercy *et al.*, 1998), enables an exporter to identify the idiosyncrasies in the export markets, develop appropriate marketing strategy and execute it effectively towards performance (Cavusgil and Zou, 1994; Sousa *et al.*, 2008), although, it cannot be forgotten the fact that competitive advantage reflect the pattern of past investments and efforts (Day and Wensley, 1988). Indeed, differential firm advantages as possession of superior skills and resources are not automatically converted into positional advantages or performance by itself (Cavusgil, 1984) it is necessary that the firm has the capacity to continually invest on sustaining the positional advantage (Day and Wensley, 1988; Katsikeas and Piercy, 1995).

The results of studies that observe competitive advantages effects on export performance have shown mixed directions. This, may be explained by the fact that there is no single factor or clear definition that conceptualize competitive advantage (Ling-Yee and Ogunmokun, 2001a), but also, by the impact that managerial perceptions can have on it (Jaffe and Pasternak, 1994). For example, when a firm is aware of the unique assets it possesses, it is likely that its advantages will be exploited (White *et al.*, 1998), however, there are situations where the conditions for competitive exporting exist but management may perceive it differently. Also, it may happen that the competitive

advantage is recognized but it cannot be transferable across borders (Rock and Ahmed, 2008).

Export competitive advantages may take the form of export channel relationships (Thirkell and Dau, 1998); scale advantages (Cavusgil, 1984; Moen, 1999); product superiority, such as better design, better packaging, better brand image abroad and competitive prices as lower unit cost, lower selling price to end-user abroad (Ling-Yee and Ogunmokun, 2001a); location advantage, in terms of physical distance to export markets and information centers as also psychological distance (Schlegelmich and Crook, 1988); and adequate export finance and technology (Piercy *et al.*, 1998).

### **2.3. EXPORT MARKETING STRATEGY**

Several authors have shown that export market strategy play a dominant role on determining export performance (Reid, 1981; Cooper and Kleinschmidt, 1985; Cavusgil and Zou, 1994), as a mean by which management control the interplay of internal and external forces (as competitive market conditions) in order to meet the objectives (Cavusgil and Zou, 1994; Lee and Griffith, 2004).

The export strategy is a complex determinant that varies within the different nature of firms, markets and industries (Cooper and Kleinschmidt, 1985), fact that may lead to inconsistent and even contradictory results when studying its impact on export performance. This conclusion is supported by the theory that superior performance is not achieved by the particular kind of strategy chosen but by the appropriate fit between strategy, firm strengths and its context (Cavusgil and Zou, 1994; Shoham *et al.*, 2002; Sousa *et al.*, 2008).

In pursuing the export market strategy the firm uses as instruments the traditional elements of the marketing mix (Product, Price, Promotion, and Distribution/Place (O'cass and Julian, 2003; Lee and Griffith, 2004; Moghaddam *et al.*, 2011; Peyman *et al.*, 2013), as also the more recently proposed, market research and cooperative strategies.

### 2.3.1. Marketing-mix Strategies

#### Strategic Decisions

Cost leadership and differentiation concern how a firm uses a competitive advantage strategically with respect to competitors in an industry. When following a differentiation strategy more emphasis may be given at creating a product or service that customers see as unique in terms of brand image, technology, customer service, or innovative products. Low cost strategies on its turn require firms to keep lower prices to match competitors, which can be accomplished by reducing costs through improving operating efficiency or product quality (Aulakh *et al.*, 2000; Baldauf *et al.*, 2000)

Higher profit may be achieved by differentiation once that this strategy has direct influence on customer loyalty that represents demand as price-inelastic (Aulakh *et al.*, 2000) but also this strategy targets lower market share what may lead to lower sales (Baldauf *et al.*, 2000). Both cost and differentiation strategies are influenced by the strategic decision of adaptation or standardization (Louter *et al.*, 1991; Nakos *et al.*, 1998).

Adaptation is another instrumental strategy that seeks the goal achievement of firm. Involves changing the elements or components of the marketing mix used in domestic country to suit specific targeted market needs (Cooper and Kleinschmidt, 1985; Aulakh *et al.*, 2000; Albaum and Tse, 2001) which conduct company to create greater competitive advantage (Peyman *et al.*, 2013). Standardization, as opposite strategy of adaptation, is supported by the fact that there are fewer costs involved and that market and tastes are converging, even though there are some critics to this conceptualization (Shoham, 1999).

The choice of which strategy to use is influenced in a large extent by subjective perceptions. The more a firm perceives that a particular marketing-mix component is instrumental to its success, more efforts will be addressed in order to ensure that serves its customers (Albaum and Tse, 2001).

Researches on the impact of strategy adaptation and firm's performance have pointed out to inconsistent results (Zou and Stan, 1998; Aulakh *et al.*, 2000; Albaum and Tse,

2001). Some researchers defend that adaptation brings better chances of success to the company (Styles and Ambler, 1994) and export performance (Cooper and Kleinschmidt, 1985; Lee and Griffith, 2004). Though, others argue that adaptation works for some but not all components of a firm's marketing strategy, requiring the need to assess which and how much to adapt each component to (Albaum and Tse, 2001).

### **Product**

Product adaptation has received most of the attention in the standardization literature (Lages, 2000). Firm's adapt their products in order to fight intense competitive pressure (Cavusgil and Zou, 1994; O'cass and Julian, 2003), to meet cross-border differences of customer's needs and consequently to increase customer satisfaction and overall performance (Cavusgil and Zou, 1994; Shoham, 1999), although firms may attempt to sell overseas the same products that they sell sold at domestic country (Nakos *et al.*, 1998).

Other dimensions of product that have been described as antecedents of success are augmented product factors, as pos sales services (Leonidou *et al.*, 2002); product uniqueness and product novelty (Amason *et al.*, 2006).

### **Price**

Engaging pricing adaptation allows a firm to adjust to local competitive conditions and local market fluctuations, advantage that result in better export performance (Christensen *et al.*, 1987; Louter *et al.*, 1991; Leonidou *et al.*, 2002; Lee and Griffith, 2004). Although, Shoham (1999) notes that adapting price enhances performance only when it is higher than domestic prices, having the opposite effect when it is lower (Shoham, 1999).

Price has also been study in terms of competitive pricing methods (Aaby and Slater, 1989) concentrated on penetrating foreign market by offering low price and obtain market share (Moghaddam *et al.*, 2011) notwithstanding, Cavusgil and Zou (1994) found that managers are not resorting to price as a competitive weapon.

### **Promotion**

Promotion adaptation is prompted largely by market pressures such as media availability (Cavusgil and Zou, 1994) and has been shown as enhancing greater international performance (Shoham, 1999; Moghaddam *et al.*, 2011) based on the justification that through advertising procedures an exporter can stimulate sales (Lee and Griffith, 2004). Also exporting commitment is emphasized once that advertising expenditures can become critical but are essential to establish brand familiarity in foreign markets (Lee and Griffith, 2004).

In spite of advertising and promotion adaptation be the most widely researched variables under the promotion-mix outcomes, others have also been acknowledge: sales promotion, personal selling, trade fairs and personal visits (Leonidou *et al.*, 2002).

### **Export Channel and Distribution**

Distribution is an environmental conditioned variable (Shoham, 1999) that stresses management on the need to strengthen export channel structure capabilities and relations (Cavusgil and Zou, 1994; Yeoh and Jeong, 1995). When the export market is competitive, supporting the distributor/subsidiary is particularly important to ensure adequate promotion, timely delivery, and proper maintenance and service (O'cass and Julian, 2003).

Export channel structures are defined as the arrangement of workflow, communication, and authority relationships within the exporter-distributor relationship (Robertson and Chetty, 2000) and can be classified as direct, which has advantages as knowledge acquisition and increased export profitability; and indirect exporting, through independent intermediary (Lee and Griffith, 2004).

The conceptualization of this marketing mix element is very connected with cooperative relationships, which is the topic that will be developed in the next subsection and that will evidence some of the same players of distribution strategy.

### **2.3.2. Cooperative Relationships**

Reliance on external relationships has shown considerable growth in recent years, becoming a central strategy for many organizations (Coviello and Munro, 1997). The

issue has also been widely studied and found as significant (Hutchinson *et al.*, 2006), although terms such as collaborative/cooperative arrangements, clusters/networks, and strategic alliances are often used interchangeably (Haahti *et al.*, 2005).

Social capital theory suggests that direct personal contacts and networks are not only fundamental for international operations but also, may play a greater role in the international performance (Yeoh, 2004). Actually, it can be argued that success in export markets will rely on the ability to initiate and sustain strong and mutually beneficial relationships (O'cass and Julian, 2003).

These extra organizational linkages may include customers, distributors, competitors and suppliers as partners (Haahti *et al.*, 2005) and are often motivated by the need to gather experiential knowledge (Ling-Yee and Ogunmokun, 2001b), once that such relationships can help in creating awareness of international opportunities, exposing decision makers to additional information (Reid, 1983; Ling-Yee, 2004) which enhance foreign market selection by providing the mechanism to support market entry (Calof, 1994) and facilitate better decision making (Styles and Ambler, 1994).

It may be also expected, that after the initial knowledge share and after experiencing the strong market performance, each part begin to desire greater control in network relationships and. autonomy (Coviello and Munro, 1997). For this reason, key elements for sustaining it as success strategy are the inclusion of the important actors in the network, the intensity of the relationships (relationship satisfaction, cooperation, conflict and communication), the degree of reciprocity in decision making and the extent of long-term commitment between actors (Styles and Ambler, 1994; Styles and Ambler, 2000).

### **2.3.3. Market Research**

#### **Decision making intelligence**

Taking into account the complexity and uncertainty of the export related decision making process (Stoian *et al.*, 2011; Peyman *et al.*, 2013) several approaches have been adopted towards defining the relationship between research activity and export outcome (Schlegelmich and Crook, 1988). The export market knowledge and the ability to learn

and generate relevant internal knowledge is here, once more emphasized as a strategic asset that may give to the company a competitive advantage (Thirkell and Dau, 1998; Gençtürk and Kotabe, 2001; Dhanaraj and Beamish, 2003; Rock and Ahmed, 2008).

Information availability regarding potential export opportunities plays a crucial role for performance (Richey and Myers, 2001; Julien and Ramangalahy, 2003; Rock and Ahmed, 2008) since export resources may be limited or constrained, so they have to be applied effectively (Louter *et al.*, 1991; Haahti *et al.*, 2005). Thus, the firm should actively develop either formal or informal methods to collect, analyze and disseminate information relevant to its export decisions (Cavusgil, 1984) because such data is rarely available in the mean that firms may need it (Hart *et al.*, 1994).

### **Information Type**

A good number of research studies have focused not only on whether firms carry out marketing research, but also on what factors appear to influence the perception of importance of export-related information and its sources. The collection of information types can be seen as dependent on firm size and perceptions of risk in international marketing (Hart *et al.*, 1994) tending to reduce as experience is gained (Richey and Myers, 2001).

Julien and Ramangalahy (2003) grouped as follows the types of information identified as relevant to the companies: foreign market (size, potential, structure, trends, emergent markets, entry modes); customers (demand and needs, purchase behavior, preferences, habits); competition (strategy, strengths and weaknesses, offered products and prices); products (need of adaptation, technical norms, innovations); prices (level, trends, mode and terms of payment, and margins); promotion (methods and possibilities); distribution (costs, channels, intermediaries performance); and general environment (barriers to exporting, political and economic background).

### **Information Sources**

It has been found that the perceived lack of availability of the relevant information may be, in fact, due to a lack of awareness of export information sources (Souchon and Diamantopoulos, 1997). That is why objective information sources as export channel,

government and institutions, fairs and missions and specialized journals or databases (Julien and Ramangalahy, 2003) are important but should be preceded by experiential information not only to provide a frame of reference for interpretation, but also to motivate its collection through other means (Styles and Ambler, 2000).

### **Information Usage**

Another important dimension of study is the extent of use of the available and the generated information. Most export information was found to be discarded by company directors by the lack of relevance of such information or by the overload compared to the needed information (Hart *et al.*, 1994; Souchon and Diamantopoulos, 1997).

Deciding not to use information can have a positive effect, once it may be preferable to inappropriate utilization. Rejection or ignoring the export information even considering is found to be likely to be detrimental to export performance (Souchon and Diamantopoulos, 1997)

## **2.3.4. Expansion Strategy**

### **Market Selection**

Although little research has examined this issue, systematic approaches to strategic decision of market selection should be considered one of the most important decisions (Louter *et al.*, 1991) as appear to improve firm performance (Brouthers and Nakos, 2005; Coudounaris, 2011).

Market selection can thus be seen as the decision process in which the considered set of markets (that result from market research information, experience and perceptions) are narrowed down (Reid, 1981) by the way the firm can take advantage of available market opportunity through underused resources within the firm (Reid, 1983). These factors will determine whether firm export proactively or by export push factors.

### **Export Motivation**

Companies' motivation for exporting is classified as proactive or reactive (Dean *et al.*, 2000). Proactive stimuli are those associated with the deliberate search for export

opportunities to leverage organizations' competencies (pull factors) (Baldauf *et al.*, 2000). Reactive stimuli are those connected with push factors as the change of conditions, reflecting a passive attitude in seeking exporting opportunities, and fortuitous export involvement (Katsikeas and Piercy, 1995).

Different motivations types have also different influence on export performance. Proactive exporters are the most aggressive looking for market intelligence, using export assistance programs (Francis and Collins-Dodd, 2000) and are more bold, risk taking, and innovative pursuing opportunities (Robertson and Chetty, 2000; Rock and Ahmed, 2008), factors that lead to great export performance.

Benefit from existing competitive advantages (Moen, 1999), profit opportunities exploitation (Czinkota, 1994), response to unsolicited orders from abroad (Stoian *et al.*, 2011), existence of unutilized production capacity, saturation of domestic market (Leonidou *et al.*, 1998), competitive pressures, seek of international reputation and expansion of sales territories (Baldauf *et al.*, 2000) have been some of the export motives acknowledge in the literature.

### **Export Assistance**

Many companies are unable or unwilling to pursue export sales aggressively because of their lack of experience, limited resources and perceived or real obstacles (Francis and Collins-Dodd, 2004). For that reason export assistance is fundamental for firm's international participation what directed numerous studies to focus on the importance of export development strategies (Dean *et al.*, 2000; Lages and Montgomery, 2005).

Indeed, it is argued that export promotion should be also considered as a firm resources in the terms that it determines their competitiveness and outcome of exporting activities (Boter, 2003). Accordingly, export assistance influences export performance indirectly, by improving the factors that lead to success in international activities (Gençtürk and Kotabe, 2001). Thus, policies can assist exporters to overcome trade barriers (Jalali, 2012) providing market information (Nakos *et al.*, 1998) and creating or endowing organizational resources and capabilities (Czinkota, 1994) as

productivity and technological capability, competitiveness, and financial instruments (Alvarez, 2004).

However, results show that the impact of each instrument on export performance may differ (Alvarez, 2004), by the fact that export assistance must be appropriately focused to each firm's once different levels of involvement may lead to different needs (Bilkey and Tesar, 1977). Some authors argue that programs will have more impact if focused on increasing the resources available, as financial, human and physical infrastructure (Morgan *et al.*, 2004; Rock and Ahmed, 2008), while others defend the emphasis on developing basic management attitudes and expectations (Cavusgil, 1984; Christensen *et al.*, 1987; Boter, 2003) specifically by increasing the level of awareness of the benefits that may outcome from exporting (Dichtl *et al.*, 1990).

## **2.4. MANAGERIAL CHARACTERISTICS**

The importance of management in the internationalization process has been widely identified and acknowledge in many empirical studies (Cavusgil, 1984; Nakos *et al.*, 1998) and literature review studies (Aaby and Slater, 1989; Chetty and Hamilton, 1993; Zou and Stan, 1998). Research has consistently pointed to management as the principal force behind the initiation, development, sustenance, and success of exporting activities with the assumption that power and key decision-making authority is concentrated in a CEO or on Top Management Team (Leonidou *et al.*, 1998; Herrmann and Datta, 2005; Stoian *et al.*, 2011).

According to this view, if decisions are made by key individuals it is suggested the need of possession of appropriate managerial skills and characteristics (Bonaccorsi, 1992; Dhanaraj and Beamish, 2003). For that purpose several studies have examined the relationships between the managerial characteristics and various organizational outcomes (Herrmann and Datta, 2005). For example, many firms may not be taking advantage of potential available opportunities in spite of conditions for such activity exist (Dichtl *et al.*, 1990) based on skills, knowledge and beliefs which compose the characteristics that support decision making (Axinn *et al.*, 1995; Stoian *et al.*, 2011).

### **2.4.1. Age and Educational Level of Manager**

Previous research has established a significant relationship towards the age of the manager and the export behavior and propensity of the firm to internationalize (Bilkey and Tesar, 1977; Reid, 1983; Aaby and Slater, 1989; Dichtl *et al.*, 1990). It has been suggested that older managers have higher performances, however contradictory information has been provided due to the fact of the correlation between variables age, experience and personal network, but also (with opposite effect), innovativeness, risk taking and international outlook. (Andersson *et al.*, 2004; Herrmann and Datta, 2005; Fernandez-Ortiz and Lombardo, 2009)

Another of the most widely studied managerial characteristic is the educational level of the decision maker (Nakos *et al.*, 1998). Several studies have established a positive relationship between the educational level of the manager and the degree of export involvement of the firm (Reid, 1983; Axinn *et al.*, 1995; Stoian, 2007).

Highly-qualified managers presumably have better knowledge and are considered to be more open-minded to foreign affairs, motivated and self-confident. They are expected to perform better than less educated managers as they are assumed as having higher socio-cognitive capacities essential to the strategic decision-making process, to obtain creative solutions for complex problems, and to evaluate the benefits and disadvantages of exporting from an objective point of view (Nakos *et al.*, 1998; Herrmann and Datta, 2005; Fernandez-Ortiz and Lombardo, 2009).

### **2.4.2. International Experience**

Researchers have shown that firms that have managers with extensive overseas experience are more likely to engage in internationalization. Given their broader market knowledge, they perceive smaller psychological distance (Dichtl *et al.*, 1990) which influences exporting in two aspects: the initiation of the export process itself; and the results of this export activity (Reid, 1983; Axinn *et al.*, 1995; Hutchinson *et al.*, 2006; Fernandez-Ortiz and Lombardo, 2009).

Overseas experience conceptualizes the exposure of management to foreign cultures and business practices being evaluated by aspects such as time spent abroad (working,

studying, travelling or living) and international business knowledge (Aaby and Slater, 1989; Coviello and Munro, 1997; Lloyd-Reason and Mughan, 2002; Stoian *et al.*, 2011).

From these aspects managers have the ability to benefit from already existing international business networks or personal contacts (Nakos *et al.*, 1998; Stoian *et al.*, 2011) which are sources of information that may facilitate the identification of foreign market opportunities (White *et al.*, 1998; Stoian, 2007). Also, the accumulation of greater experiential knowledge of market characteristics, competition across the globe (Hutchinson *et al.*, 2006) and the ability to integrate the learned culture with their own, endows them to deal with the uncertainties and ambiguities associated with international operations and international diversification (Herrmann and Datta, 2005)

Language can be as well considered one of determinants of international exposure by its effect on export behavior; in fact, numerous researchers have studied the link between the language skills of the decision maker and the firm's export performance. Conclusions point out that managers that possess foreign languages proficiency are more willing to conduct business with foreigners, to develop relationships of trust (Nakos *et al.*, 1998), more likely to undertake export operations (Dichtl *et al.*, 1990) and facilitate effective control in overseas markets (Leonidou *et al.*, 1998).

Thus, it is expected that more experienced managers are in a better position, based on knowledge, to lead the firm towards higher performance levels by identifying and leveraging on the international opportunities while avoiding international threats (Leonidou *et al.*, 1998; Zou and Stan, 1998; Lages and Montgomery, 2005; Fernandez-Ortiz and Lombardo, 2009; Stoian *et al.*, 2011).

### **2.4.3. Managerial Skills**

Managers with the suitable mix of qualities tend to positively influence the course of action followed by the company and its results. By its importance on export performance managers should be given trainings to develop these specific qualities (Nazar and Saleem, 2009)

Management is contingent to a large degree on the particular market environment (Reid, 1981) arising from that the need for managers to possess dynamic skills that permit to effectively analyze firm's competitive arena (Stoian *et al.*, 2011). Also, functional specialization represents critical knowledge skills and experience, essential to activities, which are many times shaped by previous functional backgrounds (Herrmann and Datta, 2005; Hutchinson *et al.*, 2006). For management activity itself, effectiveness is expected from those managers who demonstrate skills as being participatory, hard driving, nurturing, competitive, flexible and creative while also being controlled, stable and rational (Analoui *et al.*, 2000). These critical skills are interrelated, supporting one another and allowing flexibility in managing diverse situations.

#### **2.4.4. Managerial Subjective Characteristics**

##### **Attitudinal Characteristics**

Management perceptions and attitudes appear to be one of the most important managerial determinants for export success. Indeed, studies have presented a substantial number of results pointing to the conclusion that manager's personality shape the international enrolment of companies (Boter, 2003). In particular, attitudes as risk-taking tendencies, innovativeness, entrepreneurship, proactivity and creativity lead to higher export performance as managers are more likely to respond favorably to export stimuli and become successful exporters (Cavusgil, 1984; Aaby and Slater, 1989; Axinn *et al.*, 1995; Leonidou *et al.*, 1998; Cacic *et al.*, 2002; Hutchinson *et al.*, 2006; Stoian, 2007).

The internationalization process is determined by the international orientation of the decision maker (Lloyd-Reason and Mughan, 2002). In part, this orientation may result from the overseas experience mentioned above but mostly it represents the evaluation of the degree of perceived difference between foreign and domestic markets along economic, cultural, political, and market-strategic dimensions (Reid, 1981; Jaffe and Pasternak, 1994). Perceived similarities and/or differences related to domestic market situation and potential foreign market have generally been acknowledged as predictors of export success (Aaby and Slater, 1989; Stoian *et al.*, 2011).

##### **Perceptions Sources**

Perceived psychic distance is related to export development models (Louter *et al.*, 1991) from the conceptualization that both share the same determinants: knowledge and experience. It is expected from the theory that becoming more involved with exports, managers become increasingly more optimistic, revising their previous expectations of risk (Cavusgil, 1984). However, in the critical initial stages less experienced firms or those with lack of the relevant market information may perceive higher risks that limit the ability of managers to effectively seek, identify and exploit potential risks and returns of overseas markets, and consequently, lead to unsatisfactory export performance levels (Bonaccorsi, 1992; Katsikeas and Piercy, 1995).

### **Export barriers**

The level of exporting barriers that company perceive and the way it deals with it is one explanation why some companies export and others don't (Boter, 2003; Alvarez, 2004). Although studies demonstrate that its impact on export performance is not conclusive (Dean *et al.*, 2000), it is important to achieve a better understanding of export barriers, since it threatens the efficiency and effectiveness of a firm's operations (Jalali, 2012).

Perceived barriers to exports seem to lie within the management (cost, risk and complexity perceptions) which is in turn influenced by contextual factors associated with firm size, resources and capability, export involvement and international experience (Cavusgil, 1984; Leonidou *et al.*, 1998; Jalali, 2012). But it is important to note that besides perceptions the existence of actual barriers creates a negative environment, in which the international firm has to operate (Cicic *et al.*, 2002).

These kinds of obstacles have been divided in the literature into different types: internal to firms, internal to country, and external (Alvarez, 2004); internal resource problems, procedural and distribution difficulties, foreign market factors, knowledge and experience problems, legal and political, and management considerations (Dean *et al.*, 2000). The most active factors in export barriers are bureaucracy requirements and competition in overseas markets (Jalali, 2012).

### **Goals and Aspirations**

Management's determination and the importance it places in pursuing and achieving basic business goals such as profits, growth, and diversification can be crucial to export market performance (Cavusgil, 1984). Also, positive attitudes and beliefs from management towards the effects of exports and opportunities will bring stronger development in exports (Boter, 2003; Stoian *et al.*, 2011).

Once the firm reaches a certain export involvement, and when management within the organization see their success tied to the success of the firm's export operations, the importance of export market intelligence generated and disseminated will also be higher (Cadogan *et al.*, 2002) in order to sustain the progress through the internationalization stages. This export impetus is represented by the perceived profits which support the theory that beliefs are considered to play the intermediary role of relating previous exporting experience or knowledge, with future intentions to continue, expand, or discontinue exporting (Axinn *et al.*, 1995).

#### **2.4.5. Export Commitment**

Following the underlying assumption of the gradualist approach, higher degree of export involvement implies greater commitment to the export activities. For that purpose, several studies have been addressed to managerial and organizational commitment and consequent outcomes being emphasized its extreme importance to export performance as it allows a firm to explore export market opportunities and to pursue effective export marketing strategies (Cavusgil and Zou, 1994; Axinn *et al.*, 1995; Zou and Stan, 1998; Stoian *et al.*, 2011).

To ensure regular exporting operations to overseas markets it is important to note that activities abroad may be different than domestic, requiring more or new resources or even the division of the existent ones through all markets. Accordingly, commitment has been represented in the literature by the favorable orientation, deliberate interest, and a willingness to allocate sufficient resources to export-related activities (Cavusgil, 1984; Leonidou *et al.*, 1998).

An export committed organization requires that the firm devote not only financial, technologic and human resources (Albaum and Tse, 2001) as also management care (Cavusgil, 1984) for activities such as export planning and control (O'cass and Julian,

2003), export department organization, export marketing research , regular export market visits (Katsikeas and Piercy, 1995) and efforts towards information accumulation and dissemination (Richey and Myers, 2001; Dhanaraj and Beamish, 2003).

These activities have a great influence on international activities of the firm so it is essential to management direct efforts towards it. Planning, reviewing, and developing strategies provide long-term consistency with corporate plans, assignment of responsibility for execution, communication of objectives, and organizational commitment to the agreed-to plan (Shoham, 1999; Andersson *et al.*, 2004).

Managerial commitment in exporting appears to be a key element in determining export success (Sousa *et al.*, 2008) because if management does not believe in the importance of internationalization, it is likely that there will be lack of support resulting on unsuccessful activities (Nakos *et al.*, 1998) otherwise, firm export performance is expected to be enhanced (Dichtl *et al.*, 1990; Louter *et al.*, 1991). Hence, an enduring managerial commitment will be recognized by whole organization as a system of shared values and beliefs about exporting importance for success which leads to an organizational export commitment (Cadogan *et al.*, 2005).

## **2.5. EXPORT PERFORMANCE**

Several broad approaches are used as measure of export performance, but there is no agreement on which is the most appropriate, what represents the need for further research on the potential relationship existing between different export performance dimensions/assessment modes (Cavusgil and Zou, 1994; Sousa *et al.*, 2008; Jalali, 2012) once that depending on the measure utilized, different hypotheses may be supported (Nakos *et al.*, 1998).

Katsikeas *et al.* (2000) and Sousa (2004) divided export performance similarly economic (objective), noneconomic (subjective) and generic measures, dividing then per sales, profit, market share, product related and miscellaneous. As result, found that the most used are the export sales ratio (export intensity), which fall into the category of sales-related economic measures.

Export intensity represents export sales as percent of total corporate sales (Cooper and Kleinschmidt, 1985; Bijmolt and Zwart, 1994; Nakos *et al.*, 1998; Zou and Stan, 1998) and is widely used in the literature. However, it needs to be taken into consideration that export intensity is not a comprehensive measure of export performance but merely provides a partial and static picture of what is essentially a multidimensional/dynamic concept (Reid, 1983; Rock and Ahmed, 2008).

Zou and Stan (1998) grouped the measures of export performance into seven categories, representing financial static measures (export intensity, profit), financial dynamic (growth), subjective measures based on beliefs and perceptions (success, satisfaction, goal achievement) and composite scales measures that are based on overall scores of a variety of performance measures. Shoham (1998) on his turn has divided the measures on sales, profitability and Change, that include sales and profitability.

## **2.6. CONCEPTUAL MODEL**

Based on the variables mentioned before, it was constructed the following conceptual model for the study of export performance determinants:

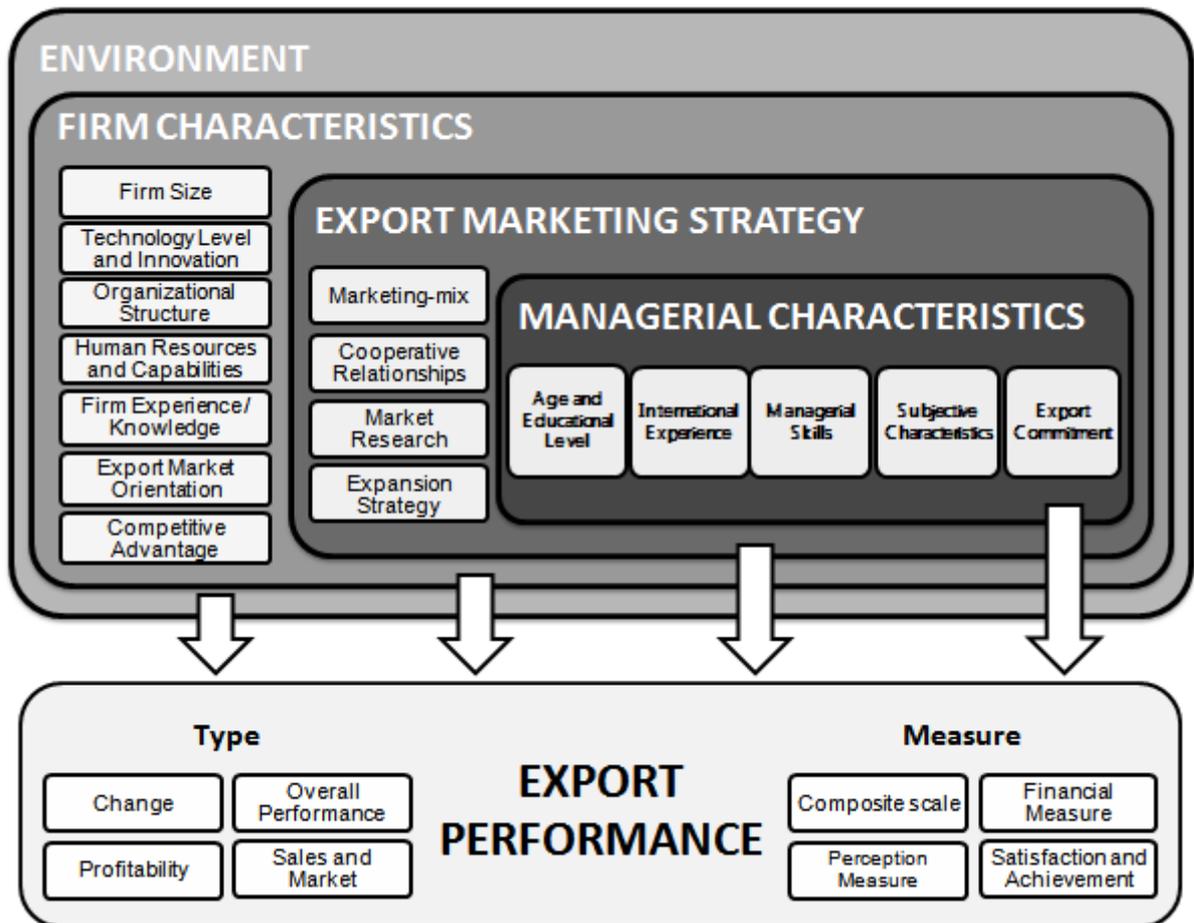


Figure 1 - Conceptual Model

### **3. METHODOLOGY**

Shoham (2003) in a similar study identified two types of meta-analysis accordingly to the purpose of the study: first when the focus of study is the impact of methodological features; and second type when it intended to make empirical generalizations, from multiple study.

The second type was thus employed as meta-analytic techniques allow to synthesize the findings from any set of past studies on the subject, rather than primary data, and provide an estimate of the strength of the association between a dependent and an independent variable (Chetty and Hamilton, 1993). These were then aggregated to examine the extent and direction of those relationships allowing the understanding of the different effects that measures may have on results.

A range of meta-analytic techniques is available to synthesize the findings from any set of studies and provide an estimate of "effect size", i.e. the strength of the association between a dependent and an independent variable. These individual effect sizes may then be weighted by effective sample sizes in order to produce a single measure (weighted average) of the strength of the relationship under scrutiny.

#### **3.1. Study Selection**

To gather the necessary information there were reviewed 97 studies on the internationalization literature. Firstly, it was selected an initial sample to get acquainted about the diversity of determinants existent on the literature. This initial sample had 17 studies as result and was found through databases as SCOPUS, EBSCO, Emerald and JSTOR by the search of the key words export, performance. The goal at that point was to have a sample that could improve the understanding of literature heterogeneity, had been chosen for that purpose researches from several publishers between the years of 1983 to 2012.

After this review it was made a new search by the same way as before but now including other key words as internal, determinants, and managerial what increased the sample to 59 studies. Lastly, in order to complete the sampling process there were searched 38 specific works that had been cited on the until then review works. This

snow-ball effect aimed to support some of the theories reviewed in the others that seemed relevant for better understanding of the concepts as a whole. Also some of those were found to be conducted in a similar way that this, so it was interesting to analyze how the same kind of questions were addressed.

From the ninety seven studies reviewed only 69 were employed in this work, as some were found to not have all the necessary criteria as follows:

- a. The dependent variables had to represent by any mean the export performance;
- b. The study had to provide the impact of the identified determinants on export performance;
- c. The way how export performance was measured had to be clear;
- d. Results should contain information about their *p-value*.

### **3.2. Coding Process**

In order to reduce coding error the conceptual model developed above accordingly to the literature review, was used as a form to structure the specific information that was necessary from each study and how to categorize it. This procedure follows the same that Huang and Tsai (2013) and Leonidou *et al.* (2002) have used.

The coding form was divided into three parts, the first related to a set of key characteristics, as year of study, geographic focus, company size, industry, response rate number of determinants variables used and number of export performance variables used.

The second part contained the list of variables of export performance determinants, and the third the list of variables of export performance.

When making the literature review, it stood out the problematic of variables concepts, once that many times the same determinant name was categorized or interpreted differently from one author to the other. This revealed the necessity of greater level of detail when gathering the information, so the codification wouldn't be arbitrary by the name given, but by the measure used.

However, it is also a fact that authors may employ the same measure as proxy of different determinants, for example, the number of exported markets may be used as proxy for export performance, diversification strategy, or international experience. In this case, to avoid losing information by placing it out of its context, the data of export determinants was structured on these categories: Measure/Question, Dimension, Determinant and Group, influence, sample size for the specific determinant (sometimes there were unanswered questions so the determinants could have different sample size than the whole), number of degrees of freedom, degree of the relationship with export performance, using *p*-value and its positive or negative direction.

The *p*-value, number of degrees of freedom and sample size were later disregarded as there wasn't enough information about the level that they weren't significant.

Each Measure/Question used by author corresponded to a new entry into the database to which was given a unique ID for the initial information be able to be tracked even after codification. When some author used the same determinant with more than one dependent variable the entry was doubled but maintaining this same ID. The results were 2102 entries that were coded in 4 classes, 25 determinants and 118 dimensions Table 1 (Table 2 to Table 4).

Concerning the export performance measures, the codification was made in two ways, the first related with the type of information second related to the kind of measure. This division was made as an adaptation of the various models reviewed in last chapter. The 98 dependent variables were coded into 4 types and 4 measures of export performance.

### **3.3. Sample Characteristics**

The sample analyzed has a geographic focus on studies of American and European firms that were conducted within the years of 1977 to 2013. Most studies don't identify or discriminate how many industries are analyzed, or refer only researching on manufacturers, being in this case coded as well as not available. There were 2 studies that were directed to services and they were treated as 1 specific industry.

Company size evidences that major interest is focused on the conditions and challenges for small firms because even having fewer capacities, resources and market

power they have recognized importance to proportion of world exports, economic growth, innovation, job and wealth creation in most countries (Bijmolt and Zwart, 1994; Axinn *et al.*, 1995; Katsikeas *et al.*, 1997; Stoian *et al.*, 2011).), while small attention is given to large company.

Methodologically, most studies used sample sizes from 100 to 300, obtained response rates above 50% and used between 4 to 6 determinants variables against 1 performance measure. Thus is may be argued that this data is consistent for a meta-analysis.

Methodology Characteristics	Study characteristics								
	Total	Time of study					Geographic focus		
		1970s	1980s	1990s	2000s	2010s (until 2013)	America	Europe	Other
<b>N</b>	69	1	5	17	41	5	25	24	20
<b><i>Company size</i></b>									
Small	28	1	2	6	18	1	10	12	6
Large	4			1	3		3	1	
All	18		2	6	9	1	5	7	6
n.a.	19		1	4	11	3	7	4	8
<b><i>Industry coverage</i></b>									
1 to 3 industries	17		3	4	8	2	6	5	6
4 to 7 industries	15			5	10		2	7	6
8 or more industries	9			4	4	1	5	3	1
n.a.	28	1	2	4	19	2	12	9	7
<b><i>Performance measures</i></b>									
1 variable	38	1	3	11	21	2	15	13	10
2 to 3 variables	24		2	6	14	2	8	9	7
4 or more variables	7				6	1	2	2	3
<b><i>Determinants measures</i></b>									
1 to 3 variables	19			6	10	3	4	10	5
4 to 6 variables	22		1	4	17		7	5	10
7 to 9 variables	18	1	2	4	10	1	9	5	4
10 or more variables	10		2	3	4	1	5	4	1
<b><i>Response rate</i></b>									
Bellow 30%	19		1	3	13	2	8	6	5
30% to 50%	21			4	15	2	3	9	9
Above 50%	25	1	4	9	10	1	13	7	5
n.a.	4			1	3		1	2	1
<b><i>Sample size</i></b>									
Bellow 100	12			3	6	3	2	3	7
100 to 300	43		5	9	27	2	17	16	10
301 to 500	11	1		4	6		5	3	3
Above 500	3			1	2		1	2	

**Table 1-** Research profile of export performance determinants

## **4. ANALYSIS OF RESULTS**

### **4.1. Managerial Characteristics**

The determinants most studied in this class were perceptions toward export barriers and export commitment.

As predicted, age of manager and TMT were mostly found with a negative or not significant impact due to the contradictory relation between this variable with experience, but at the same time also with innovativeness, risk taking and international outlook. Education, international exposure/experience and managerial skills and know-how appear to have the same behavior of positive relationship, with all the dimensions contributing equally, which makes sense due to the implicit concept of knowledge associated.

Perceptions toward export barriers from all the determinants were the ones that presented the most confusing result. This may be due to the fact that perceptions may be conservative in the terms of not taking advantage of existing opportunities, which have a negative impact on performance, but also if it is fit with reality may help to protect the company from harmful decisions. The dimensions most used were legal, operational and financial barriers.

Perceptions on exporting effects, goals and aspirations and perceived instrumentality had overall a common positive effect. It may be argued that these findings, complemented with the ones of perceived barriers indicate that management have perceptions close to the reality, thus if they expect positive effect, they end up by materializing on export performance.

If compared with the stages theory, the measure of export performance usually refers to the past and so if there is a good experience with exporting results it is understandable that management expects the same direction in the future.

Within managerial characteristics, export commitment was found to have the biggest positive impact on performance, attributed specially to dimensions of resource allocation and export planning.

	+	-	n.s.
<b>Managerial Characteristics</b>	<b>113</b>	<b>41</b>	<b>72</b>
<i>Age</i>	1	4	6
Age of manager	1	2	3
TMT members Age		2	3
<i>Educational Level</i>	6		5
Educational level of Manager	4		2
Educational level of TMT	2		3
<i>International Exposure/Experience</i>	14	1	9
International Experience	2		2
Language proficiency	6		3
Lived/ Worked/ Traveled abroad	6	1	4
<i>Managerial Skills and Know-How</i>	7		5
Exporting Know-how	2		2
Industry Experience	1		1
Innovativeness	1		
Management Skills	2		2
Risk Tolerance	1		
<i>Perceptions toward export barriers</i>	12	24	27
Risk perceptions	3	1	
Cost perceptions		2	2
Competition Barriers	1	2	3
Cultural Barriers	1	3	4
Financial barriers	3	4	6
Legal Barriers	1	3	7
Operational Barriers	2	5	2
Insufficient exporting resources	1	4	3
<i>Perceptions on exporting effects</i>	18	1	4
Growth Perceptions	4		2
Profit Perceptions	7		2
Perception on Security and Development of markets	3	1	
Perception on Security of Investment	2		
Expectation towards Exporting	2		
<i>Goals and Aspirations</i>	12	2	1
Growth Aspirations	2	1	1
Profit Aspirations	3		
Aspirations on Security and Development of markets	5		
Aspirations on Security of Investment	2	1	
<i>Perceived instrumentality to success</i>	9	2	4
Exporting Resources	2		
Exporting-specific Activities	2	1	
Environmental Conditions	1		1
Marketing-mix Strategy	4	1	3
<i>Export Commitment</i>	34	7	11
Export priority	3		
Attitude towards Exporting	4	1	
Export Planning	12	3	7
Management Support	6	1	2
Resource allocation	9	2	2

**Table 2 - Impacts of Managerial Characteristics dimensions on Export Performance**

This is the only determinant in which the most employed type of export performance was not the overall performance but the sales and market Composite scale, perception

measure and overall performance reveal a positive impact. However, financial measure, satisfaction and achievement, profitability and sales and market evidence that the positive impact is overcome by the not significant and negative. Change result show that the positive impact is weak once by the same amount negative and not significant have together.

## **4.2. Export Marketing Strategy**

On the export marketing strategy class that was the most widely studied and acknowledged has having a positive impact was the market research and expansion. It comprises dimensions as export motivation, information usage and expansion strategy what suggests that proactive and aggressive strategies seek for more knowledge to support their decisions, what end up to reflect on performance. However export information usage has also some considering negative observations, which may be due to the overload of information that is seen as waste of resources.

The next showing the most positive impacts is the distribution and export channel strategy, in this dimension the distribution strategy and cooperative relationships were grouped by their conceptual interrelation, what reinforces that networks, and the relationships through all the market intervenient (customers, partners, distributors, suppliers, competitors) affect performance, taking the form most of time of knowledge or skills sharing.

Product adaptation is the dimension of product strategy that shows the greater studies and best impact on export performance; it can be considered a surprising result as it doesn't present many negative or insignificant observations as expected by all the argument about whether to adapt or standardize once that adaptation may lead to bigger market sales but also to increased costs.

Price strategy is not given so big importance of study and lead to mixed results. The dimensions pricing method and adaptation are the ones that present bigger negative impacts, what may be related to the fact that managers don't consider this mix as the most competitive tool. Also, this determinant involves critic decisions as pursuing a low cost strategy what is associated with lower performance results.

At last, promotion shows positive impact on performance especially by the brand identification and promotion techniques. Promotion adaptation evidence mixed results, most likely because it is recognized its great positive impact on performance, especially on new markets, although the costs involved with it may mitigate the potential benefits.

Perception measure and change are the only dimensions that indicate positive impact, composite scale and overall performance result on divided impacts and financial measure, profitability and sales and market demonstrate weak positive impact compared to the others.

	+	-	n.s.
<b>Export Marketing Strategy</b>	<b>86</b>	<b>41</b>	<b>44</b>
<b><i>Product/Service Strategy</i></b>	15	8	4
Product Adaptation/Standardization	8	2	1
Product Specifications	1	1	1
Product Innovation	1	2	
Product Quality	2	1	1
Product Uniqueness	1	2	
After-sales service	2		1
<b><i>Price strategy</i></b>	5	8	4
Price adaptation/standardization	2	3	
Price competitiveness	2	1	2
Pricing method	1	4	2
<b><i>Promotion and Positioning Strategy</i></b>	10	4	3
Promotion Adaptation/Standardization	3	2	
Promotion	3		
Advertising	1	1	2
Brand Identification	3	1	1
<b><i>Distribution and Export Channel Strategy</i></b>	17	5	8
Distribution Adaptation/Standardization		1	
Distribution	2	1	
Export Channel Structure	6		1
Export Channel Relationships	9	3	7
<b><i>Market Research and Expansion</i></b>	39	16	25
Export Expansion Strategy	8	1	5
Export Information Types			3
Export Information Sources	1	1	
Export Information Usage	8	6	7
Export Motivation	16	3	6
Market selection	4	3	
Export Assistance	2	2	4

**Table 3 - Impacts of *Export Marketing Strategy* dimensions on Export Performance**

### **4.3. Firm Characteristics and Resources**

Firm Characteristics and Resources were found to be the most studied class from all. International experience and export market orientation are the dimensions that present the most positive impacts, which support the internationalization theories of knowledge and experience relations, as already observed above with managerial characteristics.

Competitive advantages based on marketing mix strategy are the most studied, but if considered the relative influence of the others, marketing capability, firm characteristics and innovation and technology levels show to be the ones with more positive impact. Competitive advantage should be always expected to have a positive influence, however cost strategy and marketing mix strategy have negative observations, and this may be related to the discussed before related to the fragility of cost leadership strategy.

International diversification revealed in all observations a positive impact; this may be also a curious finding because although there is diversification of risks, reaping of economies of scale and more experiential knowledge collection it could be expected that due to the complexity of operations that involve coordination of several markets some negative impact would be noticed.

Firm demographics are widely studied, especially firms size by its association to possession of wider organizational resources, dimension that in the end reveals more not significant influences than positive. Age dimension, which can be related with experience, was found not significant what may take the assumption that what is relevant for export performance is not the whole experience since its establishment but since exporting activities are engaged.

Innovation and technology levels show some confusing results. The only conclusion it may be taken from it is that R&D efforts and innovation level have a positive impact.

Financial capability shows a positive impact although not very strongly due to the short number of observations, being the most relevant dimension, the investment capacity. Thus, its fact that continuing export activity require to the company to continue investing as greater levels of commitment are achieved.

	+	-	n.s.
<b>Firm Characteristics and Resources</b>	<b>167</b>	<b>33</b>	<b>125</b>
<b><i>Firm Demographics</i></b>	29	8	40
Firm Size	17	4	25
Firm Age	5	3	10
Export dependence	5		2
Location			1
Past Performance	2	1	2
<b><i>Innovation and Technology Levels</i></b>	11	6	8
Technological intensity	2		
R&D efforts	4	1	2
Information Systems		1	
Production capability		2	2
Licenses and Patents	1	1	2
Innovation Level	4	1	2
<b><i>Financial Capability</i></b>	4	1	3
Financial Capability	2	1	1
Investment Capacity	2		1
Exporting financial assets			1
<b><i>Human Resources and Capabilities</i></b>	9	2	6
Employee Selection	2		1
Control and Reward Systems	3		
Job Satisfaction and morale	1		1
Training and Education	3	2	4
<b><i>Organizational Structure</i></b>	6	3	6
Centralization	1		
Coordination	4	1	2
TMT Composition			4
Ownership structure	1	2	
<b><i>International Diversification</i></b>	9		7
Exported Markets	5		3
Exporting Transactions	2		2
Customers	2		2
<b><i>International Experience</i></b>	36	9	14
Experience and Knowledge	7	2	3
Export Involvement Degree	4		1
Scope	6		
Length	11	6	9
Specialization	3		
Market coverage	5	1	1
<b><i>Competitive Advantage Factors</i></b>	29	3	18
Marketing Mix Strategy	10	2	7
Marketing Capability	4		
Cost Strategy	4	1	2
Financial Capability	2		3
Innovation and Technology levels	4		3
Firm Characteristics	5		3
<b><i>Export Market Orientation</i></b>	34	1	23
Competitors Orientation	2		1
Customer Orientation	3		1
Profit Orientation	1		
Export Intelligence generation	8		5
Export Intelligence dissemination	4		9
Export Intelligence responsiveness	10		4
Export Interfunctional interactions	6	1	3

**Table 4 - Impacts of *Firm Characteristics* dimensions on Export Performance**

Human resources and capabilities are related to a positive impact, mostly because on the emphasis put on control and reward systems what are essential to keep high levels of morale and job satisfaction, thus greater commitment to the firm's goals and strategy.

Organizational Structure also has limited observations, and the one it has does not find significant impact.

Change, overall performance, perception measure and composite sales are the dimensions that validate the positive impact of firm characteristics. Profitability and financial measure have as insignificant impact as positive. Sales and market, and satisfaction and achievement have more insignificant relations than positive.

#### 4.1.Environmental Conditions

As expected, environmental conditions were found to be the least class of determinants studied.

The observations lead to contradictory results which prompt for the need of further investigation in order to better understand the extent that industry and export market characteristics really constitute a threat to the company or a source of opportunities.

	+	-	n.s.
<b>Environmental Conditions</b>	<b>14</b>	<b>9</b>	<b>22</b>
<b><i>Industry Characteristics</i></b>	11	7	15
Environmental Dynamism	1	1	3
Demand Pressures	2	2	3
Competitive Intensity	2	2	3
Technological intensity	6	2	6
<b><i>Export Market Characteristics</i></b>	3	2	7
Market Similarity			1
Export Market Attractiveness		1	2
Export Market competitive intensity	2	1	4
Legal-Political Environment	1		

**Table 5 - Impacts of *Environmental Conditions* dimensions on Export Performance**

All the dimensions of measure and type of export performance converge to the conclusions stated.

## 4.2. Export Performance

Analyzing export performance employed by each author in terms of type and measure, it is shown that the most used way to measure export performance is the financial measure, and the most used type of information is the overall performance.

The financial measure was usually employed on sales and market types of information and the overall performance was mostly assessed by perception measures. Profitability was generally measured by perception, while change was measured financially.

Composite scales and satisfaction and achievement (which include both financial information and perceptions) were almost exclusively applied to overall performance.

<b>Export Performance</b>	<b>Overall performance</b>	<b>Sales and Market</b>	<b>Change</b>	<b>Profitability</b>	<b>Total</b>
Financial Measure	4	24	13	5	46
Perception Measure	18	5	7	11	41
Composite scale	9	1	3	1	14
Satisfaction and Achievement	7	2	2	2	13
<b>Total</b>	<b>38</b>	<b>32</b>	<b>25</b>	<b>19</b>	<b>114</b>

**Table 6 - Combination of measure and type of export performance measures employed by the authors**

Export Performance Indicator (classified by type)	Change			Overall performance			Profitability			Sales and Market						
	Number of papers	Count			Number of papers	Count			Number of papers	Count			Number of papers	Count		
		+	-	n.s.		+	-	n.s.		+	-	n.s.		+	-	n.s.
<b><i>Environmental Conditions</i></b>	6	3	4	10	4	4	4	9	3	4	7	9	4	1	7	
Industry Characteristics	3	3	1	5	2	2	2	8	3	4	6	7	3	1	6	
Export Market Characteristics	3		3	5	2	2	2	1		1		2	1		1	
<b><i>Firm Characteristics and Resources</i></b>	46	40	10	29	47	58	6	19	29	24	6	25	55	45	11	52
Firm Demographics	14	9	2	13	12	8	1	6	8	5	1	5	15	7	4	16
Innovation and Technology Levels	4	3	2	1	2	2			1	1	1	3	5	5	3	4
Financial Capability	1	1			1		1		2	2	1		1	1		2
Human Resources and Capabilities	2	3	1		3	2		1	1			1	5	4	1	4
Organizational Structure	3	1		2	3	3	1		4		1	3	4	2	1	1
International Diversification	3	3		4	3	2		1	0				2	4		2
International Experience	12	9	4	3	10	10	3	2	5	6		3	14	11	2	6
Competitive Advantage Factors	3	4	1	3	9	19	1	6	3	3	1	3	3	3		6
Export Market Orientation	4	7		3	4	12		2	5	7	1	7	6	8		11
<b><i>Export Marketing Strategy</i></b>	20	21	10	7	40	35	14	17	15	12	5	11	26	18	12	9
Product/Service Strategy	3	4	1		9	8	3	2	4	2	2	1	4	1	2	1
Price strategy	2	1	2		6	4	5	4	0				1		1	
Promotion and Positioning Strategy	1	1			7	5	2	2	1	1		1	3	3	2	
Distribution and Export Channel Strategy	4	4	2	1	9	8	1	4	3	3	1	1	5	2	1	2
Market Research and Expansion	10	11	5	6	9	10	3	5	7	6	2	8	13	12	6	6
<b><i>Managerial Characteristics</i></b>	24	24	12	10	32	39	11	15	23	14	4	16	35	36	14	31
Age	3		2	1	2		1	1	4	1	1	2	2			2
Educational Level	4	3		1	1			1	4	2		2	2	1		1
International Exposure/Experience	1	2			2	2		1	5	5	1	3	5	5		5
Managerial Skills and Know-How	1	3			3	2		1	2			2	4	2		2
Perceptions toward export barriers	5	2	6	7	5	7	6	4	2	1		2	8	2	12	14
Perceptions on exporting effects	2	3			3	4			2	1	1	2	4	10		2
Goals and Aspirations	2	4			1		2		0				3	8		1
Perceived instrumentality to success	2	4	2		1	5		4	0				0			
Export Commitment	4	3	2	1	14	19	2	3	4	4	1	3	7	8	2	4

**Table 7 - Impact of Determinants on Export Performance (classified by type)**

Export Performance Indicator (classified by measure)	Composite scale				Financial Measure				Perception Measure				Satisfaction and Achievement			
	Number of papers	Count			Number of papers	Count			Number of papers	Count			Number of papers	Count		
		+	-	n.s.		+	-	n.s.		+	-	n.s.		+	-	n.s.
<b><i>Environmental Conditions</i></b>	4	2	2		14	6	2	9	12	6	6	5	4		1	6
Industry Characteristics	1	1			11	5	2	7	9	5	5	4	2			4
Export Market Characteristics	3	1		2	3	1		2	3	1	1	1	2		1	2
<b><i>Firm Characteristics and Resources</i></b>	24	37	1	12	83	66	19	66	54	57	12	31	16	7	1	16
Firm Demographics	6	3		4	25	13	6	24	12	11	2	5	6	2		7
Innovation and Technology Levels	1	1			7	6	4	5	4	4	2	3	0			
Financial Capability	0				2	2		2	3	2	1	1	0			
Human Resources and Capabilities	2	1		1	4	5	1	4	5	3	1	1	0			
Organizational Structure	1	1			8	2	1	5	4	2	2	1	1	1		
International Diversification	1	1			5	7		6	1	1			1			1
International Experience	5	7	1		19	15	4	6	13	13	3	5	4	1	1	3
Competitive Advantage Factors	3	11		3	7	6	3	6	5	11		5	3	1		4
Export Market Orientation	5	12		4	6	10		8	7	10	1	10	1	2		1
<b><i>Export Marketing Strategy</i></b>	7	5	2	2	45	35	28	17	34	35	5	21	15	11	6	4
Product/Service Strategy	2	3			8	4	5	1	8	6	2	3	2	2	1	
Price strategy	2		1	2	4	1	6		1	3		2	2	1	1	
Promotion and Positioning Strategy	2	1	1		3	1	3		4	5		2	3	3		1
Distribution and Export Channel Strategy	1	1			8	6	3	3	8	7		5	4	3	2	
Market Research and Expansion	0				22	23	11	13	13	14	3	9	4	2	2	3
<b><i>Managerial Characteristics</i></b>	7	10	4	4	63	59	31	35	27	33	6	15	17	11		18
Age	0				8		4	4	3	1		2	0			
Educational Level	0				7	4		3	4	2		2	0			
International Exposure/Experience	0				8	11		3	3	2	1	1	2	1		5
Managerial Skills and Know-How	0				5	4		3	3	2		1	2	1		1
Perceptions toward export barriers	2	1	3	2	12	4	19	16	4	7	2	5	2			4
Perceptions on exporting effects	1	2			5	12			2	3	1		3	1		4
Goals and Aspirations	0				6	12	2	1	0				0			
Perceived instrumentality to success	0				2	4	2		1	5		4	0			
Export Commitment	4	7	1	2	10	8	4	5	7	11	2		8	8		4

Table 8 - Impact of Determinants on Export Performance (classified by measure)

## 5. CONCLUSIONS

From this study, management can influence the decision making process by composing the team which gathers the characteristics and skills that most influence export performance positively. Thus, they can also control for which environmental conditions can threaten their activities as also which can favor possible opportunities.

When making decisions on strategies that will conduct the firm through the prosecution of goals and objectives, they should consider to leverage it on the firm characteristics that shown supporting better export performance.

For policy makers, this study helps providing greater detail to the specific dimension that should be enhanced. Results showed that policies should be directed towards knowledge, as it plays the key role for effective decision making, greater level of commitment in export activities and reduces perceived export barriers.

In this work it was also evidenced that researchers should be more carefully about the way they make generalizations from the specific measures they employ, as the categorization may lead to different results.

Also, on studying export performance dimensions this problem also arises. Different measures or types of export performance shouldn't be comparable as their effect may be different.

This study has some methodological limitations, once it was only evaluated the frequency of observed impacts. The ideal is that further investigation will address their work to articles that have all the essential information in order to be able to construct robust analysis.

## References

- Aaby, N.-E. and Slater, S. F. (1989), "Management Influences on Export Performance: A Review of the Empirical Literature 1978-88", *International Marketing Review*, Vol. 6, No. 4, pp. 7.
- Akyol, A. and Akehurst, G. (2003), "An Investigation of Export Performance Variations Related to Corporate Export Market Orientation", *European Business Review*, Vol. 15, No. 1, pp. 14.
- Albaum, G. and Tse, D. K. (2001), "Adaptation of International Marketing Strategy Components, Competitive Advantage, and Firm Performance: A Study of Hong Kong Exporters", *Journal of International Marketing*, Vol. 9, No. 4, pp. 59.
- Alvarez, R. (2004), "Sources of Export Success in Small- and Medium-Sized Enterprises: The Impact of Public Programs", *International Business Review*, Vol. 13, No. 3, pp. 383-400.
- Amason, A. C., Shrader, R. C. and Tompson, G. H. (2006), "Newness and Novelty: Relating Top Management Team Composition to New Venture Performance", *Journal of Business Venturing*, Vol. 21, No. 1, pp. 125-148.
- Analoui, F., Labbaf, H. and Noorbakhsh, F. (2000), "Identification of Clusters of Managerial Skills for Increased Effectiveness: The Case of the Steel Industry in Iran", *International Journal of Training & Development*, Vol. 4, No. 3, pp. 217.
- Andersson, S., Gabrielsson, J. and Wictor, I. (2004), "International Activities in Small Firms: Examining Factors Influencing the Internationalization and Export Growth of Small Firms", *Canadian Journal of Administrative Sciences (Canadian Journal of Administrative Sciences)*, Vol. 21, No. 1, pp. 22-34.
- Aulakh, P. S., Kotabe, M. and Teegen, H. (2000), "Export Strategies and Performance of Firms from Emerging Economies: Evidence from Brazil, Chile, and Mexico", *Academy of Management Journal*, Vol. 43, No. 3, pp. 342-361.
- Axinn, C. N., Savitt, R., Sinkula, J. M. and Thach, S. V. (1995), "Export Intention, Beliefs, and Behaviors in Smaller Industrial Firms", *Journal of Business Research*, Vol. 32, No. 1, pp. 49-55.
- Baldauf, A., Cravens, D. W. and Wagner, U. (2000), "Examining Determinants of Export Performance in Small Open Economies", *Journal of World Business*, Vol. 35, No. 1, pp. 61-79.
- Bijmolt, T. H. A. and Zwart, P. S. (1994), "The Impact of Internal Factors on the Export Success of Dutch Small and Medium-Sized Firms", *Journal of Small Business Management*, Vol. 32, No. 2, pp. 69-83.
- Bilkey, W. J. and Tesar, G. (1977), "The Export Behavior of Smaller-Sized Wisconsin Manufacturing Firms", *Journal of International Business Studies*, Vol. 8, No. 1, pp. 93-98.
- Bonaccorsi, A. (1992), "On the Relationship between Firm Size and Export Intensity", *Journal of International Business Studies*, Vol. 23, No. 4, pp. 605-635.

- Boter, H. (2003), "Management Perspectives as Catalysts for Exporting: A Study of Nordic Smes", *Journal of Global Marketing*, Vol. 16, No. 3, pp. 31-52.
- Brouthers, L. E. and Nakos, G. (2005), "The Role of Systematic International Market Selection on Small Firms' Export Performance", *Journal of Small Business Management*, Vol. 43, No. 4, pp. 363-381.
- Cadogan, J. W., Cui, C. C. and Li, E. K. Y. (2003), "Export Market-Oriented Behavior and Export Performance: The Moderating Roles of Competitive Intensity and Technological Turbulence", *International Marketing Review*, Vol. 20, No. 5, pp. 493-513.
- Cadogan, J. W., Diamantopoulos, A. and de Mortanges, C. P. (1999), "A Measure of Export Market Orientation: Scale Development and Cross-Cultural Validation", *Journal of International Business Studies*, Vol. 30, No. 4, pp. 689-707.
- Cadogan, J. W., Diamantopoulos, A. and Siguaw, J. A. (2002), "Export Market-Oriented Activities: Their Antecedents and Performance Consequences", *Journal of International Business Studies*, Vol. 33, No. 3, pp. 615-626.
- Cadogan, J. W., Sundqvist, S., Salminen, R. T. and Puumalainen, K. (2005), "Export Marketing, Interfunctional Interactions, and Performance Consequences", *Journal of the Academy of Marketing Science*, Vol. 33, No. 4, pp. 520-535.
- Calof, J. L. (1994), "The Relationship between Firm Size and Export Behavior Revisited", *Journal of International Business Studies*, Vol. 25, No. 2, pp. 367-387.
- Caloghirou, Y., Protogerou, A., Spanos, Y. and Papagiannakis, L. (2004), "Industry-Versus Firm-Specific Effects on Performance: Contrasting Smes and Large-Sized Firms", *European Management Journal*, Vol. 22, No. 2, pp. 231-243.
- Cavusgil, S. T. (1984), "Organizational Characteristics Associated with Export Activity", *Journal of Management Studies*, Vol. 21, No., pp. 3-22.
- Cavusgil, S. T. and Zou, S. (1994), "Marketing Strategy-Performance Relationship: An Investigation of the Empirical Link in Export Market Ventures", *Journal of Marketing*, Vol. 58, No. 1, pp. 1-21.
- Chetty, S. K. and Hamilton, R. T. (1993), "Firm-Level Determinants of Export Performance: A Meta-Analysis", *International Marketing Review*, Vol. 10, No. 3, pp. 26.
- Christensen, C. H., da Rocha, A. and Gertner, R. K. (1987), "An Empirical Investigation of the Factors Influencing Exporting Success of Brazilian Firms", *Journal of International Business Studies*, Vol. 18, No. 3, pp. 61-77.
- Cicic, M., Patterson, P. and Shoham, A. (2002), "Antecedents of International Performance: A Service Firms' Perspective", *European Journal of Marketing*, Vol. 36, No. 9/10, pp. 1103-1118.
- Cooper, R. G. and Kleinschmidt, E. J. (1985), "The Impact of Export Strategy on Export Sales Performance", *Journal of International Business Studies*, Vol. 16, No. 1, pp. 37-55.

- Coudounaris, D. N. (2011), "Influences of Managerial Drivers on Export Sales Units' Performance of Small and Medium-Size Enterprises", *Journal of Global Marketing*, Vol. 24, No. 4, pp. 324-344.
- Coviello, N. and Munro, H. (1997), "Network Relationships and the Internationalisation Process of Small Software Firms", *International Business Review*, Vol. 6, No. 4, pp. 361.
- Czinkota, M. R. (1994), "Executive Insights: A National Export Assistance Policy for New and Growing Businesses", *Journal of International Marketing*, Vol. 2, No. 1, pp. 91-101.
- Day, G. S. and Wensley, R. (1988), "Assessing Advantage: A Framework for Diagnosing Competitive Superiority", *Journal of Marketing*, Vol. 52, No. 2, pp. 1-20.
- De Chiara, A. and Minguzzi, A. (2002), "Success Factors in Smes' Internationalization Processes: An Italian Investigation", *Journal of Small Business Management*, Vol. 40, No. 2, pp. 144-153.
- Dean, D. L., Mengüç, B. and Myers, C. P. (2000), "Revisiting Firm Characteristics, Strategy, and Export Performance Relationship: A Survey of the Literature and an Investigation of New Zealand Small Manufacturing Firms", *Industrial Marketing Management*, Vol. 29, No. 5, pp. 461-477.
- Deng, J., Menguc, B. and Benson, J. (2003), "The Impact of Human Resource Management on Export Performance of Chinese Manufacturing Enterprises", *Thunderbird International Business Review*, Vol. 45, No. 4, pp. 409-429.
- Dhanaraj, C. and Beamish, P. W. (2003), "A Resource-Based Approach to the Study of Export Performance", *Journal of Small Business Management*, Vol. 41, No. 3, pp. 242-261.
- Dichtl, E., Koeglmayr, H.-G. and Mueller, S. (1990), "International Orientation as a Precondition for Export Success", *Journal of International Business Studies*, Vol. 21, No. 1, pp. 23-40.
- Dosoglu-Guner, B. (2001), "Can Organizational Behavior Explain the Export Intention of Firms? The Effects of Organizational Culture and Ownership Type", *International Business Review*, Vol. 10, No. 1, pp. 71.
- Fernandez-Ortiz, R. and Lombardo, G. F. (2009), "Influence of the Capacities of Top Management on the Internationalization of Smes", *Entrepreneurship & Regional Development*, Vol. 21, No. 2, pp. 131-154.
- Francis, J. and Collins-Dodd, C. (2000), "The Impact of Firms' Export Orientation on the Export Performance of High-Tech Small and Medium-Sized Enterprises", *Journal of International Marketing*, Vol. 8, No. 3, pp. 84-103.
- Francis, J. and Collins-Dodd, C. (2004), "Impact of Export Promotion Programs on Firm Competencies, Strategies and Performance: The Case of Canadian High-Technology Smes", *International Marketing Review*, Vol. 21, No. 4-5, pp. 474-495.
- Gençtürk, E. F. and Kotabe, M. (2001), "The Effect of Export Assistance Program Usage on Export Performance: A Contingency Explanation", *Journal of International Marketing*, Vol. 9, No. 2, pp. 51-72.

- Haahti, A., Madupu, V., Yavas, U. and Babakus, E. (2005), "Cooperative Strategy, Knowledge Intensity and Export Performance of Small and Medium Sized Enterprises", *Journal of World Business*, Vol. 40, No. 2, pp. 124-138.
- Hart, S. J., Webb, J. R. and Jones, M. V. (1994), "Export Marketing Research and the Effect of Export Experience in Industrial Smes", *International Marketing Review*, Vol. 11, No. 6, pp. 4.
- Hauser, C., Moog, P. and Werner, A. (2012), "Internationalisation in New Ventures - What Role Do Team Dynamics Play?", *International Journal of Entrepreneurship and Small Business*, Vol. 15, No. 1, pp. 23-38.
- Herrmann, P. and Datta, D. K. (2005), "Relationships between Top Management Team Characteristics and International Diversification: An Empirical Investigation", *British Journal of Management*, Vol. 16, No. 1, pp. 69-78.
- Huang, S. C.-T. and Tsai, K.-H. (2013), "Exploring the Drivers of New Product Success for Businesses in Asia: A Meta-Analysis", Vol. 19, No. 3, pp. 303-319.
- Hutchinson, K., Quinn, B. and Alexander, N. (2006), "The Role of Management Characteristics in the Internationalisation of Smes. Evidence from the Uk Retail Sector", *Journal of Small Business and Enterprise Development*, Vol. 13, No. 4, pp. 513-534.
- Jaffe, E. D. and Pasternak, H. (1994), "An Attitudinal Model to Determine the Export Intention of Non-Exporting, Small Manufacturers", *International Marketing Review*, Vol. 11, No. 3, pp. 17.
- Jalali, S. H. (2012), "Export Barriers and Export Performance: Empirical Evidence from the Commercial Relationship between Greece and Iran", *South-Eastern Europe Journal of economics*, Vol. 1, No., pp. 53-66.
- Johanson, J. and Vahlne, J.-E. (1977), "The Internationalization Process of the Firm--a Model of Knowledge Development and Increasing Foreign Market Commitments", *Journal of International Business Studies*, Vol. 8, No. 1, pp. 25-34.
- Julien, P. a. and Ramangalahy, C. (2003), "Competitive Strategy and Performance of Exporting Smes: An Empirical Investigation of the Impact of Their Export Information Search and Competencies", *Entrepreneurship Theory and Practice*, Vol. 27, No. 3, pp. 227-245.
- Katsikeas, C. S., Deng, S. L. and Wortzel, L. H. (1997), "Perceived Export Success Factors of Small and Medium-Sized Canadian Firms", *Journal of International Marketing*, Vol. 5, No. 4, pp. 53-72.
- Katsikeas, C. S., Leonidou, L. C. and Morgan, N. A. (2000), "Firm-Level Export Performance Assessment: Review, Evaluation, and Development", *Journal of the Academy of Marketing Science*, Vol. 28, No. 4, pp. 493-511.
- Katsikeas, C. S. and Piercy, N. F. (1995), "Determinants of Export Performance in a European Context", *European Journal of Marketing*, Vol. 29, No. 5, pp. 14.
- Lages, L. F. (2000), "A Conceptual Framework of the Determinants of Export Performance: Reorganizing Key Variables and Shifting Contingencies in Export Marketing", *Journal of Global Marketing*, Vol. 13, No. 3, pp. 29.

- Lages, L. F. and Montgomery, D. B. (2005), "The Relationship between Export Assistance and Performance Improvement in Portuguese Export Ventures. An Empirical Test of the Mediating Role of Pricing Strategy Adaptation", *European Journal of Marketing*, Vol. 39, No. 7-8, pp. 755-784.
- Lee, C. and Griffith, D. A. (2004), "The Marketing Strategy-Performance Relationship in an Export-Driven Developing Economy: A Korean Illustration", *La relación entre estrategia-rendimiento de marketing en una economía en vías de desarrollo impulsada por la exportación: una ilustración de Corea.*, Vol. 21, No. 3, pp. 321-334.
- Leonidou, L. C., Katsikeas, C. S. and Piercy, N. F. (1998), "Identifying Managerial Influences on Exporting: Past Research and Future Directions", *Journal of International Marketing*, Vol. 6, No. 2, pp. 74-102.
- Leonidou, L. C., Katsikeas, C. S. and Samiee, S. (2002), "Marketing Strategy Determinants of Export Performance: A Meta-Analysis", *Journal of Business Research*, Vol. 55, No. 1, pp. 51-67.
- Ling-Yee, L. (2004), "An Examination of the Foreign Market Knowledge of Exporting Firms Based in the People's Republic of China: Its Determinants and Effect on Export Intensity", *Industrial Marketing Management*, Vol. 33, No. 7, pp. 561-572.
- Ling-Yee, L. and Ogunmokun, G. O. (2001a), "Effect of Export Financing Resources and Supply-Chain Skills on Export Competitive Advantages: Implications for Superior Export Performance", *Journal of World Business*, Vol. 36, No. 3, pp. 260-279.
- Ling-Yee, L. and Ogunmokun, G. O. (2001b), "The Influence of Interfirm Relational Capabilities on Export Advantage and Performance: An Empirical Analysis", *International Business Review*, Vol. 10, No. 4, pp. 399-420.
- Lloyd-Reason, L. and Mughan, T. (2002), "Strategies for Internationalisation within Smes: The Key Role of the Owner-Manager", *Journal of Small Business and Enterprise Development*, Vol. 9, No. 2, pp. 120-129.
- Loane, S., Bell, J. D. and McNaughton, R. (2007), "A Cross-National Study on the Impact of Management Teams on the Rapid Internationalization of Small Firms", *Journal of World Business*, Vol. 42, No. 4, pp. 489-504.
- Louter, P. J., Ouwerkerk, C. and Bakker, B. A. (1991), "An Inquiry into Successful Exporting", *European Journal of Marketing*, Vol. 25, No. 6, pp. 7-23.
- McGahan, A. M. and Porter, M. E. (1997), "How Much Does Industry Matter, Really?", *Strategic Management Journal*, Vol. 18, No. SPEC. ISS., pp. 15-30.
- Moen, O. (1999), "The Relationship between Firm Size, Competitive Advantages and Export Performance Revisited", *International Small Business Journal*, Vol. 18, No. 1, pp. 53-72.
- Moghaddam, F. M., Hamid, A. B. B. A., Rasid, S. Z. A. and Darestani, H. (2011), "The Influence of Export Marketing Strategy Determinants on Firm Export Performance: A Review of Empirical Literatures between 1993-2010", *International Journal of fundamental Psychology and social sciences*, Vol. 1, No. 2, pp. 26-34.

- Morgan, N. A., Kaleka, A. and Katsikeas, C. S. (2004), "Antecedents of Export Venture Performance: A Theoretical Model and Empirical Assessment", *Journal of Marketing*, Vol. 68, No. 1, pp. 90-108.
- Naidu, G. M. and Prasad, V. K. (1994), "Predictors of Export Strategy and Performance of Small- and Medium-Sized Firms", *Journal of Business Research*, Vol. 31, No. 2-3, pp. 107-115.
- Nakos, G., Brouthers, K. D. and Brouthers, L. E. (1998), "The Impact of Firm and Managerial Characteristics on Small and Medium-Sized Greek Firms' Export Performance", *Journal of Global Marketing*, Vol. 11, No. 4, pp. 23-47.
- Narver, J. C. and Slater, S. F. (1990), "The Effect of a Market Orientation on Business Profitability", *Journal of Marketing*, Vol. 54, No. 4, pp. 20-35.
- Nazar, M. S. and Saleem, H. M. N. (2009), "Firm-Level Determinants of Export Performance", *International Business & Economics Research Journal*, Vol. 8, No. 2, pp. 105-112.
- O'Cass, A. and Julian, C. (2003), "Examining Firm and Environmental Influences on Export Marketing Mix Strategy and Export Performance of Australian Exporters", *European Journal of Marketing*, Vol. 37, No. 3/4, pp. 366-384.
- Peyman, N., Karimi, O. and Danaee, H. (2013), "Investigating the Influence of Firm Characteristics on Export Marketing Strategies and Export Performance", *International Journal of business research and management*, Vol. 4, No. 1, pp. 13-22.
- Piercy, N. F., Kaleka, A. and Katsikeas, C. S. (1998), "Sources of Competitive Advantage in High Performing Exporting Companies", *Journal of World Business*, Vol. 33, No. 4, pp. 378-393.
- Prasad, V. K., Ramamurthy, K. and Naidu, G. M. (2001), "The Influence of Internet-Marketing Integration on Marketing Competencies and Export Performance", *Journal of International Marketing*, Vol. 9, No. 4, pp. 82-110.
- Reid, S. D. (1981), "The Decision-Maker and Export Entry and Expansion", *Journal of International Business Studies*, Vol. 12, No. 2, pp. 101-112.
- Reid, S. D. (1983), "Managerial and Firm Influences on Export Behavior", *Journal of the Academy of Marketing Science*, Vol. 11, No. 3, pp. 323-332.
- Richey, R. G. and Myers, M. B. (2001), "An Investigation of Market Information Use in Export Channel Decisions - Antecedents and Outcomes", *International Journal of Physical Distribution & Logistics Management*, Vol. 31, No. 5, pp. 334-353.
- Robertson, C. and Chetty, S. K. (2000), "A Contingency-Based Approach to Understanding Export Performance", *International Business Review*, Vol. 9, No. 2, pp. 211-235.
- Rock, J. T. and Ahmed, S. A. (2008), "Relationship between Success Factors and Chilean Firms' Export Performance: An Exploratory Study", *Latin American Business Review*, Vol. 9, No. 1, pp. 69-101.

- Rose, G. M. and Shoham, A. (2002), "Export Performance and Market Orientation: Establishing an Empirical Link", *Journal of Business Research*, Vol. 55, No. 3, pp. 217-225.
- Schlegelmich, B. B. and Crook, J. N. (1988), "Firm-Level Determinants of Export Intensity", *Managerial & Decision Economics*, Vol. 9, No. 4, pp. 291-300.
- Shoham, A. (1998), "Export Performance: A Conceptualization and Empirical Assessment", *Journal of International Marketing*, Vol. 6, No. 3, pp. 59-81.
- Shoham, A. (1999), "Bounded Rationality, Planning, Standardization of International Strategy, and Export Performance: A Structural Model Examination", *Journal of International Marketing*, Vol. 7, No. 2, pp. 24-50.
- Shoham, A. (2003), "Standardization of International Strategy and Export Performance", *Journal of Global Marketing*, Vol. 16, No. 1-2, pp. 97-120.
- Shoham, A., Evangelista, F. and Albaum, G. (2002), "Strategic Firm Type and Export Performance", *International Marketing Review*, Vol. 19, No. 3, pp. 236-258.
- Solberg, C. A. (2002), "The Perennial Issue of Adaptation or Standardization of International Marketing Communication: Organizational Contingencies and Performance", *Journal of International Marketing*, Vol. 10, No. 3, pp. 1-21.
- Souchon, A. L. and Diamantopoulos, A. (1997), "Use and Non-Use of Export Information: Some Preliminary Insights into Antecedents and Impact on Export Performance", *Journal of Marketing Management*, Vol. 13, No. 1-3, pp. 135-151.
- Sousa, C. M. P. (2004), "Export Performance Measurement: An Evaluation of the Empirical Research in the Literature", *Academy of Marketing Science Review* [Online].
- Sousa, C. M. P., Martínez-López, F. J. and Coelho, F. (2008), "The Determinants of Export Performance: A Review of the Research in the Literature between 1998 and 2005", *International Journal of Management Reviews*, Vol. 10, No. 4, pp. 343-374.
- Stoian, M. C. (2007), "Managerial Determinants and Their Influence Upon the Export Behavior of the Firm, Case-Studies of Catalan Exporting Smes", *European Doctoral Programme in Entrepreneurship and Small Business Management*. <http://idem.uab.es/treballs%20recerca/Maria%20Stoian.pdf>.
- Stoian, M. C., Rialp, A. and Rialp, J. (2011), "Export Performance under the Microscope: A Glance through Spanish Lenses", *International Business Review*, Vol. 20, No. 2, pp. 117-135.
- Styles, C. and Ambler, T. (1994), "Successful Export Practice: The Uk Experience", *International Marketing Review*, Vol. 11, No. 6, pp. 23-47.
- Styles, C. and Ambler, T. (2000), "The Impact of Relational Variables on Export Performance: An Empirical Investigation in Australia and the Uk", *Australian Journal of Management (University of New South Wales)*, Vol. 25, No. 3, pp. 261.
- Theodosiou, M. and Katsikea, E. (2007), "How Management Control and Job-Related Characteristics Influence the Performance of Export Sales Managers", *Journal of Business Research*, Vol. 60, No. 12, pp. 1261-1271.

- Thirkell, P. C. and Dau, R. (1998), "Export Performance: Success Determinants for New Zealand Manufacturing Exporters", *European Journal of Marketing*, Vol. 32, No. 9/10, pp. 813-829.
- White, D. S., Griffith, D. A. and Cahill, D. J. (1998), "Measuring Export Performance in Service Industries", *International Marketing Review*, Vol. 15, No. 3, pp. 188.
- Yeoh, P.-L. and Jeong, I. (1995), "Contingency Relationships between Entrepreneurship, Export Channel Structure and Environment", *European Journal of Marketing*, Vol. 29, No. 8, pp. 95-115.
- Yeoh, P. L. (2004), "International Learning: Antecedents and Performance Implications among Newly Internationalizing Companies in an Exporting Context", *International Marketing Review*, Vol. 21, No. 4-5, pp. 511-535.
- Zou, S. and Stan, S. (1998), "The Determinants of Export Performance: A Review of the Empirical Literature between 1987 and 1997", *International Marketing Review*, Vol. 15, No. 5, pp. 333-356.