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A Bibliographic Research on Export Marketing- A Strategic Model for Export Performance

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Abstract:

The present study discusses existing knowledge in export marketing which includes the relationship between internal and external factors, marketing strategy and export performance. The objectives of the study are to elicit research findings of different authors concerning the impact of export marketing strategy on export performance. A review of several determinants of export performance is presented. At the internal level, firm's characteristics, management characteristics and product characteristics have been studied. At the external level, determinants like industry characteristics, export market characteristics are considered as a part of the study. In relation to internal and external factor the impact of degree of marketing mix adaptation/ standardisation on export performance is also studied, the marketing mix which have been discussed are, product, promotion, distribution and price.

Keywords: Internal and external factors, marketing strategies, export performance

1. Introduction

Exports are important for all countries whether developed or underdeveloped. The need / importance / advantages of export marketing can be explained from the perspective of a country and that of business organization.

An organization which undertakes exports can obtain fame to its name not only in the export markets, but also in the domicile market. Some export business is given certain concessions and amenities only when they accept certain export obligations. Large scale exports are needed to honour such export obligations in India, units operating in the SEZs / FTZs are expected to honour such export obligations beside unique concessions offered to them. Improvement in organizational efficiency Research, training and the experience in dealing with foreign markets, facilitate the exporters to improve the overall organizational efficiency. development in product standards an export firm has to maintain and progress standards in quality in order to meet international standards. As a result, the customers in the home market as well as in the international market can enjoy better quality of goods. Liberal Imports Organizations exporting on a large-scale collect more foreign exchange which can be utilized for liberal import of new technology, machinery and components. This raises the competitive capacity of export organizations. In India, exporters can benefit of a number of facilities from the government. They also can get aid from export promotion organizations such as EPCs. Exports facilitate a business enterprise to earn higher prices for goods. If the exporters offer quality products, they can charge higher prices than those charged in the home market and thus increase the profit margin. In foreign markets, uncertainty increased due to the lack of enough knowledge about market situation specially customer's behavior and product acceptance. Environmental uncertainty is conceptualized as a multidimensional construct including market instability, environmental instability and competitive strength. Export market instability is the extent to which the composition and preferences of the organization's. Customer needs vary over time and environmental volatility is the instability of collective market demand (Adam J Koch 2001). In periods of environmental volatility, Lack of marketing support in developing countries, results in narrow access to marketing information and this negatively affects the export performance (Seyed Hossein Jalali 2012). Empirical research and interest in export marketing are low, much of empirical research deal with entire industry rather than individual firms and in most cases, the export market is unnoticed, where the studies deal with export market and the role of strategy including product and market selection as export performance determinants are rarely covered (Oyeniyi, Omotayo 2009).

1.1. Determinants of Export Marketing

The power of exporting activities and the nature of export marketing strategies vary considerably across industries. This is largely due to the varying nature of industries. Researchers considered industry structure a key determinant of a firm's strategy in the export-market perspective. In order to develop a proper export-marketing strategy, the environmental factors which influence marketing mix

should be taken into account (Lilin Huang 2013). In addition to that technology and intensity of price competition in the industry are important determinants of the marketing strategy. Macro environment (Shaoming Zou 1998; Adam J Koch 2001) barriers are factors beyond the firm's control, such as the lack of proper trade institutions, unfavorable exchange rates, absence of a stimulating national export policy, and international agreements are the determinants of export performance (Pervez Ghauri 2003; Jorge Carneiro 2011).

1.2. Internal Factors

The relationship between internal factors and export behaviour has been broadly studied in the export marketing literature (M. Sadiq Sohail 2009; Luis Filipe Leges 2000). Internal Factors of a firm comprise, firm characteristics (firm size, and export experience of the firm, firm's internationalization capabilities (Adam J Koch 2001), firm's innovation), managerial characteristics (international experience/ exposure, managers export knowledge export marketing commitment managerial export stimuli/motivation) (Luis Filipe Leges 2000) and product characteristics (type of product, strength of patents, value of product, amount of training sales force needs to handle product and extent which product is established with firm (Niringiye Aggrey 210), age of product since commercialization, degree of uniqueness of product (design and features etc) (Luis Filipe Leges 2000), products service/ maintenance requirement) are the main influencing factors on export performance (Mehmet Haluk 2007).

1.3. Firm Characteristics

Under internal factors the firm characteristics influence company's choice of marketing strategy and ability to implement the chosen export strategy (B. Peter Hoang 1998; Luis Filipe Leges 2000). In export marketing, the relevant resources and skills of a firm, size advantage in international experience, extent of business involvement, and resources available for export development enables an exporter to identify the idiosyncrasies in the export markets to develop suitable marketing strategy, and execute it effectively. Therefore, firm characteristics affect export marketing strategy and performance (S Tamer Cavusgil 1994).

2. Firm Size

Firm size helps in achieving economies of scale due to the large quantities concerned (Silviano Esteve-Perez). In the international entry stage, economy of scale is an important source of competitive advantage (Adam J Koch 2001). A company often leverages its domestic production base and in this way reduces average unit costs leads to increasing production volume. The firm-specific advantage of the theory of the multinational corporation suggests that the larger the firm is the greater the capability and the volume to sell abroad (Hymer, 1976). Firms with large foreign units are often necessary to adopt an indirect method of control and the granting of a high degree of independent decision making to local affiliates. Also find that the extent of decentralization in the decision-making structure of firms operating internationally is positively correlated to the size of their overseas operations (Henry F.L. Chung 2012). Firm size has often been used as an alternative for organizational resources availability. Larger firms can deploy more resources for gathering information about foreign markets and cover the inconsistencies of foreign markets than the smaller firms (Shaoming Zou 1998). So, firm size is one of the most cited organizational characteristics factors (Seyed Hossein Jalali 2012).

International firms of very different sizes employ different strategies and structures and thus rely on different blend of resources. However, the size of the export relations should be an important element in developing export policy for both small and large firms (Ernst. Verwaal, 2001). The firm size measurement used varies in the studies reviewed and it appears to be significant. Most positive effects are found when size is measured by sales turnover, while negative relationships appear when number of employees is the chosen measurement (Nora Lado 2001; Tulin Ural 2006).

2.1. Managerial Characteristics

The managerial characteristics impact on ability to choose and execute specific export marketing strategy (Oyenyi, Omotayo 2009). Firms are more likely to be highly global when their top management pays attention to the global environment and considers a diverse set of elements in the environment on the other hand, firms led by top management teams that pay attention to the internal environment are less likely to consider globalization as a viable strategic choice (Anthony C 2014; Kevin I N Ibeh 2004). Managerial experience/Exposure (Stan D Reid 1983, Bee Yan Aw 2007) and market characteristics are important drivers of the global mindset, which, in turn, is one of the key parameters of international performance (Anthony C 2014). Experience of the managers enables to recognize export opportunities, to evaluate them, to adopt the appropriate export behavior, and to achieve their export objectives. With experience and learning the firm develops competencies to become a committed and regular exporter (Antonio Navarro 2001). The firm's export-related experience and expertise positively affect export orientation (Ritam Garg 2012; Leonidass C 1998). The accumulated experience and knowledge are resources that could be exploited to steer the firm to expand its market achieve growth objective (Osman Mohamad 2011). Managerial Perception towards export barriers is one of the influencing factors on export performance (Farshid Movaghar 2012; M Yunus Ali 2004). Manager's Positive attitude confirms that the impact of psychological distance declines as the firm gains international experience. (Nora Lado 2004; Antonio Navarro 2001).

The authors argue that a company acquires knowledge and skills due to previous work experience in foreign countries that can allow the export managers to adapt the market strategy of each export venture to the needs of the customers, thereby increasing the success of exporting (Manfred Fuchs; Kevin I N Ibeh 2004). Knowledge of foreign market includes understanding of the socio-cultural environment, infrastructure (Adam J Koch 2001), and buyer behaviour of that export market. Both objective and experiential knowledge are needed for overseas expansion of a firm (Ritam Garg 2012). International knowledge spillovers might arise not only through direct contact with foreign buyers in advanced countries but also through indirect contact with foreign competitors in the markets of less advanced countries (Chin Hee 2009). Export managers should be qualified and brilliant mind knowing the corporate

strategy and acting different roles in different markets (S Tamer Cavusgil 1994). But they should consider two things. The first is to program pricing strategies to respond the customer's needs and to take the company profits in to account for the long term. (Mehdi Zaribaf 2008).

It is considered that, if a firm is committed to exporting it dedicates special efforts and allocates important resources to the export activities (Stan D Reid 1983, Farshid movaghar 2012, Antonio Navarro 2001, M. yunus Ali 2004, Leonidass C 1998, Najmeh Payman 2013, Chol Lee 2004 Neil A. Morgan 2012; Nora Lado 2004, Manfred Fuchs), enable higher export performance in turn managers export results are likely to be attained (Adamantios 1999). Human and financial resources and investment in technology (Neil A Morgan 2004 ; Neil A Morgan 2004), planning and other sources has been the most popular way to succeed in international markets (Tuba Yakici 2005; Oyeniyi 2009 ; Jorge Carneiro 2011) Firms R&D department stimulates the export performance (Niringiye Aggrey 210), Unsolicited orders providing an essential stimulus to boost both international sales and managers' satisfaction with the firm's export performance (Seyed Hossein Jalali 2012, Osman Mohamad 2011; Stan D Reid 1983). Decisions to venture abroad and expand export base must be accompanied with higher commitment to search and appoint train committed distributors. (Phadett Tooksoon 2010; Adamantios 1999; Craig C, Julian, O Cass 2004). In providing recommendations to practitioners in high-tech SMEs, they stress that firms must first evaluate their motivation for international expansion carefully (Anthony C 2014). Prior studies report that motivation to exporting measured by proactiveness vs. creativeness is a consistent predictor of good export performance. Most of the export-successful firms have adopted more proactive approaches in terms of firm's sales-seeking activities and degree of information-seeking activities (Nara Lado 2001). Managers' perceived level of risks about the export market environment as well as perceived benefits of exporting significantly affect their exporting decisions (Leonidass C. 1998). Managers who perceive the export market environment unfavorably tend to avoid any involvement in exporting and in developing proactive internationalization strategies. Many literatures suggested that managers' positive perceptions of the relative advantages of exporting are important for making the internationalization strategy (Ritam Garg 2012).

2.2. Product Characteristic

The specific marketing strategy in an export venture is influenced by product characteristics (Craig C, Julian, O Cass 2004; Luis Filipe Leges 2000). Product attributes can affect the positional competitive advantage (Neil A Morgan 2004), which influence export marketing strategy include cultural- specificity, strength of patent (Craig C, Julian, O Cass 2004), unit value, uniqueness, age, and service/ maintenance requirements of product, in International product life cycle (Robert G 1993, S Tamer Cavusgil 1994). A unique product provides a firm with a differentiation advantage that other firms in a competitive market may find difficult to challenge or overcome resulting in higher performance than a standardized product (Luis Filipe Leges 2000) The differentiation advantage may result from better quality and reliability, or more durability, or they may be backed by better service, or have superior design or better performance. The product must be adapted to the cultural idiosyncrasies of the export market (Aron O'Cass 2003). Unit value, durability, and freight cost are a few of the characteristics of the product (Prathap 2005).

Empirical study shows that the design of a product is a key factor in terms of export performance. With respect to product quality, authors argue that quality is also a key factor in terms of export performance (Luis Filipe Leges 2000), With regard to product patent/brand, some asserts that there is no correlation with export performance, some studies reveals that 'own brand names' have a poorer performance than 'not own brand names (Luis Filipe Lages 1999). Firms engaging in product adaptation can meet cross-border differences of the needs and wants of the firm's target customers, thus increasing customer satisfaction and overall performance. (M. Sadiq Sohail 2009; Chol Lee 2004; Luis Filipe Leges 2000). Investigation found that product technology, the extension of a product line in the foreign market (Luis Filipe Leges 2000), a widely diversified product line, special product features, perceived product uniqueness (Janet Y 2011), customer service (Mehmet Haluk 2007). Design of a product, product quality, product patent and investigation of new industrial products with differential advantages associated with export performance (Luis Filipe CostaLages 2000). The nature of the products being marketed is also found to affect a firm's choice of strategy. For example, in comparison to consumer products, industrial products are less sensitive to cultural norms and infrastructures and, therefore, are more likely to be marketed using a universal standardized strategy, as their purpose is more likely to be similar across countries (Henr y F.L. Chung 2012). The global patent system, which harmonizes patent protection system across countries (Benoit Battistelli 2013) by enhancing the scope of patent rights and strengthens their enforcement, can be expected to reduce distortions and impediments to trade in the global market. Predictably, stronger patent regime is conducive to the exports of developed countries, which are technology creators rather than that of developing countries, which are technology followers, focusing largely on imitating technologies embodied in the exported goods of developed countries (Jaya Prakash Pradhan 2006).

2.3. External Environment

Export performance tends to be conditioned by environmental characteristics such as the extent of competition, the legal and regulatory policies of host country governments (Adam J Koch 2001), the availability of suitable distribution and communication channels and customer familiarity with the product (favourable attitude, which then forms brand equity) (Seyed Hossein Jalali 2012; Oyeniyi, Omotayo 2009). There are four environmental characteristics that are important. These include, firstly, competitive intensity, involving the extent of price competition and the number of competitors in the market (Luis Filipe Leges 2000). Secondly, the legal-political environment involving the legal, political and regulatory nature of the market and the extent of government intervention into the operation of the export market venture. Thirdly, channel accessibility, involving access to distribution channels, number of customers and the demand potential of the product in the market (Shaoming Zou 1998). Finally, customer exposure, involving access to customers, customer familiarity with the product and exposure of customers to the product in the market. The intensity of

competition in the export market could force firms to seek a high degree of product and promotion adaptation to gain a competitive advantage over, because adaptation of product and promotion can broaden the local market base and be geared to specific local preferences thereby enhancing marketing performance (Shaoming Zou 1998). Similarly, a competent firm understands the idiosyncrasies of the export market and is able to respond to the local conditions by an adaptation strategy. Finally, export customers' familiarity with the brand can ease the entry of the product into the export market (Robert G 1993, Chol Lee 2004). Therefore, a familiar brand requires a lower degree of adaptation than an unfamiliar one (Aron O'Cass and Craig C. Julian 2003).

2.4. Export Market Characteristics

Conditions in foreign markets pose both opportunities and threats for exporters. Export marketing strategy must be formulated in such a way to match a firm's strategic weaknesses or to overcome market threats. Consequently, export marketing strategy tends to be conditioned by export market characteristics (Shaoming Zou 1998; Luis Filipe Leges 2000). The key characteristics of the export market that can affect the choice of export market strategy include demand potential (Magnus Hultman 2009; Craig C, Julian, O Cass 2004) cultural similarity of export customers, and similarity of legal and regulatory framework marketing infrastructure (Lilin Huang 2013), advertising media availability, distribution structure, and market size. (Marios Theodosiou 2003; S Tamer Cavusgil 1994). The economic conditions prevailing in a host country can influence pricing decisions in several ways (Craig C, Julian, O Cass 2004), because they determine demand potential for a particular product and have a significant impact on a firm's cost structure. (Shaoming Zou 1998). On the demand side, the overall level of economic and industrial development of a country determines customers' priorities in terms of the products they consider essential, in addition to the prices they are able and willing to pay for certain products (Magnus Hultman 2009). The economic environment of the host country determines the cost of raw materials, labor, energy, and other resources a firm need to purchase or hire in order to carry out its everyday operations (Marios Theodosiou 2001). In relation to customer familiarity with the product, export customer's familiarity with a brand of a particular product can ease the entry of the product into the export market (Aron O'Cass and Craig C. Julian 2003; Craig C, Julian, O Cass 2004).

International marketing decisions are influenced by the marketing infrastructure of a host country, which includes media availability and distribution infrastructure (Craig C, Julian, O Cass 2004). When operating in a host country where the legal environment differs from that in the home country, firms might need to delegate their marketing strategy decision to their local representative so that they can better respond to local legal requirements. On the other hand, firms operating in a host country whose legal environment is similar to that of the home country might be encouraged to retain their marketing decisions within the firms' HQs (Henr y F.L. Chung 2012). The regulatory environment pertains to differences in political and legal aspects between the home and export markets. In particular, regulations designed to protect customers, companies, and society at large can be a significant obstacle to deploying a uniform product. Previous research has implied that firms will be forced to adapt their products in an export market in which regulations dictate different health, safety, or technical standards. Developed countries tend to have highly developed regulatory systems, often necessitating product modifications to local standards (Magnus Hultman, 2009). Governments may also impose price controls on certain products to protect local producers from international competition that is deemed unfair (Shahram Gilania, 2013). The host country government may exercise exchange controls, which can have an important impact on reinvestment, financing and repatriation decisions. As a result, laws or pressure from the host government can play a significant role in the marketing performance of the venture by increasing or reducing firm capacity and effectiveness (Aron O'Cass, 2003).

Furthermore, pricing is influenced indirectly by laws and regulations that necessitate product modifications in compliance with different technical specifications; health and safety standards; environmental protection acts; electric, weight, and measurement systems; and the like that may prevail in foreign markets. To make the required modifications, firms incur extra costs, which force them either to charge higher prices or to compress their profit margins (Marios Theodosiou 2001). External environmental factors like the political and legal environment are also associated with export performance as they can undermine the competitiveness of the activities of a firm (Aron O'Cass 2003). Organizations operating in such environments should therefore closely keep abreast with changes in regulations, technology, products standards, patents, tariffs and taxes (Khutula Sibanda 2007).

2.5. Industry Characteristics

Industry structure has been considered a key determinant of firm's strategy in domestic market context (Shaoming Zou 1998; Luis Filipe Leges 2000). In export marketing, analysis of the relationship between industry structure and marketing strategy must incorporate the significant variations in the market systems, government interventions (Lilin Huang 2013; Craig C, Julian, O Cass 2004) and presence of foreign competitors across markets. In addition, technology intensiveness and considered as the relevant correlates of adaptation of marketing strategy (S Tamer Cavusgil 1994).

2.6. Competition Intensity

As firms begin to compete in export markets, their export success depends upon their ability to develop and implement unique competitive strategies (Shaoming Zou 1998). When developing strategies of cost leadership and/or differentiation, these firms have to match their internal and location specific competitive and comparative advantages with the requirements of the external environment in which they compete (Nara Lado 2001). Researchers have found no significant association between competitive rivalry in the target market and export performance however, indicated a significantly positive influence of competitive intensity on the short-term success of export activities (Lilin Huang 2013). A possible explanation for this evidence could be that companies, from the beginning of exporting, reveal a greater commitment in competitive foreign markets (Seyed Hossein Jalali 2012). Hence, it is assumed that competitively intensive target markets influence export success positively because it is assumed that firms do prepare their market

entry more effectively in those environments and may be forced to provide existing resources more selectively (Manfred Fuchs). In the export market intensity of competition could force firm to seek a high degree of product and promotion adaptation to gain a competitive advantage over rivals because adaptation of product and promotion can broaden the local market base and be geared to specific local preferences thereby enhancing export marketing performance (Aron O'Cass 2003). The competitive factor is positively related to profitability, showing that, in general, firm's will operate profitably when operating in a market with a high competitive difference (Henr y F.L 2007) Competitive intensity differences in the velocity and strength of competition across markets lead to greater adaptation to foreign markets by exporting firms (Chol Lee 2004). The literature suggests when major competitors internationally standardize their marketing approaches for greater efficiency and brand impact, an exporter can more safely follow suit (Magnus Hultman 2009).

2.7. Techological Intensity

The technological intensity of the industry where the firm operates may also affect the length of its exporting spell, as this variable may capture technological opportunities, that is, the possibility of converting research resources into new products or superior production techniques, which might be positively correlated to the probability to persist in export markets (Silviano Esteve-Pérez). Technology orientation was repeatedly found to have a serious impact on standardizing marketing strategy, especially on product, due to the need to allocate the vast research and development costs over long production runs (Marios Theodosiou 2003). Technological capabilities (Nikhilesh 1976) translate tangible and intangible resources of the firm into new innovative products and technologies, many firms invest in R&D (Mehmet Haluk 2007) with the specific purpose of innovating for the foreign markets (Seyed Hossein Jalali 2012). Technical collaborations alone would not suffice to increase export growth (Adam J Koch 2001). There is a need to enhance the design and engineering capabilities. (Shweta Bhosale 2011). Firms participating in technology intensive industries should employ a competitive (adapted) pricing strategy to widen their demand base in export markets because it is important to recover the initial large investments in modern technology (Saad Dubayyan 2013). The deployment of customized product strategies is essential in an export market characterized by unique technological characteristics. There is evidence that industrial markets may require product modifications to bridge technology gaps through flexible technology (Nikhilesh 1976; Magnus Hultman 2009) International marketing strategies are more standardized in technology –intensive (Lilin Huang 2013) Industries such as computers, aircraft, medical equipment, or photocopier industries than in low-tech industries such as clothing, food, or household apparel (Mersid Poturak 2014).

2.8. Export Marketing Strategy

Export marketing strategy is the means by which a firm's responds to the interplay of internal and external forces to meet the objectives of the export venture (Seyed Hossein Jalali 2012). It involves all aspects of the conventional marketing plan, including product, promotion, pricing, and distribution. In international marketing, the key consideration is whether the marketing strategy should be standardized (Henr y F.L 2007) or adapted (S Tamer Cavusgil 1994; Oyeniyi 2009), to the conditions of the foreign market (Aron O'Cass and Craig C. Julian 2003). The degree of marketing adaptation versus standardization is a function of product, industry, market, organization, and environmental characteristics. Several studies have examined the relationship between export performance and marketing strategy, and with few exceptions, found a positive association (Nara Lado 2001). Export marketing strategy is characterized by high-quality innovative products, close relationships with customers, extensive marketing research and market segmentation to identify premium target markets, selective distribution, and intensive advertising (Audhesh K. Paswan 2011). The advantage of export marketing strategy is lower costs due to economies of scale and experience that accrue from designing, manufacturing, and distributing identical product in multiple countries. But there is also a drawback that the product might not satisfy the customer (Tatiana Lishchenko 2011). In export marketing strategies, it can be said that three types of generic strategies exist. These are differentiation, low cost and focus strategy (Shahram Gilania 2013). Differentiation strategies can be expressed as uniqueness according to one or more business dimension such as new product (Neil A Morgan 2004), advertising, brand image or marketing innovations. (Tuba Yakici 2005).

2.8.1. Product Strategies

A global product strategy where it is examined how far standardization strategy can be applied and where it is necessary to be adjusted and adapted to the "local" market. The authors also note that the adaptation part of the strategy may be influenced by the company characteristics, the market characteristics and the product characteristics (Maria Doriza 2012). In a competitive export market, a high degree of product adaptation also is needed due to intense competitive pressure, because product adaptation can help gain a competitive superiority over rivals (Aron O'Cass 2003). Firms following a differentiation strategy aim at creating a product or service that customers see as unique. This is usually accomplished through such means as a superior brand image (Luis Filipe Leges 2000), technology, customer service or innovative products. Product/service strategy consist of Product differences in quality, design and service Pre and post-sale service infrastructure etc (Nara Lado 2001; Adam J Koch 2001). The importance of international product quality (Mehmet Haluk 2007, Chol Lee 2004) and design is widely recognized. Product package and can contribute to enhanced performance (B. Peter Hoang 1998; Luis Filipe Leges 2000). Broad product lines enhance profitability and market share positions in domestic and export markets (Adam J Koch 2001). In sum, it is expected that export product quality, its service, and broad product-lines will be positively related to performance (Aviv Shoham 1998). Firms with new product development capability can effectively develop and manage new product and service offerings to meet export customers' needs. (Janet Y 2011, Mehmet Haluk 2007; Niringiye Aggrey 210). Previous studies have emphasized the importance of product mix in export marketing in term of product

design, product quality (Tuba Yakici 2005), packaging, product adaptation, product diversification (B. Peter Hoang 1998, Leonidass C 1998, Robert G 1993) and branding to be correlated with export performance (Phadett Tooksoon 2010).

2.8.2. Pricing Strategies

Marketers must deal with a number of environmental factors when making pricing decisions. Currency fluctuation, inflation, government controls and subsidies, competitive behavior, and market demand are among these factors (Levi Bategeka Kabagambe). Some of these factors work in conjunction with others; for example, inflation may be accompanied by government controls (Mehdi Zaribaf 2008). The competitive export price levels are positively related to export performance and export stage development. However, differential price advantage was not found to be significant in discriminating between systematic and non-systematic exporters. It is also reported that the importance of price as a competitive tool for less developed country's exports (Shweta Bhosale 2011). Prices may have conflicting short and long-term effects on profits. Short-range, higher prices may result in higher profits. However, long-range, higher prices may result in lower sales and, consequently, reduced profits. Managers should be aware of both implications of pricing decisions. (Aviv Shoham 1998). The most important factor of pricing is the condition of competition. Condition of competition helps for pricing between the boundaries of mentioned first and second factors. The competitor reaction forces producer to determine new export pricing. The price of competitors affects the sale volume of exporter and the resulted decision may be less or more than price of them. The market condition pricing is most suitable when the new technology used for the product or service is complex or unique for that market and the knowledge of customer or market. Pricing can differ in each market, depending on different stages of a product (Shaoming Zou 1998). When the product is well known, and well positioned, we may use competitive or other market pricing suitable for that market. When the authority of manager is low for export pricing and internal market condition is unfavorable, manager set finished costs prices for exporting. When the export manager authority is high and internal market condition is unfavorable, export manager uses direct costs pricing and uses the remained capacity of production. (Mehdi Zaribaf 2008).

Firms pursuing a cost leadership strategy require the ability to match competitors' offerings at lower prices; consequently, pricing capability is of utmost importance to them when competing in the export market (Phadett Tooksoon 2010). Consequently, firms will pay more attention to collecting and analyzing pricing information and developing pricing capability (Janet Y 2011). Companies can seek competitive pricing to maintain an advantageous position in the export market. Nevertheless, relative to strategies such as support to foreign distributors/ subsidiary (Adam J Koch 2001) or product adaptation, competitive pricing is a minor determinant of export performance. Therefore, non-price competitive weapons such as emphasizing product features, technological superiority, quality, and patents should not be neglected (S Tamer Cavusgil 1994; Robert G 1993). It has been identified that price standardization is positively correlated with export performance (Luis Filipe Leges 2000)

The effect of price adjustment on export performance has been widely researched. Export prices may be adjusted for a number of reasons: economic, political – legal, price controls, and other environmental forces; marketing, distribution, and transportation costs, market structure and demand, tariffs, taxes, and other financial trade barriers, pricing practices of competitors; and costs and margins of distribution channels. This diversity of foreign market pricing determinants makes price adaptation necessary for firms to survive and remain competitive in host markets (Leonidass C 1998).

2.8.3. Distribution Strategies

Distribution function is crucial when venturing into overseas market (Mehmet Haluk 2007). More parties are involved in the physical handling of the goods as well as in ensuring that payment is received. A reliable foreign distributor must be identified and motivated to perform this important function in marketing to avoid probable uncertainties (Robert G 1993). This is particularly important as small firms from developing nations do not have the resources to set up their own distribution networks abroad. The tasks such as collecting information and promotion will rest on the commitment of the overseas distributors (Adam J Koch 2001). The export intenders are paying attention to the various activities involved in designing and implementing distribution policy (Osman Mohamad 2011). For channel partners, strategy refers to an intimate knowledge of the market, closer involvement with both the suppliers and customers, and a willingness to invest in market research and R&D (Adam J Koch 2001). A high degree of relationalism in marketing channels is thus likely to foster closer ties amongst channel intermediaries, strong identification with the common goal, and an incline towards long term payoffs in comparison to a more transactional and short term orientation (Audhesh K. Paswan 2011). Channel support is important. Exporters are advised to visit markets frequently and use high quality, trained salespeople. For firms with extensive planning systems (Neil A Morgan 2004), using high quality channels, exporting to multiple markets and multiple segments enhances performance (Aviv Shoham 1998). Success in export markets is often equated with the export venture's ability to initiate and sustain strong and mutually beneficial relationships with their foreign partners. This is because market knowledge is likely to reside with the local partner or distributor. (Aron O'Cass and Craig C. Julian 2003). Previous studies in export marketing identified factors such as retaining the best distributor, satisfying the needs of the distributor, and providing high levels of support are found to be positively related to export performance (Phadett Tooksoon 2010). The company works closely with its suppliers and customers. The company makes use of internet to integrate its customers and suppliers to its manufacturing and logistics function which is based on Just in time management model. (Junaid Mughal 2012). Managers are advised to develop a network of competent foreign distributors and strengthen their ability to perform marketing, distribution, and customer service functions through appropriate support and training. Such support is especially crucial in technology-intensive industries and competitive export markets (S. Tamer Cavusgil 1994)

2.8.4. Promotional Strategies

Communication is vital in maintaining the company's presence in a particular market and is perhaps one of the most important marketing activities when entering foreign market. The market must be made aware of the availability and the benefits of the products. It appears that the export intenders are cognizant of the benefits of promotional activities which must be seen as an investment (Osman Mohamad 2011). The researchers have adapted several measures for promotional strategy like log of expenditures in advertising (Mehmet Haluk 2007, Chol Lee 2004; Luis Filipe Leges 2000), Existence of promotion campaigns in foreign markets, frequency of promotional campaigns, Promotional Tools, fairs, direct mailings, trade shows, visiting foreign customers (B. Peter Hoang 1998; Luis Filipe Leges 2000) etc. A certain investment in advertising (Osman Mohamad 2011) in order to build brand equity and reduce the perceived risk of a new product is significant in every case (Nara Lado 2001). The fund provided by the government for participating in foreign exhibitions is too meager and hence is not of much use. Senior government officials opine that SME engineering exporters must do their research/ homework properly to fully benefit from participation in any international event (Shweta Bhosale 2011). The managers should closely monitor world markets searching for possible premium product positioning opportunities coupled with high levels of advertising (Aviv Shoham 1998). Firm's with marketing communication capability is able to persuade consumers to have a positive perception of their products, consequently building a differentiated brand image. (Janet Y 2011). Promotion capabilities (Mehmet Haluk 2007) which may include participation in trade fairs, advertising, sales promotion, and support services to the channel members, manager's foreign travel (Leonidass C 1998). The capability in managing promotion is the factor that contributes to the higher in export performance. (Phadett Tooksoon 2010). Recommendations for adapting the promotional aspect of export marketing strategy have to be qualified. Clearly, simplistic adaptation without careful examination of customer needs and potential response is not advisable (Jorge Carneiro 2011). Similarly, companies with extensive experience with the product should not assume automatically that they know how to promote their products in foreign markets. It is essential that any decision in promotion adaptation be based on a sound analysis of costs, benefits, and competitive market considerations (S Tamer Cavusgil 1994).

2.9. Export Performance

Exporting is one of the significant preliminary steps of an enterprising organization towards expanding its international business activities. There is a lack of uniformity in conceptualization, definition and measurement of export performance; and difference among countries' export performance in export literature (M. Sadiq Sohail 2009 Najmeh Payman 2013). Export performance may be measured through such indicators as sales figures, profits, marketing scales or other subjective measuring tools, customer satisfaction as an example stated export performance can be described in objective terms such as sales, profits, or marketing measures or by subjective measures such as distributor or customer satisfaction (Saad Dubayyan Alshammri 2013). Many results confirmed the positive influence of organizational characteristics like environmental characteristics (Oyeniya, Omotayo 2009) and export commitment on strategy implementation in international field. (Seyed Hossein Jalali 2012). Most firms did not use profits as a measure of performance. When probed for reasons, interviewed managers indicated that costs are built into their pricing such that achieving sales budgets would result in acceptable levels of profitability (Aviv Shoham 1998) At firm level, a better understanding of export performance (Lilin Huang 2013) is important because exporting improves utilization of productive capacity, improves financial performance and competitive edge as well as provides a foundation for future international expansion. At the national level, a better understanding of export performance is important because exporting enhances accumulation of foreign exchange reserves, improves employment levels and productivity in addition to driving economic growth (Levi Bategeka Kabagambe). Strategic performance captures firms' strategic goals in the export market with three items of competitiveness, strategic position, and global market share. Researchers further measured product performance relative to three major competitors using three items on product innovations, and the success rate and the pace of bringing new products to the marketplace (Janet Y 2011). Export Performance has been measured by export intensity, export growth, and export diversity. Export intensity is the ratio of export sales to total sales. Export growth is the percent change of growth rate. Export diversity is measured by the number of international markets (Chantanaphant 2013). Export performance can be assessed or measured by the sales, market share, sales growth, new market entry and profitability. (Veerapong Malai 2012; Luis Filipe Leges 2000). Total sales and export sales were two questions asked on an ordinal scale (1 to 5). Export intensity that is an objective indicator was measured as a ratio of a firm's exports to its total sales. The other items were subjective, namely based on the respondent's idea or perceptions (Tuba Yakici 2005) some evidence suggesting that the productivity of exporting firms may grow with increases in export intensity (Jaya Prakash Pradhan 2011). A firm's exporting intensity may also be catching the degree of its dependence on export markets. A firm that exports a large share of its production will devote considerable effort to continue exporting because replacing the foreign market with the domestic market is neither easy nor fast (Silviano Esteve-Pérez). Product-related measures also taken into consideration to measure the export performance, it refers to the number of new products exported, the proportion of product groups exported, and the contribution of exports to product development. Although rarely employed, these measures are justified on the grounds that the product and its performance are key to any export marketing strategy (Constantine S 2000).

3. Research Framework and Methodology

The aim of this study is to synthesize the available studies on export marketing determinants and export marketing strategy elements on export performance. The current studies report different and often contracting results on determinants of firm export performance that this issue clarify that it is need to analysis the variable influence on export performance. Thus, to facilitate the conceptual framework for determinants of export performance, this need to be clarified and the variables that influence export performance have

to be identified. The focus of this review paper is on empirical works that have been published between 1976 and 2015. The required research articles are gathered from various information sources like EBSOCO, Delnet, and Proquest and googled by typing the words such as export marketing strategies, determinants of export marketing, export performance and through interaction with export managers of few companies in Bangalore. The broad literature about export marketing strategy elements has provided the base for classifying the export marketing strategy elements into pricing strategy, product strategy, promotion strategy, and distribution strategy. According to the findings taken from the comprehensive review of existing reference in the literature on export performance, a conceptual model has been designed to represent a model about relationship of Export marketing determinants, export marketing strategy elements and export performance as presented in Figure 1 as following

| THE PROPOSED DETERMINANTS BY LITERATURES | | | | |
|---|-------------------------------|---|---|--|
| Elements of Determinants | Researchers & year | Detailed Dimensions Factors affecting Marketing Strategy | Statistical Analysis | Research findings |
| Internal Factors | (Luis Filipe 1999) | Firm characteristics Management characteristics Management attitudes and perceptions Product characteristics | Literature review | Relationship between internal and external factors, studied the degree of standardization and adaptation of marketing strategy, provided explanatory reasons to support the discovered relationship |
| | (Adam j Koch 2001) | Stages of Internationalization Company strategic objectives Overseas market selection experience Firm's Network (asked respondents to name up to nine important companies with which a close relationship is maintained) | Literature review | To increase the content validity of export entry modes to integrate findings of various narrow studies and explore a wider spectrum of the relevant entry mode selection process and practices. |
| | (Tuba Yakici 2005) | Managerial characteristics | Exploratory factor analysis/ factor correlation matrix and Chi-square | This study determined the order of precedence of the factors that should be focused on environment, management and strategy to improve export performance. |
| Firm characteristics | (Luis Filipe 1999) | Sales volume International experience (Number of years exporting, Exporter since the beginning, Number of markets) Amount of resources for export development. Firm size (Number of full-time employees) (investment level in R&D) Technological strengths and type of ownership | Literature review | Relationship between internal and external factors, studied the degree of standardization and adaptation of marketing strategy, provided explanatory reasons to support the discovered relationship |
| | (Ma. Teresa S. 2006) | Innovation activities (R&D expenditure) Firm size (Total sales) Firm's knowledge intensity Firm age (Employees and/or sales turnover) Firm's foreign equity (Investment in R&D, Technology, Infrastructures, Marketing, Customer relationship, Training) | Mean and standard deviation Chi-square and correlation | The possible relation between export performance and firm level characteristics was tested by using novel economic model It is understood that positive relationship of export revenue, and profitability with export performance and negative relationship of export barriers with export performance and export planning is negatively influenced on physical distribution and barriers and there is no relationship between business distance and profitability. |
| | (Jorge Carneiro 2011) | Human capital Technological capability (Training of work force) Firm's international network | Multiple regression analysis | There is a positive relationship with export marketing strategies, large number of distributions, clear degree of target market specification, product adaptation to local market, supporting distributors, promotion adaptation with export performance. |
| | (Craig C. Julian, 2004) | Firm size (Number of full time employees, Total sales) Degree of internationalization Managers propensity for work Status of the export activity | Multinomial logit model | The findings provide managers with a better understanding of the importance of strategy variables and how they influence channel integration decisions. To increase the content validity of export entry modes to integrate findings of various narrow studies and explore a wider spectrum of the relevant entry mode selection process and practices. |
| | (Willian C. Johnson 2001) | Resources of the firm Management commitment (Financial and human capital) | Literature review | To conceptualize various internal and external and strategic factors explaining the motivation and the marketing strategy. |
| | (Adam j Koch 2001) | Innovation capability (Intensity of R&D) (Product development expenditures in total sales, in %) Internationalization (Knowledge Development) Firm size (using sales turnover to number of employees) Firm resources Firm experience (Number of years in exporting) Entry mode Management risk attitude (positive or negative) Competency (production, marketing and sales, and informational competencies) Marketing Capabilities (pricing, new product development, and marketing communication capabilities) Skills | Principal component factor analysis | Findings of this review along the internal and external and controllable and uncontrollable dimensions are theoretically sound and practically significant. |
| | (Ghahram, Gilaninia 2013) | Information inputs Firm size (measured by sales) (In terms of assets, as a measure of physical and financial resources) International competency Financial stability Firm export experience (number of years for which it had operated in the export market) Internationalization capability (market research, customer service) | Meta-analysis, regression, T-test, Chi-square, ANOVA, Discriminant analysis, log linear model, structural evaluation modeling | Larger firms are found to be more productive and profitable, whereas older firms are more profitable and less productive. High performers were smaller and younger companies with higher level of capital intensity and high performer exhibit higher productivity. Export managers should outsource production to specialist firms and concentrate on marketing and sales activities in order to enhance export performance. The findings from this study support the conceptual framework, so it concluded that strategy implementation |
| | (Christina Sichtmann 2007) | Firm resources (assets, capabilities, processes, managerial attributes, information and knowledge) | Regression analysis | |

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|-----------------------------------|--|---|--|--|
| | <p>(Shaoming Zou 1998)</p> <p>(Sumit K. Majumdar, 1997)</p> <p>(Ivan-Damir Anic 2009)</p> <p>(Levi Bategeka)</p> <p>(Joana Reis 2014)</p> <p>(Seyed Hossein Jalali 2012)</p> <p>(Muhammad Suhail 2009)</p> | <p>Firm size (Total sales, Profit, number of employees). Firm's Age (Number of years in business) Technology (Product design/dev. and process of production) Firm capabilities (product capability, pricing capability, distribution capability, promotional capability, internationalization capability) Firm competence (strong market position, strong human resources, strong financial capabilities)</p> <p>Capital intensity (measured as the ratio of net fixed assets to total assets and ratio of inventory to total assets) (Net amount of plant & equipment / total assets) (measured by the amount of fixed assets per employee) (the total money value of capital equipment to the total potential output)</p> <p>Marketing intensity (measured as the ratio of marketing expenses to total sales in %)</p> <p>Production competence (enhanced skills in product development, improvement and modification skills)</p> <p>Capital intensity(measured by total assets over total sales)</p> <p>Size experience technological capability marketing capability (Utilization of international marketing research, segmentation and targeting and product capabilities) capital intensity</p> <p>Foreign Contacts and Networking (having ties with foreign entities)</p> | <p>One-way ANOVA Factoranalysis, correlation, ILS Regression</p> <p>Partial least square technique, structural equation modeling (small samples)</p> | <p>influences export performance, both directly and as a mediating variable between organizational characteristics, export commitment and environmental characteristics with export performance.</p> |
| Managerial characteristics | (Luis Filipe 1999) | <p>Skills of top managers Training of managers in international business (share of total revenue that is invested) Knowledge of foreign languages Export involvement Export experience (the number of years the CEO or the senior manager had spent in a foreign assignment) Management attitudes and perceptions Export commitment (financial and manpower: share of engineers and technician to total employment)</p> | Literature review | Relationship between internal and external factors, studied the degree of standardization and adaptation of marketing strategy, provided exploratory reasons to support the discovered relationship |
| | (Tuba Yakici 2005) | <p>Commitment (Human and financial resources) International experience</p> | Exploratory factor analysis/ factor correlation matrix and Chi-square | This study determined the order of precedence of the factors that should be focused on environment, management and strategy to improve export performance |
| | (Willian C. Johnson 2001) | <p>Commitment Export motivation (growth motivations, knowledge-related motives, network/social drivers and domestic/regional environment drivers)</p> | Multinomial logit model | The findings provide managers with a better understanding of the importance of strategy variables and how they influence channel integration decisions |
| | (Cabriel Ogunmokum 2004) | <p>Management perception (positive or negative) Manager's commitment Export motivation (existence of an export department is a sign of long-term investment in export infrastructure) Firm size (number of workers, R&D intensity of plants, and export destination of industries)</p> | Standardize discriminant factor analysis | The findings of this study provide some insights into the factors affecting export performance |
| | (Chin Hee HAHN 2009) | <p>Innovation (number of innovations adopted in given time period) Perception of export managers</p> | | |
| | (Mandy Mok Kim Man 2009) | <p>Manager's experience Manager's attitude (CEO's views on the cost, profit, and risk in export marketing) Manager's language skills Manager's education and experience (Speak a foreign language, had work abroad, MBA/Master/Post graduate Bachelor, High school Elementary/basic school)</p> | | |
| | (Ghahram gilania 2013) | <p>Manager's commitment Export motivation Management perceived risk (the number of barriers to exporting perceived by management, each of which makes exporting extremely difficult or impossible, e.g., foreign import quotas, lack of foreign market information, etc)</p> | Principal component factor analysis | To conceptualize various internal and external and strategic factors explaining the motivation and the marketing strategy. |
| | (Christina Sichtmann 2007) | <p>Skills and knowledge International experience Commitment Managerial education (Qualified and competent export staff) Management attitude Professional skills (Language proficiency, Education level, International experience) Foreign language proficiency</p> | Meta-analysis, regression, T- test, Chi-square, ANOVA, Discriminant analysis, log linear model, structural evaluation modeling | Findings of this review along the internal and external and controllable and uncontrollable dimensions are theoretically sound and practically significant |
| | (Shaoming Zou 1998) | <p>Management attitude and perception Export commitment and support Proactive export motivation (the level to which firms take the initiative and actively solicit export sales) Perceived export advantage (perceived importance or profit contribution which exporting brings to the firm) Perceived export barriers (perceived risk, cost, and complexity of exporting) Management international experience Management education and experience</p> | | |

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|---|--|--|--|--|
| <p>Product characteristics</p> | <p>(Luis Filipe 1999)</p> <p>(Craig C. Julian, 2004)</p> <p>(Muhammad Suhail 2009)</p> | <p>Product technology Product line extension in the foreign market Product uniqueness / special features Product competitive advantage (higher levels of brand awareness, attitude, and brand loyalty relative to major competitors) Level of customer service/warranties Customer service standardization Product design Quality, Patent / brand ownership Diversified product line Product Type (industrial or consumer goods)</p> <p>Product attributes Cultural specificity Strength of products Age of the product (PLC) Unit vale Uniqueness and service/ maintenance requirements Patent protection for the product The amount of sales force required to handle the product</p> <p>Product strength (product uniqueness, patents, exposure to market, quality and design)</p> | <p>Literature review</p> <p>Multiple regression analysis</p> | <p>Relationship between internal and external factors, studied the degree of standardization and adaptation of marketing strategy, provided exploratory reasons to support the discovered relationship</p> <p>There is a positive relationship with export marketing strategies, large number of distributions, clear degree of target market specification, product adaptation to local market, supporting distributors, promotion adaptation with export performance.</p> |
| <p>External factors</p> | <p>(Luis Filipe 1999)</p> <p>(Jorge carneiro 2011)</p> <p>(Adam j Koch 2001)</p> <p>(Panagiotis G 2008)</p> | <p>Industry characteristics Foreign market characteristics</p> <p>Development level of host country Comparative advantage Barriers in the host country</p> <p>Competitive significance of the market Anticipated overseas market risk Market barriers</p> <p>Market size. Market growth (percentage increase of sales in a period). Market shares of competitors. Expected profit margin. Economic environment (e.g. Inflation, GDP growth, interest rates). Political environment (e.g. stability, social intensities, labour peace, governmental corruption). Legal framework (e.g. terms of installation, tax relief, price controls, possibility of profit repatriation)</p> | <p>Literature review</p> <p>Literature review</p> <p>Factor analyses, Correlation</p> | <p>Relationship between internal and external factors, studied the degree of standardization and adaptation of marketing strategy, provided exploratory reasons to support the discovered relationship</p> <p>To increase the content validity of export entry modes to integrate findings of various narrow studies and explore a wider spectrum of the relevant entry mode selection process and practices.</p> <p>It proposed a framework that incorporates various internal, external and strategic factors explaining the motivation and the marketing strategy of exporting firms.</p> |
| <p>Export market characteristics</p> | <p>(Luis Filipe,1999)</p> <p>(Craig C. Julian, 2004)</p> <p>(Christina Sichtmann 2007)</p> <p>(Shaoming Zou 1998)</p> <p>(Mandy Mok Kim Man 2009)</p> <p>(Ronald Mesia 2008)</p> <p>(Ermie Steenkamp 2009)</p> <p>(Leonidas C.Leonidou 2002)</p> <p>(Christopher May 2006)</p> | <p>Developed and developing countries</p> <p>Extent of government intervention The familiarity of customers to the product/service (how much a person knows about the product and how much a person thinks s/he knows about the product) Availability of suitable distribution and communication channels Market infrastructure (personnel, distribution system, and technical service). Demand potential of the market in the export market</p> <p>Economic condition Legal and cultural similarity</p> <p>Technological intensity Intensity of competition Export market attractiveness (economic development, demand potential) Export market competitiveness (Economic similarity, channel accessibility) Export market barriers [trade barriers, physical barriers, psychological distance (factors that preventing the flow of information ex-differences in language, business procedures and industrial development)]</p> <p>Intensity of competition (competition in price, product, technology, distribution, manpower and raw materials)</p> <p>Economic condition (GDP, Exchange rate, tariff, Manufacturing wage ratio (Canada/ Mexico etc.)</p> <p>Economic development (measured by gross domestic product) Economic situation</p> <p>Distribution structure Competitive practices.</p> <p>Exchange rate risk</p> | <p>Literature review</p> <p>Multiple regression analysis</p> <p>Meta analysis, regression, T-test., Chi-square, ANOVA, Discriminental analysis, log linear model, structural evaluation modeling</p> <p>Regression analysis</p> <p>Box-Jenkin's ARIMA model</p> <p>Correlation, Regression, ANOVA</p> <p>Factor analysis, Chi-square, ANOVA, Multiple Regression</p> | <p>Relationship between internal and external factors, studied the degree of standardization and adaptation of marketing strategy, provided exploratory reasons to support the discovered relationship</p> <p>There is a positive relationship with export marketing strategies, large number of distributions, clear degree of target market specification, product adaptation to local market, supporting distributors, promotion adaptation with export performance</p> <p>Findings of this review along the internal and external and controllable and uncontrollable dimensions are theoretically sound and practically significant</p> <p>The study was conducted to investigate the relationship between innovativeness strategy types environment and the export performance of SME in the Malaysian manufacturing sectors.</p> <p>The findings of this research directly corroborate with Heckscher ohlin factor proportions theory and david Ricardo's theory of competitive advantage where the U.S and Canada provides the factor capital and Mexico provides the factor labour.</p> <p>The decision whether to standardize or adapt the marketing strategy to achieve superior business performance will largely depend on the set of circumstances that a firm is confronted by within a particular foreign market at a specific period of time.</p> <p>The primary research objective of the research study is to determine the relationship between international marketing strategies and international export marketing performance of south African manufacturing firms as well as the role of internal and external determinants with regard to international marketing strategy and export performance.</p> |

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|---------------------------------|--------------------------|---|---|--|
| | | <p>Foreign tariffs Import controls Foreign legislation requirements Channel accessibility Language barriers Cultural differences Economic condition (GDP,Fiscal and monetary policy, taxation and government's role in the economy, exchange rate)</p> | | |
| Industry characteristics | (Luis Filipe 1999) | <p>Technological intensity(manufacturing complexity), Industry's stability level Predictable changes Speed of change Seasonal/cyclical fluctuations Risk level Competition level (number of new competitors)(the number of direct competitors)</p> | Literature review | <p>Relationship between internal and external factors, studied the degree of standardization and adaptation of marketing strategy, provided exploratory reasons to support the discovered relationship</p> |
| | (Ghahram gilaninia 2013) | <p>Technological intensity (measured by ratio of R&D expenditure to the total sales) Industry stability Competitiveness of export markets export markets barriers (corporate resource constraints, environmental differences, export bureaucracy and legislation, government apathy, foreign market entry and operating difficulties and competitive pressures) Export market characteristics</p> | Principal component factor analysis | <p>To conceptualize various internal and external and strategic factors explaining the motivation and the marketing strategy.</p> |
| | (Shaoming Zou 1998) | <p>Technological intensity (complex and technological oriented industries have better export performance)</p> | Meta analysis, regression, T-test., Chi-square, ANOVA, Discriminental | <p>Findings of this review along the internal and external and controllable and uncontrollable dimensions are theoretically sound and practically significant</p> |
| | (Joana Reis 2014) | <p>Technological intensity (complex and technological oriented industries have better export performance)</p> | | |
| | (Saad Dubayyan 2013) | <p>R & D intensity (Ratio of total expenditure on R & D over total sales) Industry level of instability (operationalised as a rate of changes in technology, predictability, riskiness) Industry instability (measured by the sum of the fluctuations of the market shares of each firm in a specific industry)(Whether industry is unstable, has unpredictable changes, changes rapidly, has seasonal/cyclical fluctuations, is very risky, has a high level of competition, and whether many new competitors are entering the industry) Technological intensity (less technology intensive or more technology intensive)(high, moderate and simple) Competition intensity</p> | | |

Elements of Export Marketing Strategies

| | | | | |
|-------------------------|--|---|--|---|
| Product strategy | (Craig C. Julian, 2004) | <p>Product labeling (in local language)</p> | Correlation regression ANOVA | <p>The decision whether to standardize or adapt the marketing strategy to achieve superior business performance will largely depend on the set of circumstances that a firm is confronted by within a particular foreign market at a specific period of time.</p> |
| | (Leonidas C. Leonidou 2002) | <p>Product Design Quality (certification) Branding Packaging Labeling Customer service(i.e., provisions for pre- and aftersales services) Provision for Warranty Product-related advantages (luxury, prestige, and quality) New/unique product Product/brand mix Product adaptation</p> | | |
| | (Cabriel Ogunmokum 2004) (Ghahram gilaninia 2013) | <p>Product differentiation strategy Exclusive products</p> | | |
| | (Shaoming Zou 1998) | <p>Product adaptation (degree to which the firm's actual and augmented product elements are adapted for export markets to accommodate differences in environmental forces, consumer behavior, usage patterns, and competitive situations)</p> | | |
| | (Anthony C. Koh 2014) | <p>Product strength (Product uniqueness, product quality, design, before and after sales service) Product modification Customer service</p> | | |
| Pricing strategy | (Luis Filipe 1999) | <p>Credit terms</p> | Literature review | <p>Relationship between internal and external factors, studied the degree of standardization and adaptation of marketing strategy, provided exploratory reasons to support the discovered relationship</p> |
| | (Leonidas C. Leonidou 2002) | <p>Sales terms Credit policy Currency strategy ((whether products are priced in the exporter's home currency, its customer's currency, or a third currency) Price adaptation (due to overseas market conditions, competitive situations, and environmental forces) Pricing Method (prices according to customer demand and competitive practices)</p> | Correlation regression ANOVA | <p>The decision whether to standardize or adapt the marketing strategy to achieve superior business performance will largely depend on the set of circumstances that a firm is confronted by within a particular foreign market at a specific period of time</p> |
| | (Cabriel Ogunmokum 2004) | <p>Pricing Method (prices according to customer demand and competitive practices)</p> | Discriminant analysis, F-Test | <p>Meeting the criterion for discriminating between organizations with a high level export performance and organizations with a low level of export performance.</p> |
| | (Shaoming Zou 1998) | <p>Pricing methods (cost-plus) Market skimming pricing Price adaptation (Export price s may be adjust ted for a number of reasons: economic, politic al – legal , price controls, and other environmental forces ; marketing, distribution , and transportation cost ; market structure and demand ; tariffs, taxes , and other financial trade barriers;</p> | Meta analysis, regression, T-test., Chi-square, ANOVA, Discriminental analysis | <p>Findings of this review along the internal and external and controllable and uncontrollable dimensions are theoretically sound and practically significant.</p> |
| | (Farshid Movaghar | | | |

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|--------------------------------------|---|---|---|--|
| | <p>2012)</p> <p>(Janet Y. Murray 2011)</p> | <p>pricing practices of competitors; and costs and margins of distribution channels)</p> <p>Price competitiveness</p> <p>Penetrate pricing (offering low price to large number of customers and obtain more market share)</p> <p>Pricing capability (pricing skills to respond to competitors' actions and customer changes, and communicate pricing information to customers)</p> <p>Price strategy (level of adaptation of price discounts, margins, credit, and payment security)</p> | | |
| Distribution Strategy | <p>(Craig C. Julian, 2004)</p> <p>(Leonidas C. Leonidou 2002)</p> <p>(Ghahram Gilaninia 2013)</p> <p>(Shaoming Zou 1998)</p> <p>(Christopher May 2006)</p> <p>(Anthony C. Koh 2014)</p> | <p>Supporting a distributor/ subsidiary</p> <p>Agents</p> <p>Sales representative office</p> <p>Merchants</p> <p>Direct selling</p> <p>Dealers support (business counseling, market research assistance, sales force training, missionary selling, cooperative advertising, and financing)</p> <p>Distribution adaptation (adjustments may occur in response to variations in business environments, such as legislation, economic situation, and physical conditions and differences in distribution infrastructure in terms of number of middlemen, types of outlets, and channel functions)</p> <p>Distribution adaptation</p> <p>Timely delivery</p> <p>Distribution channel adaptation</p> <p>Channel relationship (channel members working affiliation, motivation, support and involvement)</p> <p>Channel type</p> <p>Regular overseas trips</p> <p>High levels of control</p> <p>Have high customer contact</p> <p>Use well trained salespeople</p> <p>Frequency of visits to foreign representative</p> <p>Training of foreign distributor</p> | <p>Correlation, Regression ,ANOVA</p> <p>Meta analysis, regression, T-test,, Chi-square, ANOVA, Discriminental</p> <p>Factor analysis, Chi-square, ANOVA, Multiple Regression</p> | <p>The decision whether to standardize or adapt the marketing strategy to achieve superior business performance will largely depend on the set of circumstances that a firm is confronted by within a particular foreign market at a specific period of time.</p> <p>Findings of this review along the internal and external and controllable and uncontrollable dimensions are theoretically sound and practically significant</p> <p>The primary research objective of the research study is to determine the relationship between international marketing strategies and international export marketing performance of south African manufacturing firms as well as the role of internal and external determinants with regard to international marketing strategy and export performance.</p> |
| Promotion Strategy | <p>(Luis Filipe 1999)</p> <p>(Leonidas C. Leonidou 2002)</p> <p>(Shaoming Zou 1998)</p> | <p>Promotional spending/budget</p> <p>Personal selling and publicity/public relations</p> <p>Advertising</p> <p>Sales promotion</p> <p>Personal selling</p> <p>Trade fairs</p> <p>Personal visits.</p> <p>Promotion adaptation</p> <p>Cost of maintaining and managing a sales force</p> <p>Participation in trade fairs</p> <p>Collaborating initiatives in export markets.</p> <p>Market research</p> <p>Personal visits to export markets</p> <p>Promotion adaption</p> <p>Promotion intensity (Promotional expenditure vs Export sales)</p> | <p>Literature review</p> <p>Correlation, Regression, ANOVA</p> <p>Meta analysis, regression, T-test,, Chi-square, ANOVA, Discriminental</p> | <p>Relationship between internal and external factors, studied the degree of standardization and adaptation of marketing strategy, provided exploratory reasons to support the discovered relationship</p> <p>The decision whether to standardize or adapt the marketing strategy to achieve superior business performance will largely depend on the set of circumstances that a firm is confronted by within a particular foreign market at a specific period of time</p> <p>Findings of this review along the internal and external and controllable and uncontrollable dimensions are theoretically sound and practically significant</p> |
| Export performance Indicators | | | | |
| | <p>(Jorge carneiro 2011)</p> <p>(Tuba yakici 2005)</p> <p>(Craig C. Julian, 2004)</p> | <p>Economic performance</p> <p>Export revenue</p> <p>Export revenue growth</p> <p>Export profitability(returns on sales, or the margin on sales)</p> <p>And</p> <p>Market performance</p> <p>Strategic performance</p> <p>Objective/Financial measures</p> <p>Export Sales</p> <p>Export Profit</p> <p>Export Growth</p> <p>Export intensity</p> <p>Export sale growth</p> <p>Export profits</p> <p>Subjective/non financial measures</p> <p>Manager's perceptions include perceived success</p> <p>Managerial satisfaction</p> <p>Goal achievement (penetrating new markets, improving market share in current markets, increasing the number of export markets and export products, gaining the advantages over the competitors)</p> <p>Export Sales</p> <p>Export Market growth (percentage increase of sales in a period)</p> <p>Export Market share (Ratio of for firm's annual revenues in year to industry's cumulative sales revenues in that year)</p> <p>Export Profitability</p> <p>ROI</p> <p>Attempt of export goal</p> | <p>Correlation , chi-square test , multi-co linearity</p> <p>Exploratory factor analysis/ factor correlation matrix and Chi-square</p> <p>Multiple regression analysis</p> | <p>Export revenues showed a strong positive association with status of the exporting activity and a strong negative association with barriers in the host country. Export profitability showed a strong positive association with systematization of export planning and a moderate negative association with psychic distance and with barriers in the host country.</p> <p>This study determined the order of precedence of the factors that should be focused on environment, management and strategy to improve export performance.</p> <p>There is a positive relationship with export marketing strategies, large number of distributions, clear degree of target market specification, product adaptation to local market, supporting distributors, promotion adaptation with export performance</p> <p>The decision whether to standardize or adapt the marketing strategy to achieve superior business performance will</p> |

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|----------------------------|--|---|---|
| (Leonidas C. Leonidou2002) | Perceived satisfaction Export sales growth Export profit level Export sales volume Export market share (number of markets to which the firm exports) Export profit contribution. | Multiple regression analysis | largely depend on the set of circumstances that a firm is confronted by within a particular foreign market at a specific period of time |
| (Cabriel Ogunmokum 2004) | Export intensity (export sales as a percentage of total sales) Export growth (declining or increasing) Profitability (making profit?, breaking even? Making a loss?) | Discriminant analysis, F-Test | Meeting the criterion for discriminating between organizations with a high level export performance and organizations with a low level of export performance. |
| (Shaoming Zou 1998) | Export financial measures Export sales growth (change in export sales over a period of time) Export profit growth (change in export profit over a period of time) Export sales Export profit Export growth Non financial measures Perceived success Satisfaction | Meta analysis, regression, T-test,, Chi-square, ANOVA, Discriminental | Findings of this review along the internal and external and controllable and uncontrollable dimensions are theoretically sound and practically significant |
| (Phadett Tooksoon 2010) | Goal achievement Export sales (the percentage of company's total sales contributed by export operation) | Factor and Reliability Analyses, Correlation | Marketing capability with price capability and promotion capability are a strong determinant of export performance of exporting firm's in Thailand. |
| (Janet Y. Murray 2011) | ROA (after-tax rate of return on average assets) was measured as ratio of net profit after tax over total assets) | | |
| (Mandy Mok Kim Man 2009) | Product Performance (number of successful new products, speed of getting new products to the market, product innovation). Export sales (average of export sales) | | |

Table 1

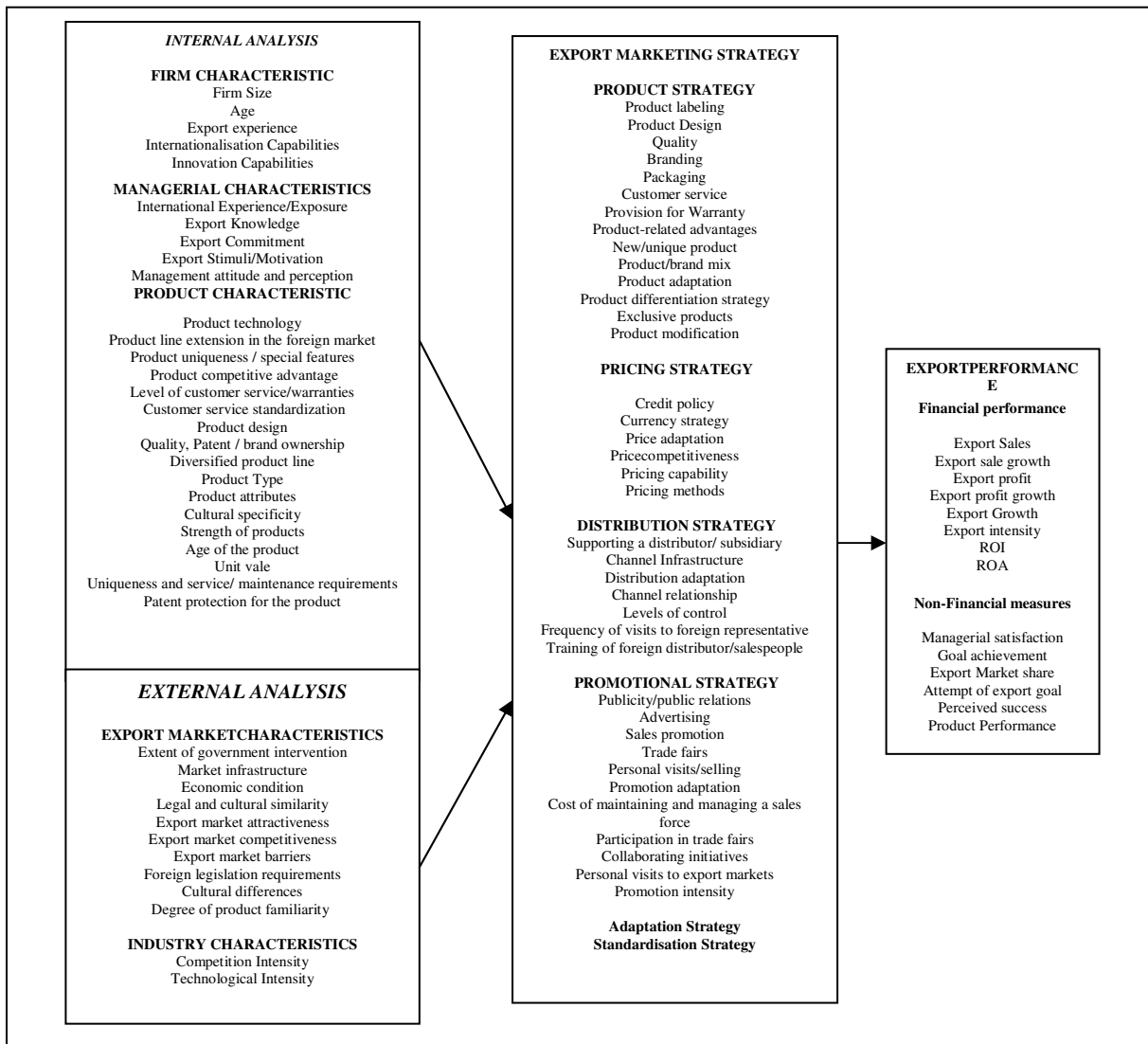


Figure 1: Research Framework

The amount of sales force required to handle the product

4. Conclusion

Recent articles indicate that the field of export marketing has much potential for further research. The analysis of the relationships between internal and external uncontrollable factors, export marketing strategy and export performance is still an under-researched area. This conceptual model suggests a need for the analysis of the indirect impact of internal and external factors on export marketing strategies and export performance, through its influence on the degree of marketing adaptation. The rationale for this approach is that the appropriate degree of adaptation of an export marketing strategy is dependent upon a variety of internal and external factors. Therefore, it suggests that future export performance research should be analysed as a function of the fit between the firm's environment and the selected export marketing strategy. There is a potential area for further research when comparing the impact of marketing strategy on export performance, and vice-versa. Major problem of the literature is the conceptualization and measurement of export performance. Dozens of names have been used by researchers to label export performance and a wide variety of measures have been used. In addition, many studies are focused on a narrow view of export performance (export sales, for example), while others have used non-financial measures. This lack of agreement on the conceptualization and measurement of export performance makes it very difficult, if not impossible, to compare the findings from different studies. Thus, it is suggested that a fruitful direction for further research would be to test this model, or a particular relationship presented on it, across different industries, countries, regions and with different units and statistical methods of analysis. Managers may also be able to apply this theoretical framework to improve their firm's export performance.

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