



The Influence of Export Marketing Strategy Determinants on Firm Export Performance: A Review of Empirical literatures Between 1993-2010

Farshid Movaghar Moghaddam^{1*}, Abu Bakar Bin Abdul Hamid², Siti Zaleha Abdul Rasid³, Hassan Darestani⁴

¹Department of Management, University Islamic Azad (IAU), Abade Branch, Iran

²Department of HRD, University Technology Malaysia, (UTM), 81310 Skudai, Johor, Malaysia

³International Business School (IBS), University Technology Malaysia, (UTM), 81310 Skudai, Johor, Malaysia

⁴Department of Management and HRD, University Technology Malaysia (UTM), 81310 Skudai, Johor, Malaysia

Email: frashid1400@yahoo.com

(Received November 2011; Published Dec 2011)

ABSTRACT

The growing of global trade and sales activity in the global market cause the increasing attention to the variables effect on firm export performance. However, despite a lot published about determinants of firm export performance, the literatures are characterized by the lack of consensus among researchers as to what constitutes export marketing strategy of firm export performance. As a result, this study reviews the articles published between 1993 and 2010 assesses the effect of export marketing strategy elements on firm export performance. Based upon a comprehensives and systematic literature study, a synthesized model which can be apply for understanding export marketing strategy influence on export to enhance the firm export performance will be eventually designed. In this study the export marketing strategy are classified to price strategy, product strategy, promotion strategy, place strategy. Later, the results of previous studies about detailed analysis on dimensions of export marketing strategy and the relationship between export marketing strategy and firm export performance are mentioned. In addition, a proposed conceptual framework is developed for the researchers who are interested to evaluate this issue in further research.

Key words: Firm export performance, export marketing strategy, price strategy, product strategy, promotion strategy, place strategy.

INTRODUCTION

The growing of global trade and sales activity in the world has increasingly accentuated the importance of exporting for firms and countries. Globalization process, global market competition and the subsequent performance difficulties encouraged by exporters cause the increasing interest in this subject (Sousa et al., 2008). Exporting plays a vital role in the world and has countless benefits for firms and countries. Exporting is a fundamental strategy in ensuring firm's survival or growth, and firms may achieve competitive advantage in international markets with a positive influence on current and future export performance (Navarro et al., 2009) and so, many companies recently allocate more attention and resources in order to export their products to foreign markets (Julian, O'Cass, 2003; Julian, O'Cass, 2002a; Lages, 2003; Navarro et al., 2009). In addition, contributing to nation's economy prosperity is one of

important roles of exporting (Koksal, 2008; Shamsuddoha, 2004, Ahmed et al., 2004, Langes, Montgomery, 2005). Export has great effects onto countries in terms of enhancing economic growth and activity, increasing the internal production, reducing the unemployment rate, supplying foreign currencies for import, becoming growth accelerator, making favorable balance of trade, accumulating the foreign exchange reserves, increasing profitability and societal success, enhancing trade balances and industrial development, improving capacity utilization and productivity, providing employment and creates new job opportunities. Thus, the ulterior goal in most firms and national governments is to expand the exports. The understanding on the determinants of export performance in today's business environment has been emphasized by the understanding on the impact of export success and export performance on firm survival and expansion, the achievement of having competitive advantage in international markets, the

development of economy as well as the development and implementation of public policy. Hence, within the past 30 years many substantial numbers of studies have been done to identify the key variables that affect the export performance of firms (Zou, Stan 1998; Baldauf et.al, 2000; Lages, 2003; Ahmed et al., 2004; Haahi et al. 2005; Sousa et.al., 2008). Identifying the variables which affect export performance is a strategic move and has triggered vital interest for export managers, public policy makers and researchers to study them (Sousa et al., 2008; Lages, 2003; Haahi et al., 2005; Mohamad et al., 2009).

Since bilkey's (1978) work that was the first study about successful export practice, many previous literatures are identified numerous variables as determinants of export performance. Later, researchers such as Aaby and Slater (1988), Zou and Stan (1998), Sousa et al. (2008) summarized and reviewed the export performance literature. These literatures classified the determinants of export performance. Cooper, (1985); Baldauf et.al, (2000); Cicic et al., (2002); Leonidou et al., (2002) assumed that export performance depended on firms' structure or internal factors, international environment or external factors, and export marketing strategy. Zou and stan (1998) in the review of the empirical literature classified determinants into internal and external with attention to controllable and uncontrollable and recently, Sousa et al. (2008) classified the determinants of export performance to internal factors and external factors.

However, in spite of prior efforts to recognize the affect of determinants on export performance, there was still gap in literature, there was fragmented literature, there were no comprehensive reviews and the findings were considered as "confusing" (Aaby, Slater, 1988; Zou, Stan, 1998; Sousa et al., 2008). The main problem of the export performance are the recognition of effective determinants of export performance, creation of comprehensive integrated model and fragmentary or often having conflicting knowledge about determinants of export performance (Nazar, Saleem, 2009; Gertner et al., 2006; Ogunmokun, Ng, 2004; Ahmed el al., 2004; Julian, O'Cass, 2003; Julian, O'Cass, 2002; Baldauf et.al, 2000; Thirkell, Dau, 1998; Diamantopolous, 1999; Cooper, 1985; Zou, Stan 1998).

This study focused on the marketing strategy that is classified as price strategy, product strategy, promotion strategy, and place strategy. the relation between marketing strategy and export performance has been one of the most famously investigated issues in international marketing study and the researcher considered marketing strategy is one of major elements of export performance (Cavusgil and Zou, 1994; Thirkell, Dau, 1998; Lee, Griffith, 2004; Brodrechtova, 2008; Salavou, Halikias , 2008). However, although many studies have been conducted in this area and they demonstrate positive impact on marketing strategy of total export performance, the variety of conceptualization and performance measurement has led to inconsistent and opposing findings (Aaby, Slater, 1989; Baldauf et.al, 2000; Leonidou et al., 2002; Lee, Griffith, 2004). Also, the lack of detailed analysis on dimensions of export marketing strategy is a popular problem inherent in the previous studies (Leonidou, et al., 2002).

LITERATURE REVIEW: EXPORT MARKETING STRATEGY

Marketing strategies is a procedure by which companies react to situations of competitive market and forces of market or react to environment forces and internal forces to enables the firms to achieve its objective and goals in target market, through all aspects of the marketing mix, that consist of products, prices, promotion, and distribution (Slater et al., 2009; Lee, Griffith 2004). Cavusgil and Zou, (1994) have complete definition of export marketing strategy and explained that "export marketing strategy is the means by which a firm respond to the interplay of internal and external forces to meet the objective of the export venture. It involves all aspect of marketing plan that including product, promotion, pricing, and distribution". Traditionally, marketing strategy is a plan for pursuing the firm's objective or how the company is going to obtain its marketing goals within a specific market segment (Orville and Walker 2008; Theodosio, Leonidou, 2003; Kotler, Amertrong, 2009). The scope of marketing strategy is specifying the target markets for a special product or product line. Firms seek competitive advantage and synergy through a well- integrated program of marketing mix elements (Orville, Walker 2008). Brodrechtova, (2008) explained that marketing strategy is a roadmap of how a firm assigns its resource and relates to its environment and achieves corporate objective in order to generate economic value and keep the firm ahead of its competitors. Hill and Jones (2007) have explained that marketing strategies have a major impact upon the efficiency and cost structure of an enterprise. The researcher concluded that export marketing strategy is the road map of how firm responds to internal and external forces by the use of marketing mix elements that include product, price, promotion, place in order that supply and achieve firms objective. Marketing strategy is one of major elements of export performance and one of key factors impacting export performance is export marketing strategy (Cavusgil, Zou, 1994; Thirkell, Dau, 1998; Lee, Griffith, 2004; Brodrechtova, 2008; Salavou, Halikias, 2008). Traditionally marketing strategy was identified as an antecedent and determinants of export performance (Mavrogiannis et al., 2008; Lages, 2003; Leonidou et al., 2002; Cooper, Kleinschmidt, 1985; Baldauf et.al, 2000). Export marketing strategy had significant influence on EP and it was distinguished as one of the most frequently used determinants previously (Abdul Adis, Md. Sidin, 2010). Previous research on the significance of the marketing showed the strong association between export marketing strategy and export performance also, a positive and direct impact of marketing strategy on export performance was found in the studies (Mohamad et al., 2009; Mavrogiannis et al. 2008; Lages, lages, 2003; Julian, O'Cass, 2003; Leoniduo et al., 2002; Cavusgil, Zou, 1994;). Salavou and Halikias (2008) had found that the majority of exporter companies that obtaining higher export profitability belonged to their marketing-based strategists. Also, evidences in this survey explained that the marketing-based strategists firms acquired higher export profitability. In contrast, researchers such as Julian, (2003); Julian and O'Cass, (2003) concluded that export marketing strategy had not effect onto export performance. Also in the research by Abdul Adis and Md.

Sidin, (2010) revealed that there were no direct or significant relationship between export marketing strategy (concluding product adaptation, promotion adaptation, distribution strategy, design strategy, price competitiveness, support to foreign distributor, target market specification) and export performance of Malaysian wooden furniture industry. In brief, although a few study mention there is not any relationship, most of researchers concluded that marketing strategy had significant positive effects on export performance and it was an important part of studies that had been evaluated many time previously.

ELEMENTS OF EXPORT MARKETING STRATEGY

Slater et al., (2009); Navarro et al., (2009); Brodrechtova, (2008); Mavrogiannis, et al., (2008); Calantone et al., (2006); Lee and Griffith (2004); Langes and Montgomery, (2003); Kotler, (2003); Leonidou, et al., (2002); Thirkell and Dau, (1998) explained that the concept of marketing strategy generally embrace marketing mix elements which consist of product, price, distribution and promotion and Export marketing mix determines the export marketing strategy (Mavrogiannis, et al., 2008). In the international marketing research, scholars have applied several dimensions to indicate marketing strategy as export marketing strategy, export strategy or business strategy. However, all of these dimensions based on marketing mix and some scholars add few variables in order to make it more meaningful (Abdul Adis, Md. Sidin, 2010). Especially in export marketing strategy, Mohamad, (2009); Brodrechtova, (2008); Lee and Griffith (2004); Leonidou et al., (2002) had explained that the export marketing strategy elements are product, price, promotion and place. Researcher will mention some models in the next section to finalize sub categories of each marketing mix elements, which are product, price, distribution and promotion.

PROMOTION MARKETING STRATEGY

Promotion is one of marketing mix that many researchers assessed its relationship with export performance to find whether sound promotion would increase sales and export performance. Although the effect of promotion on export profit contribution was limited, it had strong influence on intensity and sale growth of export (Leonidou et al., 2002). Promotion is relatively effective to the campaigns of competitors (Thirkell, Dau, 1998). From all dimensions of export performance, the most widely researched was advertising that examined advertising procedure the company can inform, introduce, remind or encourage consumer and, therefore, generated more sale and enhance export performance (Leonidou et al., 2002). The importance of advertising on export performance is recognized from higher sales of firms that used sound advertising and higher performance result for exporter who have a greater commitment to their target market that use higher level of advertising rather than firms who have less commitment that use low level of advertising (Lee and Griffith, 2004). Eusebio et al., (2007) investigated management perception and marketing strategy in export performance via comparative analysis in Italian and Spanish textile industry.

The questionnaire was used to collect data. The outcome showed that the commercial branch in export market had positive and significant relations with export performance. Leonidou et al., (2002) studied about marketing strategy of export performance: a meta-analysis with reference to previous studies. In the review of studies, they divided the promotion-related variable to advertising, sale promotion, personal selling, trade fairs, personal visit, and promotion adaptation and conceded that all these variables have positive influence on export performance. Advertising was the most widely researched was found to have positive relation with financial and nonfinancial or composite measure of export performance. Sales promotion including coupons, samples, premiums, and other promotional tools is useful in low-income economies or market with advertising restrictions and high competition. Personal selling is used in markets that have restrictions on advertising or the cost of managing a sale force is low. Trade fair improves EP because sale potential of specific export market to be tested, new firm for distribution or other collaboration in foreign market to be found, and it can used for market research purpose. Personal visit can increase export performance because it enhances experience about problem or opportunities, personalizes relationship, increases communication, and provides timely response to export venture's need. So, they concluded that promotion is associated with performance positively and firms can be more successful in international market with more intensive use of promotional tools. Lee and Griffith (2004) in their study about the marketing strategy-performance relationship in Korea illustrated that advertising and trade promotion are two elements of export promotion. From these two elements only trade promotion was evaluated via the rate that firms prepare buying allowance and free goods or discount for overseas distributors or retailers and it was positively connected to export performance. A study by Nassimbeni, (2001) about Italian exporters showed that instead of non-exporter, exporter companies tend to use commercial intermediaries such as commercial agency and firms in export market. In contrast, some surveys have different results in the relation of export performance and promotion that are mentioned as following. Eusebio et al. (2007) investigated management perception and marketing strategy in export performance via comparative analysis in Italian and Spanish textile industry sector. The result shows that more investment in promotional activity did not show the significant effect on export performance. Lee and Griffith (2004) instead of other researcher like Zou and Stan, (1998) have concluded that advertising expenditure (the ratio of overseas advertising expenditures to total exports) in overseas was not found to influence performance of exporter. A study by Eusebio, et al. (2007) about management perception and marketing strategy in export performance found that greater investment in promotional campaigns tools have not significant effect on export performance. Abdul-Adis and Md. Sidin, (2010) in their research about export performance on Malaysian wooden furniture industry revealed that promotion adaptation have not direct relation with export performance.

PLACE MARKETING STRATEGY

In recent days, active and advanced exporters have more control on distribution activities, as well as the time of delivery of the product, and distribution channel (Eusebio et al., 2007). Customers need to have their request in export market easily and on time and, therefore, place is one of important export marketing strategies that firms pursue recently. Lages et al., (2004) has studied about European perspective determinants to discuss the main antecedents of export performance based on perceptions of Portuguese and British export managers. They revealed that distribution network/availability becomes determinants of export performance. This result previously obtained by Style and Ambler, (2000); Lee-ye and Ogunmokun, (2001) that found distribution channel relationship had a positive effect on performance of export. Lee and Griffith (2004) explained that exporter channel strategy was imagined as the degree to which a firm applied direct instead of indirect channels for export its products and it is evaluated by gathering the ratio of direct exports to local distributors, retailers, and producer in whole exports. They concluded that direct exporting channel would affect export performance positively. In this research, it is very important to identify the effect of direct exporting on export performance because many of these companies have not exported directly or have not started to do that recently. Eusebio et al. (2007) has obtained that the commercial branches of firms in foreign countries, seem to relate positively to export performance and it is the most common to having own centers for successful companies. Leonidou et al., (2002) have studied about marketing strategy of export performance: a meta-analysis with refer to previous study. They concluded that dealer support correlated with EP positively. In addition, they revealed that one of the remaining marketing strategy variables that appeared on a less frequent basis was transportation costs. In contrast, some studies had different result for relation of export performance and place that are mentioned as following. Leonidas et al., (2002) revealed weak relations between export channel type and export performance because some of elements were positive and some of them were not significant. They found that using export sales representative office and direct purchasing had positive effect on intensity of sales export while, weak relationship is found between EP and adaption of distributor, agent, and merchant in export market. These result showed that appropriateness of distribution channel was not static and it depended on variable foreign market conditions like economic condition and distribution structure of foreign market. Abdul-Adis and Md. Sidin, (2010) in their research about relationship of export marketing strategy and environmental factors concluded distribution strategy and support to foreign distributors had no direct relations with export performance.

PRODUCT MARKETING STRATEGY

Product dimensions are an important part of marketing mix that influence export performance positively (Mavrogiannis et al., 2008; Leonidou, et al., 2002; Cavusgil, Zou, 1994; Thirkell, Dau, 1998). From various product dimensions that are related to export performance, actual and augmented

product factors have been given considerable attention (Cavusgil, Zou, 1994, Leonidou, et al., 2002). Although there are limited studies about export marketing strategy details (Leonidou, et al., 2002), but some previous studies found positive correlation between export performance and product dimensions such as following explanations.

Leonidou, et al., (2002) have studied about marketing strategy of export performance: a meta-analysis with reference to previous studies. They synthesized empirical studies about marketing strategy - export performance relationship and concluded that product design, brand mix (name, sign, symbol, design), warranty, customer service as pre- and after sales services, and product advantages (such as luxury, prestige, and quality) had positive relationship with export performance. Tantong, et al., (2010) investigated the effect of product adaptation and market orientation on export Performance in Thailand. They wanted to evaluate the issue that had not been mentioned in previous studies. They found that product design adaptation strategy was related to performance positively. In another research, Cavusgil and Zou, (1994) investigated empirical link in marketing strategy and performance relation via in-depth personal interviews with export marketing managers. They noted that better export performance could be obtained via adapting the product to meet requirements of export customers. Therefore, product adaption has positive effect on export performance. In addition, Lee and Griffith, (2004) in their study about the marketing strategy-performance relationship in Korea concluded that product adaption by Korean exporters would influence export performance positively. The effect of product adaption on export performance has been widely investigated but they did not mention the dimension of product. Lages et al., (2004) has studied about European perspective determinants to discuss the main antecedents of export performance via an open-ended question and based on perceptions of Portuguese and British export managers. The percentage of the main export performance determinants was very similar and findings showed that product quality and service quality were the one of main determinants. Design, brand image, innovation and product differentiation were found as other determinants. This outcome is the same as previous findings obtained by some researchers. Morgan et al., (2004); Beamish, et al., (1993); Dominguez and Sequeira, (1993) revealed that product quality had positive effects on export performance. Thirkell and Dau, (1998) found that quality and service had significant and positive correlate with export performance. Also Lages et al., (2009) investigated relationship on capabilities, quality, and innovation as determinants of export performance via questionnaire through two types of respondents from the same Portuguese firm. They noted that product quality and product innovation were recognized by academics and managers as top determinants of export performance and product innovation and product quality led to export performance enhancement. Zou et al., (2003), investigated the effect of export marketing capabilities on export performance via questionnaire with Chinese exporters. They divided positional advantages to low-cost advantage and branding advantage. Finally, they concluded that branding advantage influence export performance positively. Haque et al. (2002) in the study about export performance and marketing opportunities of

Malaysian ready-made garment products concluded that the best way for better export performance was to enhance diversification of products. Ogunmokun and Ng, (2004) in their study about factors influencing export performance in international marketing for Australia firms mentioned that product differentiation strategy was one of factors for discriminating between high and low export performing companies. Maybe, differentiation in product can give a firm distinct advantage over its rivals. Although, many studies found the positive relations between EP and dimensions of produce, sometimes researcher found no any relation between some of factors and export performance. Lages et al., (2009) divided export performance to relationship performance and economic performance and recognized that although product quality and product innovation were top determinants of export performance but only product innovation had positive effect on economic performance and so they emphasized that in today's international markets, in which major role is played by product innovation to increase economic performance. Leonidou, et al., (2002) resulted product design, packaging and labeling in the industrial market context did not show any significant correlation with performance of export. Eusebio et al., (2007) studied about management perception and marketing strategy in export performance. They used comparative analysis in Italian and Spanish textile industry sector and used questionnaire to collect data. The result showed that the amplitude of the export rang did not have significant effect on export performance and it was not acceptable that the great rang of exported merchandise may cause more export intensity. Lages et al., (2008) investigated the role of past performance in export venture and their results shown that product adaption had significant negative effect on export performance. Product adaption depended on export market and some of foreign market needed adaption and other may not need adaption. Therefore, small and medium size enterprise exporters chose export market with low adaption because of substantial resources required to make change to manufactured merchandises (Lages et al., 2009). In the study by Abdul-Adis and Md. Sidin, (2010) on the impact of environmental factors on export marketing performance in Malaysia, findings showed that product adaption and design strategy did not have direct relation with export performance.

PRICE MARKETING STRATEGY

In recent years, changes in the international market have made pricing strategy increasingly significant for exporting marketing research and practice (Lages, Montgomery, 2005). Price is another part of marketing mix that many researchers assessed in their study and it is one of important items in international market. Many firms follow the Porter's business strategies in export market to compare with their rivals but Lee and Griffith (2004) and Aulakh et al, (2000) noted that in today's competitive international market, focusing only on the decrease of manufacturing costs might no longer can cause the company's success in export-driven economies. In addition, Eusebio, et al. (2007) emphasized that price is no longer a dominant strategy for companies in export market. Zou et al., (2003), investigated the effect of export marketing capabilities on export performance via

questionnaire answered by Chinese exporter. They divided positional advantages to low-cost advantage and branding advantage and they concluded that low-cost advantage had positive relation with performance of export. Lages et al., (2004) studied about European perspective determinants to discuss the main antecedents of export performance based on perception of Portuguese and British export managers.

The percentage of the main export performance determinants is very similar and findings showed that price competitiveness/value for money is one of the main determinants of export performance. Eusebio, et al. (2007) investigated management perception and marketing strategy in export performance via comparative analysis in Italian and Spanish textile industry sector and used questionnaire to collect data. The result reveals that more discrimination in different export market has no positive effect on export performance of Italian and Spanish firms. In the same vein, Lee and Griffith, (2004) in their study about the marketing strategy-performance relationship in Korea concluded that adjustment of export prices to foreign market situation have positive influence on the performance of exporter and adaption of pricing strategy would increase the performance of export. Pricing method defend as market based pricing strategy that whereby the company sets export prices with demand of consumer and competitive condition. They concluded in the meta-analysis that pricing method has positive relation with proportion of sales and profit level based export performance measures. Pricing strategy concentrated to penetrate foreign market by offering low price to large number of customers and obtain more market share. The result revealed that price penetration strategy was correlated to EP positively. In contrast, the prestige pricing approach is found to have positive effect on export performance. Sales terms are an important factor and complete tool in international market but it has been found that it has no influence on EP. Credit policy increases profit whereby more satisfied consumer have relationship with profit-based export performance measure but, intensity and growth of export are not shown to be related to credit policy of company. Currency policy does not show to have positive financial influence on export performance but it can increase export intensity. The price adaption that many study evaluated its relation to EP have strong positive correlations with all overall and individual export performance measures. However, price adaption has no significance in correlation with export sales volume (with expectation of export performance). Ogunmokun and Ng, (2004) in their research about factors influence export performance in international marketing for Australian firms concluded that market skimming pricing strategy was the second major factor in discriminating between high and low export-performing companies. In addition, Leonidas et al., (2002) investigated marketing strategy determinants of export performance and in this study they categorized price to pricing method, pricing strategy, sales terms, credit policy, and currency strategy and price adaption for evaluated potential impact on an export performance of firms. Cavusgil and Zou, (1994) found the positive relation between price and performance. In addition, Eusebio, et al. (2007) found that confidence in product price had positive effect on export performance. In contrast, some studies had different findings on relation of export

performance and price. A study by Abdul-Adis and Md. Sidin, (2010) about relationship of export marketing strategy and environmental factors concluded that price competitiveness have no direct relation with export performance. Thus, unlike a few study, most of previous study concluded the positive relationship between export

performance and detailed dimensions of export marketing strategy variables. All internal determinants that have been mentioned in previous study are summarized in Table 1. This summary is done to help readers to have better understanding on the influence of these determinants and to facilitate the design of the proposed conceptual framework.

Table 1: The proposed determinants by literatures

Determinates	Researchers / years	Detailed Dimensions of Strategy	Positive Significant	No Significant	Negative Significant	
Export Marketing Strategy Elements						
Product Marketing Strategy	Mavrogiannis <i>et al.</i> , (2008)		✓			
	Leonidou, <i>et al.</i> , (2002)	product design, brand mix (name, sign, symbol, design), warranty, customer service as pre- and after sales services, and product advantages (such as luxury, prestige, and quality)	✓			
	Cavusgil, Zou, (1994)	Product adaption	✓			
	Thirkell, Dau, (1998)	quality and service	✓			
	Tantong, <i>et al.</i> , (2010)	product design adaptation strategy	✓			
	Lee and Griffith, (2004)	Product adaption	✓			
	Lages <i>et al.</i> , (2004)	Design, brand image, innovation and product differentiation , product quality and service quality	✓			
	Morgan <i>et al.</i> , (2004);	product quality	✓			
	Dominguez, Sequeira, (1993)	product quality	✓			
	Haque <i>et al.</i> (2002)	diversification of products	✓			
	Ogunmokun, Ng, (2004)	product differentiation strategy	✓			
	Lages <i>et al.</i> , (2009)	product innovation	✓			
	Leonidou, <i>et al.</i> , (2002)	product design, packaging and labelling in the industrial market			✓	
	Langes <i>et al.</i> , (2008)	product quality				✓
	Abdul-Adis , Md. Sidin, (2010)	product adaption and design strategy			✓	
Beamish, <i>et al.</i> , (1993);	product quality	✓				
Lages <i>et al.</i> , (2009)	product innovation, product quality	✓				
Zou <i>et al.</i> , (2003)	branding advantage	✓				
Promotion Marketing Strategy	Leonidou, <i>et al.</i> , (2002)	advertising, sale promotion, personal selling, trade fairs, personal visit, and promotion adaption	✓			
	Lee and Griffith, (2004)	advertising and trade promotion	✓			
	Eusebio <i>et al.</i> , (2007)	commercial branch in export market	✓			
	Nassimbeni, (2001)	commercial intermediaries	✓			
	Zou and Stan, (1998)	advertising expenditure	✓			
	Lee and Griffith (2004)	advertising expenditure			✓	
	Abdul-Adis, Md. Sidin, (2010)	promotion adaption			✓	
	Eusebio <i>et al.</i> , (2007)	investment in promotional activity			✓	
Place Marketing Strategy	Lages <i>et al.</i> , (2004)	distribution network, availability	✓			
	Style , Ambler, (2000)	distribution channel	✓			
	Lee-yeo and Ogunmokun, (2001)	distribution channel	✓			
	Lee and Griffith (2004)	direct exporting channel	✓			
	Eusebio <i>et al.</i> (2007)	own centres	✓			
	Leonidou <i>et al.</i> , (2002)	dealer support, export sales representative office and direct purchasing	✓			
	Abdul-Adis , Md. Sidin, (2010)	distribution strategy and support to foreign distributors			✓	
Leonidou <i>et al.</i> , (2002)	adaption of distributors, export channel type			week relationship		
Price Marketing Strategy	Zou <i>et al.</i> , (2003)	low-cost advantage	✓			
	Lages <i>et al.</i> , (2004)	price competitiveness/value	✓			
	Lee and Griffith, (2004)	adjustment of export prices to foreign market situation, pricing method	✓			
	Ogunmokun, Ng, (2004)	market skimming pricing strategy	✓			
	Leonidas <i>et al.</i> , (2002)	pricing method, pricing strategy, sales terms, credit policy, and currency strategy and price adaption	✓			
	Cavusgil , Zou, (1994)	price	✓			
	Eusebio, <i>et al.</i> (2007)	confidence in product price	✓			
	Abdul-Adis, Md. Sidin, (2010)	price competitiveness			✓	

RESEARCH FRAMEWORK AND METHODOLOGY

The aim of this study is to synthesize the available studies on export marketing strategy elements on export performance. An assessment of the export performance measure and characteristics of previous studies are not included, as Sousa (2004), Zou and Stan (1998), Sousa et al., (2008) have offered valuable and adequate reviews of the previous published. Indeed, the current studies report different and often contradicting 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 1993 and 2010. In addition, as in other reviews paper, case studies and non-English studies are not evaluated in this research. The analytical method of this research is a vote-counting technique that Zou and Stan, (1998) and Sosa et al. (2005) had used in their review papers. This technique allows this study to report the significant negative effect, the significant positive effect, and non-significant effect on export performance. The broad literature about export marketing strategy elements has provided the base for classifying the export marketing strategy elements into price marketing strategy, product marketing strategy, promotion-marketing strategy, and place marketing 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 between export marketing strategy elements and export performance as presented in Figure 1 as following. Export marketing strategy elements.



Figure 1: A Proposed Conceptual Framework

CONCLUSION

Many studies have been conducted to identify influence that export marketing strategy elements on exporting. However, little and most likely no previous study had tried to mention all important detailed dimensions of export marketing strategy elements. Besides that, the consensus among researchers as to export marketing strategy elements influence that constitutes the firm export performance should be highlighted to finalize the framework. Thus, base on the systematic literature reviews, it is possible to design export marketing strategy determinants of export performance model, which may help firm to focus on export marketing strategy elements as one of important elements to enhance export performance in global markets. This conceptual synthesis model is based on export marketing strategy determinants of export performance that have been previously recorded by researchers in various publications in order to develop a classification that may supply a comprehensive base for comprehension export marketing strategy elements of firm export performance. This study is an attempt about detailed analysis on dimensions of export marketing strategy elements for further research. The export marketing strategy elements subjectively can be categorized into four main categories: price-marketing strategy, place marketing strategy, promotion marketing strategy and product marketing strategy. This synthesis model may be used for better understanding of the export marketing strategy elements that contribute in explaining the export performance of firm. It can also be used to develop a questionnaire in order to evaluate the relative impact of dimensions of export marketing strategy elements on firm export performance. Since the proposed framework is highly conceptual and the constructs have been based from the several literatures, the framework has to be validated empirically through an empirical method for example, by case study or survey questionnaire.

REFERENCES

Ahmed, Z. U., Julian, C. C., Baalbaki, I., Hadidian, T. V. (2004). Export barriers and Firm internationalisation: A study of Lebanese Entrepreneurs. *Journal of management & world business research*. 1 (1), 45-58.

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*, 43(3), 342-61.

Aaby, N. E. and Slater, S.F. (1989). Management influence on export performance: a review of the empirical literature 1978-1988. *International marketing review*, 6, 7-28.

Abdul Adis, A. and Md. Sidin, S. (2010). Export performance on the Malaysian wooden furniture industry: An empirical study. *Journal of International Food and Agribusiness Marketing*, 22(1&2), 52-69.

Beamish, P. W. (2000). *Asia-pacific Cases in Strategic Management*. USA: Mc Graw-Hill.

Beamish, P. W., Craig, R., and Mcllellan, K. (1993). *The performance characteristics of Canadian versus UK*

- exporter in small and medium-sized firms. *Journal of management international review*, 33(2), 21-137.
- Baldauf, A., Cravens, D. W., and Wagner, U., (2000). Examining determinants of export performance in small open economies. *Journal of world business research*, 35, (1), 61-79.
- Brodrechtova, Y. (2008). Determinants of export marketing strategies of forest product companies in the context of transition: The case of Slovakia. *Journal of forest and Economies*, 10 (1), 450-459.
- Cavusgil, S.T., and Zou, S. (1994). Marketing strategy-performance relationship: an investigation of the empirical link in export market venture. *Journal of marketing*, 58(1) 1-21.
- Calantone, R.J., Kim, D., Schmidt, J.B., and Cavusgil, S. T. (2006). The influence of internal and external firm factors on international product adaptation strategy and export performance: a three-country comparison. *Journal of Business Research*, 59(3), 176-185.
- Contractor, F. J., Hsu, C. C, and Kundu, S. K. (2005). Explaining export performance: a comparative study of international new ventures in Indian and Taiwanese software industry. *Journal of Management International Review*, 45(1), 83-110.
- Cooper, R. G. and Kleinschmidt, E. J. (1985). The impact of export strategy on export performance. *Journal of international business studies*. 16 (1), 37-55.
- Cicic, M., Patterson, P., Shoham, A., (2002). Antecedents of international performance: A service firms' perspective. *European Journal of marketing*, 36 (9/10), 1103-1118.
- Cooper, R. G., and Kleinschmidt, E. J. (1985). The impact of export strategy on export sales performance. *Journal of International Business Studies*, 16(1), 37-55.
- Diamantopoulos, A. and Schlegelmilch, B. B. (1994). Linking export manpower to export performance: A canonical regression analysis of European and US data. *Journal of advances in international Marketing*, 6, (1), 161-181.
- Dominguez, L. V. and Sequeira, C. G. (1993). Determinates of LCD exporters performance: A cross-national study. *Journal of International Business Studies*, 24, 19-40.
- Drucker, P. F. (2007). *The practice of management*. Revised edition. Butterworth-Heinemann publications. New York.
- David, M. and Sutton, C.D. (2004). *Social Research: The basics*. Sage Publications Ltd.
- Das, D. K. (2004). *Financial globalization and the emerging market economies*. (First ed.). London: Routledge, Taylorard and Francies Group.
- Duenas-Caparas, T. S., (2006). Determinants of export performance in the Philippine manufacturing sector. Discussion paper, series No.18, Philippine institute for development studies.
- Eusebio, R., Andreu, J. L., and Belbeze, M.P.L. (2007). Management perception and marketing strategy in export performance. *Journal of fashion marketing and management*, 11, (1), 24-40.
- Evangelista, F.U. (1994). Export performance and its determinates: some empirical evidence from Australian manufacturing firms. *Journal of advances in international marketing*, 6, (1), 207-29.
- Faver-Bonte, V.r., Giannelloni, j.L. (2007), "l' influence des caracteristiques de personnalite du dirigeant de pme sur la performance a l' export", *AIMS*, Montreal, Quebec, 7-9 June
- Gertner, R., Gertner, D., and Guthery, D. (2006). Brazilian exporter: Non-financial exporter performance measurements and their determinants. *Journal of International Business and Cultural Studies*. 2 (3), 1-12.
- Hahti, 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*, 40(1), 24-138.
- Hill, C. W. L., and Jones, G.R. (2007). *Strategic management theory*, (Eight Ed.). USA: Houghton Mifflin.
- Haque, A., Arshad, F. M., and Rahman, M. (2002). Export performance and marketing opportunities of Malaysian ready-made garment products. *Journal of American Marketing Association*, 13(1), 224-230.
- Julian, C. C. (2003). Export marketing performance: A study of Thailand firms. *Journal of small business management*, 41, (2), 213-221.
- Julian, C. and O'Cass, A. (2003). Examining firm and environmental influences on export marketing mix strategy and export performance of Australian exporters. *European Journal of marketing*, 37, (3/4), 366-384.
- Julian, C. and O'Cass, A. (2002a). Drivers and outcomes of export marketing performance in a developing country context. *Journal of Asia Pacific Marketing*, 1 (2), 1-2.
- Kotler, P. (2003). *Marketing Management*. Pearson Education International.
- Kotler, P., and Armstrong, G. (2009). *Principles of marketing*. (13th Ed.). USA: Pearson Education.
- Koksal, M. H. (2008). How export marketing research affects company export performance: Evidence from Turkish companies. *marketing Intelligent & planning Journal*. 26, (4), 416-430.
- Lages, C. R. and Lages, L. F., (2003). *Marketing strategy and export performance: empirical evidence from the UK*. 32nd EMAC Conference. Glasgow.
- Leonidou, L.C. and Katsikeas, C.S. and Samiee, S. (2002). Marketing Strategy determinates of export performance: a meta-analysis. *Journal of Business research*. 55, (1), 517-567
- 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*, 6 (2), 74-102.
- Lee, C. and Griffith, D. A. (2004). The marketing strategy-performance relationship in an export-driven developing economy. *Journal of international marketing Review*, 21 (3), 321-334.
- Lages, C., Lages, C. R., and Lages, L.F. (2005). The RELQUAL scale: a measure of relationship quality in export market venture. *Journal of business research*. 58(8), 1040-1048.
- Lages, L.F., and Lages, C. R. (2004). The STEP scale: a measure of short-term export performance improvement. *Journal of international marketing*, 12(1), 36-56.
- Lages, L.F., Silva, G., and Styles, C., (2009). Relationship capabilities, quality, and innovation as determinants of

- export performance. *Journal of international marketing*, 17(4), 47-70.
- Lages, C. R. and Lages, L. F. (2003). Marketing strategy and export performance: empirical evidence from the UK. 32nd EMAC Conference. Glasgow.
- Lages, L.F., and Montgomery, D.B. (2004). Export performance as an antecedent of export commitment and marketing strategy adaption: Evidence from small and medium-sized exporters. *European Journal of marketing*, 38(90/10), 1186-1214.
- 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 adaption. *European Journal of marketing*, 39(7/8), 309-566.
- Lages, L.F. and Lages, C.R. (2004). The STEP scale: a measure of short term export performance improvement. *Journal of international marketing*, 12(1), 36-56.
- Lages, L.F., and Montgomery, D.B. (2004). Export performance as an antecedent of export commitment and marketing strategy adaption: Evidence from small and medium-sized exporters. *European Journal of marketing*, 38(90/10), 1186-1214.
- 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 adaption. *European Journal of marketing*, 39(7/8), 309-566.
- Lages, C. R. and Lages, L. F., (2003). Marketing strategy and export performance: empirical evidence from the UK. 32nd EMAC Conference. Glasgow.
- Maurel, C. (2009). Determinants of export performance in French wine SMEs, *International Journal of wine business research*. 21 (2), 118-142.
- Mavrogiannis, M., Bourlakis, M. A., Dawson, P. J., and Mitchell, R. N. (2008). Assessing export performance in the Greek food and beverage industry. *Journal of British food*. 110 (7), 638-654.
- Mohamad, O., Ramayah, T., and kim-soon, Ng. (2009). Exporting to China and Asian countries: Perceived advancement in marketing competencies and export performance. *Journal of Us-China Public Administration*. 6 (1), 34-45.
- Morgan, N.A., Zou, S., Worhies, D.W., and Katsikeas, C.S. (2003). Experiential and informational knowledge, architectural marketing capabilities, and the adaptive performance of export ventures: across national study. *Journal of decision science*, 34(2), 287-321.
- Morgan, A. N., Kaleka, A., and Katsikeas, S. C. (2004). Antecedent of export venture performance: A theoretical model and empirical assessment. *Journal of marketing*, 68(1), 90-108.
- Navarro, A., Losada, F., Ruzo, E., Diez, J. A., (2009). Implications of perceived competitive advantages, adaption of marketing tactics and export commitment on export performance. *Journal of world business*. 45 (1), 49-58.
- Nassimbeni, G. (2001). Technology, innovation capacity, and the export attitude of small manufacturing firms. *Journal of research policy*, 30 (2), 245-262
- Nazar, S. M. and Saleem, N. M. H. (2009). Firm-level determinates of export performance. *Journal of International Business & Economic Research*. 8, (2), 105-112.
- Ogunmokun, G., Ng, S. (2004). Factors influencing export performance in international marketing: A study of Australian firms. *International journal of management*. 21, (2), 56-69.
- O’Cass, A., Julian, C., (2003). Examining firm and environment influence on export marketing mix strategy and export performance of Australian exporters. *European of marketing*. 37 (3/4), 366-384.
- Slater, F. S., Hult, M. G. T., and Olson, M. E. (2009). Factors influencing the relative importance of marketing strategy creativity and marketing strategy implementation effectiveness. *Journal of industrial marketing management*, Published by Elsevier Inc.
- Salavou, H. E., and Halikias, J. (2008). Strategy types of exporting firms: a view on the basis of competitive advantage. *European Business Review of Journal*, 21(2), 144-158.
- Shamsuddoha, A. K. (2004). Antecedents of firm export performance: The role of export promotion programs. PhD Dissertation, Queensland University, Australia.
- Style, C., and Ambler, T. (2000). The impact of relational variable on export performance: an empirical investigation in Australia and the UK. *Australian Journal of Management*, 25(2), 261-281.
- Sousa, C. M. P., Martinez-Lopez, 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 Review*, Vol. 10 No. 4, pp.343-374.
- Tantong, P., Karande, K., Nair, A., and Singhapakdi, A. (2010). The Effect of product adaptation and market orientation on export performance: A Survey of Thai Managers. *Journal of Marketing Theory and Practice*, 18(2), 155 – 170.
- Theodosiou, M., and Leonnidou, L. C. (2003). Standardization versus adaption of international marketing strategy: an integrative assessment of the empirical research. *Journal of international Business Review*, 12(3), 141-171.
- Thirkell, P.C. and Dau, R. (1998). Export performance: Success determinants for New Zealand Manufacturing exporters. *European Journal of marketing*, 32, (9/10), 813-829.
- Zou, S and Stan, S. (1998). The determinants of export performance: a review of the empirical literature between 1987 and 1997. *Journal of international marketing Review*. 15 (5), 333-350.
- Zou S., Fang E., and Zhao S. (2003). The effect of export marketing capabilities on export performance: an investigation of Chinese exporter. *Journal of international marketing*, 11(4), 32-55.
- Zarin Negar, N., and Vazife Dost, H. (2009). Effect of export promotion program on firm export performance. *Journal of commercial survey*, 20(33), 3-13.