
Introduction

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There has been a proliferation of research published over the past three decades on export marketing (e.g. Aaby and Slater, 1989; Cavusgil and Zou, 1994; Styles et al., 2008). However, what stands out in the previous exporting literature is the multiplicity of views regarding the determinants of export marketing performance, the appropriate measures of export marketing performance and the nature of the relationships between the antecedent variables of export marketing performance and other dependent variables (Cavusgil and Zou, 1994). The researchers in this field suggest that it is partly due to the poor conceptualization of the measures of export marketing performance (Cavusgil and Zou, 1994), the weakness in the theoretical foundations of the export marketing performance literature and its irrelevance in practice. In one of the state-of-the-art reviews, Gemunden (1991) stated that there are over 700 explanatory variables that have been advanced in the literature as possible determinants of export marketing performance. Dhanaraj and Beamish (2003) suggested that there is a need for a parsimonious model of export marketing performance and its determinants so that it can be understood and implemented by practitioners. Currently, in the literature there is minimal consensus on a parsimonious model of export marketing performance.

As with the number of studies over the last 30 years there have been many different theoretical approaches used in export marketing research to explain the antecedents of export marketing performance and other related dependent variables. The different theoretical frameworks used in previous studies include the contingency approach (Cavusgil et al., 1993; Das, 1994); the Eclectic Paradigm (Javalgi et al., 2003); industrial organization approach (Zou et al., 2003); the resource-based view (Dhanaraj and Beamish, 2003) and more recently relational exchange theory (Styles et al., 2008), to name just a few, and there are many others. In brief, the key idea of the contingency approach is that performance can be improved in more than one way. Based on the contingency theory, for example, the adopted strategy may vary along a continuum from pure standardization to pure adaptation. Using contingency theory it is more important to consider the degree of strategy adaptation/standardization, while taking into consideration key contingent forces that might influence it. In relation to the Eclectic Paradigm, its key components are location,

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internalization and ownership advantages with the location advantage side of the paradigm being applied in several studies relating to the relevant country risks impacting the success of firms in foreign markets. The industrial organization approach ascribes a firm's international performance to its external market position. The resource-based view focuses on internal organizational resources such as marketing competency or marketing capabilities to identify the determinants of a firm's export marketing performance. Finally, relational exchange theory includes variables such as trust, commitment, and their antecedents and consequences. Relational exchange theory models would therefore be reflecting the importance of the people (managers) involved in the relationship, their behaviour, and their perceptions of each other. As such, there has been a proliferation of research in the field of export marketing using many different theoretical frameworks.

The objective of this *Research Handbook on Export Marketing* was to synergize all these different theoretical frameworks and antecedents of export marketing performance into a single Handbook outlining the different research outcomes of the antecedent variables in different research contexts using different theoretical frameworks. Some of the highlights of this Research Handbook include export marketing performance and its antecedents of export ventures in Australia, Portugal, Ireland, Singapore, Norway, Germany, New Zealand, India, China and Malaysia; a précis of Cavusgil's contribution to the field of export marketing theory and development from 1979 to the present day that includes in excess of 265 publications; a comparison between the industrial organization approach and the resource-based view (RBV) theoretical frameworks as to which is the most appropriate framework to assess export marketing performance; the use of the following theoretical frameworks in export marketing theory development: transaction cost economics; industrial organization approach; eclectic paradigm; resource-based view (RBV); contingency theory; relational exchange theory; resource dependence theory; network theory; the behavioural paradigm and agency theory; the impact of export promotion agencies on export performance; and, the relationship between the following variables and export marketing performance: export promotion programmes; knowledge; learning; commitment; strategy; environment; international exploration; international exploitation; relational social capital; pricing capabilities; globalization drivers; opportunism; trust; transaction specific investments; export barriers; marketing capabilities; and Porter's Five Forces.

I am delighted to acknowledge that some of the leading experts in the field of export marketing have contributed chapters to this 17-chapter Handbook, which covers nearly all of the theoretical frameworks adopted

in export marketing, making the Handbook a useful guide for academics, policy makers and practitioners alike. What follows is a précis of each of the 17 chapters.

Chapter 1 by Yunus Ali and A.K. Shamsuddoha integrates the internationalization process (IP) model, the resource-based view (RBV) and to some extent network theory as theoretical lenses to examine the impact of export promotion programmes (EPP) on SME export performance in an emerging economy. The authors examine the impact of different types of EPPs on firms' export success in an effort to better understand how EPPs contribute to firm export performance (FEP). Their conceptual model depicts relationships between the use of EPPs and a set of internal firm- and management-related determinants of FEP. Primary quantitative data from a sample of 203 exporting firms in an Asian emerging country were analysed with structural equation modelling (SEM) to test the model. Their findings confirmed that the use of market development-related EPPs directly influences a firm's export knowledge and managers' perceptions of the export market environment, as well as indirectly influencing the firm's export commitment, export strategy and export performance. The use of finance and guarantee-related EPPs acts differently, directly influencing a firm's export commitment and indirectly influencing export performance. Their findings also confirm that a firm's export knowledge directly influences managers' perception of the export market environment, export commitment and export strategy, and indirectly influences export strategy and export performance. The study helps international marketing researchers to further theorize and empirically test the direct and indirect impact of EPPs on firm export performance. Their findings also demonstrate how managers can benefit from the use of EPPs to build their export knowledge and a positive attitude towards exporting that help achieve their firms' export performance goals.

Chapter 2 by José Carlos Pinho on dynamic capabilities and the international performance of SMEs: the interaction effect of relational social capital is conceptual, focusing on relational social capital theory and dynamic capabilities as the title suggests. Building upon a dynamic capability perspective, the author attempts to demonstrate an understanding of how two apparently contrasting categories of explorative and exploitative dynamic capabilities impact international performance. Additionally, it also examines the interactional effect of relational social capital in the previous relationship. This chapter is mainly theoretical in nature and relies on a conceptual model that builds on and synthesizes the theoretical foundations of dynamic capabilities, social capital and international performance. Specifically, it responds to calls for theoretical claims based on a comprehensive distinction of how a social network perspective based

on social capital has an important moderating role in the relationship between dynamic capabilities and the firm's international performance.

Chapter 3 by Yoel Asseraf and Aviv Shoham is a theoretical chapter designed to discuss the question of whether a firm's export marketing strategy (in terms of standardization/adaptation) can be anticipated based on its membership of a specific strategic orientation group. It develops theoretical paths from different classes of strategic orientations to the level of export marketing strategy adaptation or standardization via the generation of distinct capabilities. Addressing these links is in line with the recognition of the importance of strategic orientations and recent calls for further research beyond that of market orientation. In a meta-analysis, Grinstein (2008, p. 126) called for the focus to be moved 'from studying the direct effect of market orientation on business performance, to the study of the various combinations of strategic orientations that firms can pursue in different situations'. Similarly, Kumar et al. (2011) pointed to the need for empirical studies that examine the relative contribution of each orientation, and the collective contribution of some orientations, to a firm's positional advantage, as reflected by performance. In addition, Hakala's (2011, p. 212) review paper on orientations suggested that the complementary approach of different orientations would be 'the most productive way to enhance the understanding of orientations as principles and activities of adaptation that support the performance of a firm.'

Chapter 4 by Inês Ferreira and Aurora Teixeira is on organizational characteristics and the performance of public export promotion agencies (EPAs), comparing Ireland and Portugal. Export Promotion Agencies (EPAs) have been in operation in developed countries since the beginning of the twentieth century to improve the competitiveness of firms by increasing knowledge and competences applied to export market development. Some studies exist on the influence of organizational characteristics on EPAs' performance, but, to the best of the authors' knowledge, no studies have yet been conducted that analyse, detail and explain which of the EPAs' organizational characteristics are associated with differing levels of success. In this chapter the authors compare a laggard (Portuguese) and a highly efficient (Irish) EPA in terms of export promotion. A questionnaire was applied to the employees of the two EPAs who deal directly with firms in terms of export promotion. Using the non-parametric test of Kruskal Wallis and factor analysis the authors found that there were clear differences between the agencies regarding organizational dimensions. In particular, the Portuguese EPA emerged as an organization without any clear component of intentionality, being more concerned with internal matters rather than with actions directed at the market, whereas the Irish

EPA's philosophy was more market-oriented, and taking the clients' needs into consideration was a priority.

Chapter 5 by Tage Madsen is on the internationalization processes of professional service firms. Prior studies into the internationalization processes of service firms in general, but especially Professional Service Firms (PSF), remain scarce, despite their rapidly increasing importance in the share of cross-border trade and the idiosyncratic nature of their service offerings (notably, high degrees of intangibility and inseparability) which present special challenges regarding entry mode choice as well as general internationalization processes (Erramilli and Rao, 1993). Moreover, knowledge sharing is necessary to leverage the competences of other organizations in inter-firm relations between PSF, yet the highly intangible and inseparable nature of knowledge enhances the threat of partner opportunism, as manifest in knowledge appropriation. The entry mode choice may thus be especially pertinent as a safeguard against knowledge appropriation (Oxley, 1997) and the internationalization strategy therefore more complex. For these reasons it could be expected that the internationalization processes of PSF exhibit characteristics identified in the stages model (e.g. gradual process), but also in the network approach (e.g. close collaboration with partners in an attempt to leverage their competences) and the INV/BG literature (e.g. customer followership to distant markets). As such, this chapter focuses on these theoretical frameworks to explain the internationalization processes of professional service firms.

Chapter 6 by Stephan Liozu and Andreas Hinterhuber is on pricing capabilities and their implications for export marketing so this chapter is very aligned to the RBV theoretical framework. Pricing plays a key role for export marketing performance (Julian, 2003). In this context, the recent literature has examined the role of pricing capabilities as a set of complex routines, activities and competencies (Dutta et al., 2003). According to the authors, surprisingly little research has addressed the pricing capabilities construct itself, and no well-accepted measure of pricing capabilities exists. Again according to the authors the literature on export marketing has largely neglected the process of pricing. Tan and Sousa (2011) suggest 'research on the pricing process should be strengthened' (Tan and Sousa, 2011, p. 12). The research in this chapter describes the development of a ten-item measure that can be used to assess the capabilities of managers involved in price setting or price negotiations, such as marketing managers, sales managers, key account managers, pricing managers, or senior managers. The reliability and validity of the scales were assessed through three separate quantitative studies using exploratory and confirmatory factor analysis. The scale that the authors developed has a variety of

potential applications and can serve as a framework for future empirical research in export marketing.

Chapter 7 by Carl Arthur Solberg and François Durrieu is on the impact of globalization drivers on the strategy–performance relationship in international markets. This chapter investigates the moderating impact of globalization drivers on the effectiveness of strategies on strategic and financial aspects of performance. Using multigroup analysis, four hypotheses were tested in a survey of 378 small to medium-sized companies from Singapore, Norway and Germany. The authors concluded that globalization drivers have an impact on the effects of strategic choices on both market position and financial performance. Some effects were indirect through other strategies. The authors' main hypothesis received support from their analysis: globalization drivers moderate the performance effects of strategies such as strategic alliances, product standardization and integration. Also market position played a pivotal role in markets strongly affected by globalization drivers, whereas its role is somewhat lower in multi-domestic markets. Furthermore, the authors concluded that product standardization was strongly related to market position, no matter the strength of the globalization drivers. However, in multi-domestic markets standardization does not necessarily aid in increasing financial performance. Rather the globalization drivers must be regarded as indispensable levers to compete in international markets. Additionally, forward integration was believed to be of particular importance in multi-domestic settings since monitoring and motivation of a local sales force to market standardized products was seen as more challenging than in a globalized market.

Chapter 8 by Md. Abu Saleh, Yunus Ali and Craig Julian is on the antecedents and consequences of SME importers' relationship with foreign suppliers using Williamson's (1975) Transaction Cost framework. Small and medium-sized enterprises (SMEs) are key drivers of trade and economic activities in developing economies and they tend to behave differently due to their inherent resource constraints and the complex socio-economic situations in which they operate. However, research on SME importers' relationship behaviour with their foreign suppliers is limited. Drawing on Transaction Cost Economics this chapter investigates the antecedents and consequences of trust and commitment of SME importers in an Asian developing economy to fill this void in the literature. Primary data from a sample of 172 SME importers representing a wide range of industries was analysed using SEM to test a theoretical model. The findings suggest that opportunism, environmental volatility and transaction-specific investment have a significant direct effect on SME importers' trust and commitment of their foreign suppliers. The chapter concludes with

theoretical and managerial implications, limitations and suggestions for future research.

Chapter 9 by Eldrede Kahiya, David Dean and Jeff Heyl is on the dynamic nature of the export development undertaking. In this chapter the authors examine the export barriers that inhibit current exporters from expanding and growing their operations. The authors claim in this chapter that past research in this area has had limited impetus because it has adopted a snapshot or cross-sectional view of the export development challenge. To paint a more complete picture of the export development undertaking, the authors employ a two-period comparison. Their research design involved administering an identical questionnaire to the same working population of manufacturing exporters in two waves of data collection, 1995 and 2010, respectively. Their independent sample *t*-test analysis highlighted four major groups of export barriers. The authors identified clusters of static low intensity and dynamic declining intensity barriers. These two clusters represented manageable barriers for which export stimuli may not be required. However, they also highlighted static high intensity and dynamic increasing intensity barriers. Included among the high intensity barriers were dealing with the strong New Zealand dollar, minimizing exchange rate risk, cost of market development and cost of overseas travel. These export barriers were influential for both samples of exporters. Furthermore, they also documented a longer list of barriers whose intensity had increased across the two time periods. Through exploratory factor analysis, these increasing intensity barriers fell in the categories of resource constraints, legal and political obstacles, foreign market factors and management considerations. From a theoretical standpoint, the authors suggest that the majority of export barriers are dynamic, thus making the export development undertaking shifting and time-specific. This theoretical perspective engenders a plausible and defensible relationship between changes in the operating environment and the evolving nature of the export development task. For practitioners tasked with stimulating export activity, this study carries fundamental implications. Indeed, most barriers have increased in magnitude across the two time periods, in spite of increased global integration, free trade and advances in information and communication technology. The rising influence of export barriers suggests these are trying times for exporters and this probably explains the declining export performance amongst manufacturing firms. More importantly, these barriers appear to be arising primarily from New Zealand's operating environment. The authors thus recommend a policy maker driven multi-stakeholder approach in addressing the static high intensity and the dynamic increasing intensity of export barriers.

Chapter 10 by Soma Arora is on a capacity-building framework for the internationalization of firms from emerging economies. The study in this chapter examined the influence of capacity-building on the degree of internationalization of Indian firms. The unit of analysis was firms engaged in exporting to developed country markets. Data was gathered via a self-administered survey directed to owners, promoters and heads of international business firms involved in strategic decision making. The sample included 100 firms domiciled in India from a wide cross-section of manufacturing industries including textiles, apparel and clothing, consumer electronics and pharmaceuticals. The different types of capacity-building were identified via exploratory factor analysis, namely, network, organization, systems, process, sourcing, trade, operational and commercial capacity-building. These variables were then used via two-group discriminant analysis, to determine which types of capacity-building were able to significantly discriminate between high and low levels of internationalization. The findings indicated that organization, commercial, operational and sourcing capacity-building were able to significantly discriminate between high and low levels of internationalization amongst Indian exporting firms. The remaining types of capacity-building had a non-significant relationship with the different levels of internationalization.

Chapter 11 by Gabriel Ogunmokun and Ling-ye (Esther) Li is on the effect of prior assessment of new product ideas on the performance of new product export ventures in international marketing. This study was designed to identify whether there are significant differences in the prior assessments carried out during the new product development process of products that were from successful export ventures compared to products that were from unsuccessful export ventures. The rationale behind the study is that although several studies have investigated the effect that prior assessments of new product ideas has on new product performance in domestic market settings, very little is known about its impact on export venture performance.

Chapter 12 by Craig Julian involves using the Eclectic Paradigm as a theoretical lens to examine the performance outcomes of financial services exporters. Using Dunning's (1980) Eclectic Paradigm this chapter provides a theoretical framework to examine the empirical link between host country government policies, turbulence, competitive intensity and the export marketing performance of financial services firms. The study contributes to the internationalization of financial services in turbulent markets via provision of a theoretical framework to explain the performance of financial services exporters in turbulent markets. This chapter also focuses on another issue of increasing interest in the international business literature, which to date has received limited research attention, that being

the possible influence of certain dimensions of export marketing performance on other performance dimensions as well as the measurement of export marketing performance.

Chapter 13, also by Craig Julian, examines the resource-based view (RBV) and the industrial organization (IO) theoretical frameworks and poses two questions: first, are both required to explain export marketing performance and, second, are they complementary as opposed to being mutually exclusive? The study in this chapter examines the empirical links between key measures of the two main theoretical frameworks used in competitive strategy, namely, the resource-based view (RBV) and the industrial organization (IO) approach, and export marketing performance. The unit of analysis was Australian export ventures. Data were gathered via a self-administered mail survey directed to the Chief Executive Officer of 354 export ventures. The sample came from a wide cross-section of industries and was provided by a government department. The findings indicate that as far as industry structure was concerned the rivalry between competing firms and the number of new entrants as well as marketing capabilities and market-focused learning had a significant impact on export marketing performance. This suggests that both theoretical frameworks are required to explain the variation in export marketing performance and that they may be complementary as opposed to being mutually exclusive as has been suggested in the literature.

Chapter 14 by Craig Julian, Sajad Rezaei and Muslim Amin is about the impact of knowledge management, brand orientation and global marketing strategy on performance. The objective of the study in this chapter was to examine the impact of knowledge management and brand orientation on global marketing strategy and performance among SMEs. A total of 192 valid online questionnaires were collected from business owners and top management from firms in the information and communication technology (ICT) sector. Structural equation modelling (SEM) was employed using PLS analysis to assess the structural and measurement models for reflective and formative constructs. The study findings indicated that knowledge management and brand orientation significantly positively influenced global marketing strategy and performance effectiveness among ICT firms. In measuring performance, revenue, market share and customer satisfaction were statistically supported as formative indicators. The limitations and implications of the study are also discussed.

Chapter 15 by Ozlem Tuba Koc and Jingting Liu, together with Chapter 16 by Vassiliki Bamiatzi and Ilke Kardes, profile Professor Cavusgil's outstanding contribution to the field of export marketing theory and development over a period of 35 years (1979–2014). The authors examined over 265 publications published by Professor S. Tamer

Cavusgil, a leading contributor in the field of export marketing, and identified specific publications related to the field. The primary contribution of the chapter is to provide insights into the evolution of the export marketing literature over the past four decades. Using content analysis, the authors grouped Cavusgil's works into three main categories: (1) overall dimensions of the export-marketing environment; (2) strategic evolution for successful export activities; and (3) effective marketing strategies to maintain sustainable exporting. Cavusgil influenced the literature on export marketing by producing a steady stream of well thought-out, seminal contributions. Each of his contributions represents an innovative framework, concept or analysis. Over the years, the work contributed by Cavusgil and his colleagues served as a significant pillar for the literature on export marketing. Their work also served as a foundation for so many other researchers. This is evident in the pattern of citations Cavusgil's articles have received, with some receiving over 1000 citations.

Finally, Chapter 17 by Saeed Samiee, Leonidas C. Leonidou and Bilge Aykol examines the theoretical foundations of studies on Exporter–Importer (E–I) working relationships, which is a growing body of research within exporting. The authors identify nine key (groups of) theories, namely the neo-classical microeconomic paradigm, transaction cost economics, political economy paradigm, resource-dependence theory, network theory, resource-based view, agency theory, and organizational learning theory. Each of these theoretical frameworks is assessed in terms of their key characteristics, use within the E–I relationship context, and major areas of application. Insights into theory development and directions for further research are also provided.

As a conclusion to this introductory chapter I hope you the reader, whether you be practitioner, policy maker or academic researcher, enjoy the high quality chapters contained in this *Handbook on Export Marketing* and take up the research challenge posed in each chapter to contribute further to the already prolific body of knowledge of export marketing.

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