

Review

Management influence on the export performance of firms: A review of the empirical literature 1989 – 2009

Farshid movaghar moghaddam^{1*}, Abu Bakar Bin Abdul Hamid² and Elham Aliakbar³

¹Department of Management, Abade branch, Islamic Azad University, Abade, Iran.

²Department of Human Resource and Development, Faculty of Human resource and Development, University Technology Malaysia, Malaysia.

³Faculty of Human resource and Development, University Technology Malaysia, Malaysia.

Accepted 11 January, 2012

Growing of international trade and sales activity in the global market has caused increasing attention to the determinants of the export performance of firms. However, despite numerous published works on determinants of a firm's export performance, the literatures are characterized by the lack of consensus among researchers as to what constitutes managerial factors. As a result, the reviews of articles published between 1989 and 2009 attempted to assess the management determinants of export performance. Based upon comprehensive and systematic literature study, a synthesized model applied for understanding management influence on export to enhance the firm export performance will be eventually designed. In this study, the managerial determinants are classified into skill-based and attitudinal characteristics. Later, the results of previous studies about the relationships between internal determinants and firm export performance are mentioned, and a proposed conceptual framework is developed for the researchers who are interested in investigating about this issue further.

Key words: Firm export performance, management characteristics, attitudinal characteristics, skill based characteristics.

INTRODUCTION

Growing of international 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 caused 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 a firm's survival or growth, and firms may achieve the competitive advantage in international markets with a positive influence on current and future export performance (Navarro et al., 2009). Many companies have recently allocated more attention and resources in order to export their products to foreign markets (Julian and O'Cass, 2002a, 2003;

Lages, 2003; Navarro et al., 2009). In addition, contributing to nation's economy prosperity is one of the important roles of exporting (Koksal, 2008; Shamsuddoha, 2004; Ahmed et al., 2004; Langes and Montgomery, 2005). Export has great effects onto countries in terms of items such as: 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 creating new job opportunities. Thus, the ulterior goal in most firms and national governments is expanding the exports.

Understanding the determinants of export performance in today's business environments has been emphasized by understanding the factors like: the impact of export

*Corresponding author. E-mail: farshid1400@yahoo.com.

success and performance on the firms' survival and expansion, the achievement of having competitive advantage in international markets and the development of economy as well as the development and implementation of public policy. Hence, over the past 30 years, a large substantial number of studies have been done to identify the key variables that affect the export performance of firms (Zou and 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 the export performance is a strategic movement 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 on successful export practice, many previous literatures have identified numerous variables as determinants of export performance. Later, researchers such as Aaby and Slater (1988), Zou and Stan (1998) and 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) and Leonidou et al. (2002) assumed that export performance depends on the firms' structure or internal factors, international environment or external factors and marketing strategy. Zou and Stan (1998) in their empirical literature have classified determinants into internal (controllable) and external (uncontrollable) and recently, Sousa et al. (2008) classified the determinants of export performance to internal and external factors.

However, in spite of prior efforts to recognize the effect of determinants on export performance, there is a still gap in fragmented literature with no comprehensive reviews and the findings are considered as "confusing" (Aaby and Slater, 1988; Zou and Stan, 1998; Sousa et al., 2008). Due to the increasingly significant role of management in the development of companies' internationalization strategies (Suarez-Ortega et al., 2005), this study focuses on the managerial determinants classified as internal factors. The attitudes, perceptions and characteristics of managers play significant roles in export success of the firms (Maurel, 2009).

On another hand, although many studies evaluated the elements of management characteristics (Zou and Stan, 1998; Suarez-Ortega et al., 2005; Sousa et al., 2008), the previous studies or reviews did not mention all the elements of management characteristics. There was also the lack of consensus among them on factors that constitute a managerial factor in determining exporting, which previously highlighted by Leonidou et al. (1998) and recently by Suarez-Ortega and Alamo-Vera (2005). Although at present, there is necessary amount of literature on this issue; however, a systematic synthesis on the existing studies and frameworks is needed to understand the management determinants of export performance better.

LITERATURE REVIEW

Managerial characteristic

Management is the major force behind the beginning of development, sustenance and prosperity in exporting. The focuses of many empirical researchers are the relationships between export performance and managerial characteristics (Sousa et al., 2008). Previous literature reviews placed management characteristics as determinants of export performance and most of the scholars proved that this determinant was an important factor in export performance that may influence the export success significantly. Katsikea and Skarmas (2003) noted that "management characteristics play a significant role in influencing export sales unit effectiveness". Export performance is usually controlled by organization and management, so it is responsible for poor or excellent performance of the firm's exporting (Nazar and Saleem, 2009; Zou and Stan, 1998). Referring to previous studies, managerial characteristics in this study are divided into attitudinal and skill-based.

Attitudinal characteristics (Orientation and perception)

Export commitment and support

These are the most common determinants among management characteristics in the previous studies that are critical factors to successful export performance in the foreign market (Sousa et al., 2008). They appear in competitive environment as well as management commitment and support in exporting process, which is necessary for export success (Sousa et al., 2008). They constitute the key determinant (Nazar and Saleem, 2009; Cavusgil and Zou, 1994) that helps to increase export performance (Nazar and Saleem, 2009; Julian and Nhat, 2007; Julian, 2003) and propensity to enter the international markets and sales positively (Cicic et al., 2002). Management commitment is very important for export success because when the manager has commitments to export, they will plan carefully programs to enter the export markets and allocate financial and managerial resources sufficiently (Sousa et al., 2008; O'Cass and Julian, 2003). This allows a company to acquire opportunities in foreign markets and pursue the efficient export marketing strategy to improve performance of firm's exporting (Zou and Stan, 1998; Cavusgil and Zou, 1994). Management support has a direct impact on export performance and positive managerial attitudes and the level of management support have stronger positive impact while, the negative attitudes had negative influence on export performance (Cicic et al., 2002). Many scholars have proven that management commitment and support helps the export

success to have a positive impact on export performance. Julian and Nhat (2007) in their survey mentioned that management commitments positively contribute to export marketing performance. Therefore, companies have much to gain if they hire or train qualified personnel. These outcomes are consistent with the studies done by Stottinger and Holzmullerm (2001), Cicic et al. (2002), O' Cass and Julian (2003), Alvarez (2004), Castaldi et al. (2003) and Faver-Bonte and Giannelloni (2007). They concluded that management commitments and support had positive correlation with export performance. In addition, Sousa et al. (2008) explained that all studies reviewed by them, had similar findings.

Management international orientation

This is the antecedent of export operation in firms. Managers should have international orientation to be successful in managing an export. International companies can better obtain opportunities and prevent threats in export markets (Nazar and Saleem, 2009; Zou and Stan, 1998). The forecasters of export performance are regarded as the international vision (Nazar and Saleem, 2009; Aby and Slater, 1989) and the international orientation (Nazar and Saleem, 2009; Zou and Stan, 1998). Totally, the effective entrepreneurial orientation is one of the determinants of export performance that influences export performance positively while, the poor management causes weak performance (Mavrogiannis et al., 2008). Increasing probability of exporting is related to positive management attitudes toward the issue of export in international market (Das, 1994).

Customer orientation (CO)

Is the determinant that few researchers have examined in recognizing its relationship with export performance. However, according to the study by Nazar and Saleem (2009) customer orientation is considered as one of the attitudinal management characteristics. Nwankwo (1995) emphasized that the customer orientation has been defined in a different way in previous literature. Many academics have suggested that customer orientation is one of the behavioral components of market orientation and there is no clear destination between them. It is one part of market orientation definition that consisted as customer orientation, competitor orientation, and inters functional coordination. On the other hand, customer orientation has been identified by Brown et al. (2002), as "predisposition to meet customer needs in an on-the-job context." In addition, Drucker (2007) has defined customer orientation as "the set of beliefs in sales that states that customer's needs and satisfaction are the priorities of an organization. It focuses on dynamic

interactions between the organization and customers. It is the business seen from the point of view of its final result; that is, from the customer's point of view". The adaptation of customer's needs guarantees the success in customer orientation. Therefore, managers in highly effective export sales organization need to more focus on consumers (Katsikea and Skarmeas, 2003). A study by Leonidou et al. (1998) about identifying managerial influences on exporting concluded that overseas customer orientation is one of the export sales manager elements to enhance exporting. In addition, Katsikea and Skarmeas (2003) in their research categorized exporters into high and low effectiveness export units. They concluded that customer orientation component was one of the significant factors between high and low effectiveness export and mentioned that customer orientation influence export performance positively. Customer orientation is one of the important managerial characteristics that provide the buyers' needs, so firms that want effective organization are advised to evaluate this attitude of their managers.

Perception toward competitiveness

This is another determinant of export performance that is less examined in previous studies. Perception of managers on competitiveness of export merchandise has a correlation with outcome of firm's exporting (Nazar and Saleem, 2009). In addition, a number of researchers explained that capability of managers to perceive and interpret signals from the market and to determine whether competitive environment has a key role in deciding on firms to export (Nassimbeni, 2001). Furthermore, Eusebio et al. (2007) explained that in determinants of operating, the competitive capacities of the firms in global markets are attitudes of the director and confidence of a manager about export products competitiveness that enhance the intensity of exporting. Managers need to be confident in dealing with the competitors of their product in order to compete in export market and increase performance of export.

Perceptions about export advantages and barriers

Perceptions about export advantages and barriers are the important forecasters of export performance (Nazar and Saleem, 2009; Zou and Stan, 1998). Perception about export advantage is such as perceived importance or profit percentage of export outcomes for a company but on the other hand, perception about an export barrier is like expected risk, cost involved, or complexities of exporting. The excellent export sales, profits, and high growth establish management's perceived export advantage while, low export sales, slow export growth, and low perceived export success, or failing to be

significant predictors of export performance, make managers perceive export barriers. A study done by Ogunmokun and Ng (2004) mentioned that the issue of managers' attitudes toward exporting is one criterion for discriminating between organization with a high level export performance and organization with a low-level performance of export. They also emphasized in their study that managers of firms with high export performance have more positive perceptions and attitudes toward export operation compared to low export performance companies. In the same vein, Ogunmokun and Ng (2004), Suarez-Ortega and Alamo-Vera (2005), Wilkinson and Brouthers, (2006), and Castaldi et al. (2003) emphasized that there is a negative link between perceived export barrier and export performance. The outcome of literature reviews showed that it is essential for managers to concentrate on the advantages instead of barriers in exporting and keep the positive attitude toward the prospect of exporting (Zou and Stan, 1998).

Skill-based characteristics

Export experience

Is one of the determinants that have been mentioned more in pervious published works. Export experience is a critical factor in competing in foreign markets (Shamsuddoha, 2004). Management international experience refers to the degree to which the company's management has abroad experience, having lived or worked overseas, as well as the skills, abilities and information that provide firm's goals (Nazar and Saleem, 2009; Langes and Montgomery, 2005). Managers' experiences affect the ability to perceive risks or threats and opportunities in international markets and to come up with effective solutions in the export market (Nassimbeni, 2001; Moini, 1992; Abay and Slater, 1989). Most previous studies revealed that managers with more extensive professional experience may bring in more success in exporting, though some of the scholars do not support this issue. The evaluating of key strategy topics is normally seen to be complex by managers with less experience while managers with greater experience in the international markets have better comprehension on the effective factors in export markets and, therefore, they apply appropriate marketing strategy to avoid threats and seize opportunities (Langes and Montgomery, 2005). Zou and Stan (1998) in their literature review mentioned that export performance of companies totally benefit from managers with international experience competence. In addition, the review by Souse (2008) showed that managers with international experience are more successful in exporting. These outcomes were confirmed by Julian and Nhat (2007) in their survey. They concluded that a significant factor in discriminating between high and low export marketing performance is

the international experience of the export venture's management, and management's international experience contributes to positive export performance. In the similar vein, Ibeh (2003), Julien and Ramangalary (2003), Brodrechtova (2008), and Faver-Bonte and Giannelloni (2007) noted that export experience of a manager had positive effects onto his/her export performance. In contrast, Brouther and Nakos (2005) described that the relationship between mangers' experience and export performance could be both positive and negative. Managers with greater experience build a network around themselves, so it is easier for them to handle obstacles faced in the international markets. Experienced managers are less opened to international development and business practice compared with younger managers who are dynamic and practice new approach in managing. Mavrogiannis et al. (2008) in their research concluded that export experience does not have significant effect on export performance. In addition, they mentioned that some researchers find no positive or negative association between export experience and performance.

This result is similar to Contractor et al.'s (2005) study which explains about export performance of international new ventures between Indian and Taiwanese software industry. It was found that due to little experience, managers use internet and formal or informal networks to reach out to foreign customers. By doing this, they have better export performance compared with experienced managers who ignored it. So, they could associate the negative effect between export performance and experience. Previously, in a study done by Das (1994) mentioned that managers' experience have less impact in successful exporting firms. One of the important aspects in terms of managers' experience that needs the researcher attention was the different market specifications that may affect the managers' target market experience on the overall market experience.

Foreign language proficiency

This is another factor that many researchers previously examined. Reviews on the past researches by Sousa (2008) showed that recent studies have not evaluated these variables because business in the foreign market is based on foreign language proficiency, and without this proficiency trade becomes very hard. Although, this variable has been mentioned in a study by Zarin and Vazife (2009), there is still a need to examine it among Iranian exporters. They noted that most of the export managers could not speak English or speak fluently, and this problem caused misunderstandings on both negotiators in business meetings. Thus, it is worth recognizing the relationship between foreign language proficiency and export performance. Katsikea and Skarmeas (2003) in their research categorized professional

components as the significant factors between high and low export effectiveness. Furthermore, previous studies revealed that managers with foreign language proficiency are able to cause better success in exports (Sousa et al., 2008). Most of the researchers found positive correlation between foreign language proficiency and export performance. The study by Suarez-Ortega and Alamo-Vera (2005) about firms and managerial factors of international SMEs revealed the positive relationship between foreign language proficiency of managers and performance of export. In addition, Das (1994) found foreign languages to be related to exporting involvement and success in performance of export. In the past, this outcome was proven by Moini (1995), Das (1994) and Evangelista, (1994) who found the positive relationship between the factors.

Education level

Education level of a manager is a determinant that a number of previous and recent researchers examined in their studies. The awareness on international issues and the reality of business life is obtained through the education level of managers. A review by Souse (2008) showed that better educated managers are more successful in exporting and have better export performance. Export success in foreign markets is linked to education of managers (Mavrogiannis et al., 2008). The possible effect posed by education was due to managers' knowledge that can help companies to utilize and leverage on the international opportunities and preventing international threats (Zou and Stan, 1998; Julien and Ramangalary, 2003; Brodrechtova, 2008).

In fact, educated managers will become more experienced and thus, are able to apply their knowledge better in deciding and planning the export market. Hence, this will increase the performance of exporting. In many instances, it is most proved that educated managers are more successful in export markets. Zou and Stan (1998) in their literature review mentioned that totally export performance of company's benefits from educated managers. In addition, Sousa et al. (2008) concluded that based on previous studies better-educated managers was able to have better success in exporting. In the same manner, Julien and Ramangalary (2003), and Brodrechtova (2008) emphasized that education of managers had positive effect on total export sales, growth, profits and compound evaluation of export performance. In their research, they understood that most of the top managers and commercial managers of Iranian firms did not have high education or their education was not related to marketing or commercial areas. It is advocated that for better export performance, high level education would be useful and essential. Therefore, high level education is essential factors in export markets that could influence export performance.

All management characteristics that have been mentioned

in earlier studies are summarized in Table 1. Readers may have better understanding on the influence of these determinants and it facilitates the design of the proposed conceptual framework.

RESEARCH FRAMEWORK AND METHODOLOGY

The aim of this study is to synthesize the available studies on management influences on export performance. An assessment of the export performance measure and characteristics of previous studies have not been included as Sousa (2004), Zou and Stan (1998) and Sousa et al. (2008) have offered valuable and adequate reviews of the previously published. Indeed, the current studies report different and often contradictory results on determinants of firm export performance. Thus, these issues clarify that there is a need to analyse the variables that influence export performance. Consequently, the aim of this study is to facilitate the conceptual framework for determinants of export performance and to clarify the variables that influence export performance. The focus of this review paper is on empirical works that have been published between 1989 and 2008. In addition, as in other review papers, 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 recommended 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 management characteristics has provided the base for classifying the management determinants of export performance into attitudinal characteristics, and skill based characteristics. According to the findings taken from the comprehensive review of existing references on export performance, a conceptual model has been designed to represent a model about the relationship between management characteristics and export performance as depicted in Figure 1.

Conclusion

Many studies have been conducted to identify the influence of manager characteristics on exporting. However, little and most likely no previous studies have tried to mention all important elements of management characteristics. Thus, based on the systematic literature reviews, it is possible to design management determinants of the export performance model which may help firms to focus on manager characteristics as the important elements to enhance export performance in international markets. This conceptual synthesis model is based on management 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 management determinants of firm export performance. Management determinants subjectively can be categorized into two main categories: attitudinal and skill based characteristics. Attitudinal characteristics are further classified into management international orientation, export commitment and support, customer orientation, perception toward competitiveness, perceptions about export advantage and export barrier.

Table 1. Summary of proposed determinants by literatures.

Determinates	Researchers / years	Significant positive relationship	No significant relationship	Significant Negative relationship
Export commitment and support	Julian and Nhat (2007)	✓		
	Julian (2003)	✓		
	Faver-Bonte and Giannelloni (2007)	✓		
	Sousa et al. (2008)	✓		
	Alvarez (2004)	✓		
	Nazar and Saleem (2009)	✓		
	Cavusgil and Zou (1994)	✓		
	O'Cass and Julian (2003)	✓		
	Cicic et al. (2002)	✓		
	Castaldie et al. (2003)			
	Stottinger and Holzmullerm (2001)	✓		
Style and Ambler (2000)	✓			
Management international orientation	Mavrogiannis et al. (2008)	✓		
	Zou and Stan (1998)	✓		
	Aby and Slater (1989)	✓		
	Nazar and Saleem (2009)	✓		
Management customer orientation	Katsikea and Skarmeas (2003)	✓ if they are customer orient		✓ if they are not customer orient
	Leonidou (1998)	✓		
Perception toward competitiveness	Eusebio et al. (2007)	✓ If they have confident about product		✓ If they have not confident about product
	Nassimbeni (2001)	✓		
Perception about export advantage	Ogunmokun and Ng (2004)	✓		
	Suarez-Ortega and Alamo-Vera (2005)	✓		
Perception about export barrier	Ogunmokun and Ng (2004)			✓
	Suarez-Ortega and Alamo-Vera (2005)			✓
	Wilkinson and Brouters (2006)			✓
	Castaldi et al. (2003)			✓
	Alvares (2004)		✓	
Export experience	ELanges and Montgomery (2005)	✓		
	Julien and Ramangalary (2003)	✓		
	Brodrechtova (2008)	✓		
	Nassimbeni (2001)	✓		
	Julian and Nhat (2007)	✓		
	Mavrogiannis et al. (2008)		✓	
	Contractor et al. (2005)			✓
	Ibeh (2003)			✓
	Brouther and Nakos (2005)			✓
	Faver-Bonte and Giannelloni (2007)	✓		
Das (1994)		✓		

Table 1. Continued.

Foreign language proficiency	Suarez-Ortega and Alamo-Vera (2005)	✓
	Katsikea and Skarmeas (2003)	✓
	Moini (1995)	✓
	Evangelista (1994)	✓
	Leonidou et al. (1998)	✓
	Das (1994)	✓
Education level of manager	Mavrogiannis et al. (2008)	✓
	Julien and Ramangalary (2003)	✓
	Souse (2008)	✓
	Zou and Stan (1998)	
	Brodrechtova (2008)	✓
	Bellaaj and Akrouit (2005)	✓

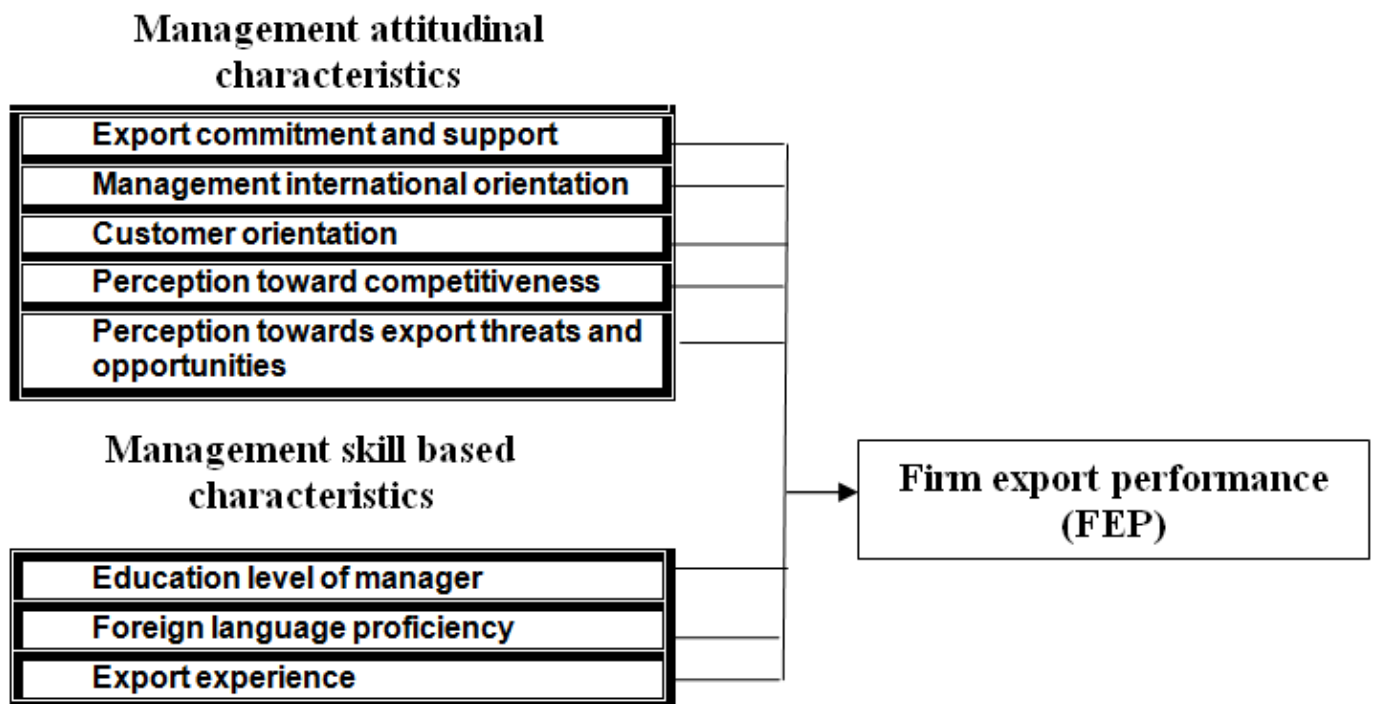


Figure 1. A proposed conceptual framework.

On the other hand, skill based characteristics are further classified into export experience, foreign language proficiency, and education level of a manager. This synthesis model may be used for better understanding of the management factors that contribute in explaining the export performance of the firm. It can also be employed to develop a questionnaire in order to evaluate the relative impact of management variables on firm export performance. Since the proposed framework is highly conceptual, and the constructs are 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

- Aaby NE, Slater SF (1988). Management influence on export performance: a review of the empirical literature 1978-1988. *Int. Mark. Rev.*, 6: 7-28.
- Ahmed ZU, Julian CC, Baalbaki I, Hadidian TV (2004). Export barriers and Firm internationalisation: A study of Lebanese Entrepreneurs. *J. Manag. World Bus. Res.*, 1(1): 45-58.
- Alvarez R (2004). Source of export-success in small and medium sized enterprises: the impact of public program. *J. Int. Bus. Rev.*, 13(1): 383-400.
- Baldauf A, Cravens DW, Wagner U (2000). Examining determinants of export performance in small open economies. *J. World Bus. Res.*, 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. *J. For. Econom.*, 10(1): 450-459.
- Brouthers LE, Nakos G (2005). The role of systematic international market selection on small firms' export performance. *J. Small Bus. Manag.*, 43(4): 363-81.
- Brown TJ, Mowen J C, Donavan D T, Licata JW (2002). The customer orientation of service workers: Personality trait determinants and effects on self-and supervisor performance ratings. *J. Mark. Res.*, 39(1): 110-119.
- Castaldi RM, Sengupta S, Silverman M (2003). Improving export performance: the case of the US wine industry. *J. Glob. Mark.*, 17(1): 45-56.
- Cicic M, Patterson P, Shoham A (2002). Antecedents of international performance: A service firms' perspective. *Eur. J. Mark.*, 36(9/10): 1103-1118.
- Contractor FJ, Hsu CC, Kundu SK (2005). Explaining export performance: a comparative study of international new ventures in Indian and Taiwanese software industry. *J. Manag. Int. Rev.*, 45(1): 83-110.
- Cooper RG, Kleinschmidt EJ (1985). The impact of export strategy on export sales performance. *J. Int. Bus. Stud.*, 16(1): 37-55.
- Das M (1994). Successful and unsuccessful exporter from developing countries: some preliminary findings. *Eur. J. Market.*, 28(12): 19-33.
- Drucker PF (2007). *The practice of management*. Revised edition. Butterworth-Heinemann publications. New York.
- Eusebio R, Andreu JL, Belbeze MPL (2007). Management perception and marketing strategy in export performance. *J. Fash. Mark. Manag.*, 11(1): 24-40.
- Evangelista FU (1994). Export performance and its determinates: some empirical evidence from Australian manufacturing firms. *J. Adv. Int. Mark.*, 6(1): 207-229.
- Faver-Bonte VR, Giannelloni jL (2007). L' influence des caracteristiques de personnalite du dirigeant de pme sur la performance a l' export. *AIMS*, Montreal, Quebec, 7-9 June.
- Haahti A, Madupu V, Yavas U, Babakus E (2005). Cooperative strategy, knowledge intensity and export performance of small and medium sized enterprises. *J. World Bus.*, 40(1): 24-138.
- Ibeh KIN (2003). On internal drivers of export performance among Nigerian firms: empirical finding and implication. *Manag. Decis.*, 41(3): 217-225.
- Julian C, O'Cass A (2002a). Drivers and outcomes of export marketing performance in a developing country context. *J. Asia Pac. Mark.*, 1(2): 1-21.
- Julian C, O'Cass A (2003). Examining firm and environmental influences on export marketing mix strategy and export performance of Australian exporters. *Eur. J. Mark.*, 37(3/4): 366-384.
- Julian CC (2003). Export marketing performance: A study of Thailand firms. *J. Small Bus. Manag.*, 41(2): 213-221.
- Julian CC, Nhat Lu V (2007). The internet and export marketing performance: the empirical link in export market ventures. *Asia Pac. J. Mark. Logis.*, 19(2): 27-144.
- Julien PA, Ramangalahy CH (2003). Competitive strategy and performance of exporting SMEs: an empirical investigation of the impact of their export information search and competencies. *J. Entrep. Theor. Pract.*, 27(3): 227-245.
- Katsikea ES, Skarmeas DA (2003). Organisational and managerial drivers of effective export sales organization. *Eur. J. Mark.*, 37(11/12): 1723-1745.
- Koksal MH (2008). How export marketing research affects company export performance: Evidence from Turkish companies. *Mark. Intell. Plan. J.*, 26(4): 416-430.
- Lages CR, Lages LF (2003). Marketing strategy and export performance: empirical evidence from the UK. 32nd EMAC Conference. Glasgow.
- Langes LF, Montgomery DB (2005). Export performance as an antecedent of export commitment and marketing strategy adaption: Evidence from small and medium-sized exporters. *Eur. J. Mark.*, 38(9/10): 1186-1214.
- Leonidou LC, Katsikeas CS, Samiee S (2002). Marketing Strategy determinates of export performance: a meta-analysis. *J. Bus. Res.*, 55(1): 517-567
- Leonidou LC, Katsikeas CS., Piercy NF (1998). Identifying managerial influences on exporting: past research and future directions. *J. Int. Mark.*, 6(2): 74-102.
- Maurel C (2009). Determinants of export performance in French wine SMEs, *International J. Wine bus. Res.*, 21(2): 118-142.
- Mavrogiannis M, Bourlakis MA, Dawson PJ, Mitchell RN, (2008). Assessing export performance in the Greek food and beverage industry. *J. Bri. Food*, 110(7): 638-654.
- Moini AH (1992). A study of exporting and non-exporting small manufacturing firms. *J. Bus. Entrep.*, 4(3): 77-88.
- Nassimbeni G (2001). Technology, innovation capacity, and the export attitude of small manufacturing firms. *J. Res. Policy*, 30(2): 245-262.
- Nassimbeni G (2001). Technology, innovation capacity, and the export attitude of small manufacturing firms. *J. Res. Policy*, 30(2): 245-262.
- Navarro A, Losada F, Ruzo E, Diez JA (2009). Implications of perceived competitive advantages, adaption of marketing tactics and export commitment on export performance. *J. World Bus.*, 45(1): 49-58.
- Nazar SM, Saleem NMH (2009). Firm-level determinates of export performance. *J. Int. Bus. Econom. Res.*, 8(2): 105-112.
- Nwankwo S (1995). Developing a customer orientation. *J. Consum. Mark.*, 12(5): 5-15.
- Ogunmokun G, Ng S (2004). Factors influencing export performance in international marketing: A study of Australian firms. *Int. J. Manag.*, 21(2): 56-69.
- Shamsuddoha AK (2004). Antecedents of firm export performance: The role of export promotion programs. PhD Dissertation, Queensland University, Australia.
- Sousa CMP, (2004). Export performance measurement; an evaluation of the empirical research in the literature. *J. Acad. Mark. Sci. Rev.*, 9: 1-22.
- Sousa CMP, Martinez-Lopez FJ, Coelho F (2008). The determinants of export performance: A review of the research in the literature between 1998 and 2005. *Int. J. Management Review*. 10(4): 343-374.
- Stottinger B, Holzmueller HH (2001). Cross-national stability of an export performance model: a comparative study of Austria and US. *J. Manag. Int. Rev.*, 41(1): 7-28.
- Style C, Ambler T (2000). The impact of relational variable on export performance: an empirical investigation in Australia and the UK. *Aust. J. Manag.*, 25(2): 261-281.

Suarez-Ortega SM, Alamo-Vera FR (2005). SMES internationalization: firms and managerial factors. *Int. J. Entrep. Behav. Res.*, 11(4): 258-279.

Suarez-Ortega SM, Alamo-Vera FR (2005). SMES internationalization: firms and managerial factors. *Int. J. Entrep. Behav. Res.*, 11(4): 258-279.

Wilkinson T, Brouters LE (2006). Trade promotion and SME export performance, *Int. Bus. Rev.*, 15(3): 233-52.

Zou S, Stan S (1998). The determinants of export performance: a review of the empirical literature between 1987 and 1997. *J. Int. Mark. Rev.*, 15(5): 333-350.