

Full length Research Paper

MARKETING CAPABILITY AND EXPORT PERFORMANCE: EVIDENCE FROM IRANIAN PETROCHEMICAL FIRMS

Frashid Movaghar Moghaddam 1*, Abu Bakar Abdul Hamid 2* Ali Timouri 3

¹Department of management, Abade Branch, Islamic Azad University, Abade, Iran.² Faculty Member, Management and Human Resource Faculty, UTM University, Malaysia.³*,

Department of Marketing Management

Abstract

Emerging markets offer considerable opportunities for the consumption of the wealthy countries goods and services. In the international trade, emerging markets are increasingly becoming the drivers of the world economy. However, it is obvious that the business conditions and institutional frameworks in emerging market differ greatly from familiar markets in developed economies. The researchers considered marketing strategy is one of major elements of export performance. In this study, the export marketing strategies are classified to price strategy, product strategy, promotion strategy, place strategy. The main purpose of this paper is to help exporting companies to increase the performance of their activities through appropriate export marketing strategy in emerging markets. From the total questioner only 79 responses are returned. Statistical analyses using SPSS were carried out to confirm or reject the hypotheses. The results proved that price, place, promotion, and product marketing strategy have positive and significant effect on firm export performance. The results ascribe a firm's positive export performance to implementation of a proper and successful export marketing strategy. This finding justify export marketing strategy was considered as one of important factor leading to improve export performance and they played as particular role in exporting to emerging markets.

Keywords: emerging market, firm export performance, export marketing strategy, price strategy, product strategy, promotion strategy, place strategy.

Introduction

In the international trade, emerging markets are increasingly becoming the drivers of the world economy (London and Hart, 2004) and they provide significant opportunities for international companies. Multinational corporations (MNCs) have begun to emphasize on emerging economies because of the saturation in the developed markets. These emerging markets offer considerable opportunities for the consumption of the wealthy countries goods and services (Enderwick, 2007; London & Hart, 2004). However, it is obvious that the business conditions and institutional frameworks in emerging market differ greatly from familiar markets in developed economies (Meyer and Tran, 2006). This interest can be resulted from a demand and supply perspective of emerging markets in reference to a huge population and increasing income, is expected to be large market for goods and services (London & Hart, 2004). They are addressed as source of new customers and resource and not simply locations of lower cost production (Enderwick, 2007; Meyer and Tran, 2006). In terms of GDP measurement, the emerging economies now produce a little more than half of the world output (Enderwick, 2007). First time, the International Monetary Fund (IMF) and the World Bank in the early 1980s referred to the word emerging market as to identify the performance of economies with changing institutional frameworks (Sevic, 2005). Enderwick, (2007) mentioned that "*the World Bank defines an emerging economy as one that has an average per capita income of less than \$9,000 and is experiencing rapid growth and economic transformation*". Also, Meyer and Tran, (2006) characterized the emerging market as although not having the sophistication of the institutional structure seen in the developed countries, these nations have rapid economic development or great development potential, and they have high altering in their institution, structure of industry, and the macro-economy. Furthermore, Jansson, (2007) and Brencic *et al.*, (2008) are defined emerging markets (EMs) as "*growing markets that are being transformed from a pre-market stage (either a non-pecuniary and traditional economy or a centrally planned economy) to the market stage of the mature Western capitalistic economy, by way of integrated and successful structural reforms of companies, markets and society. This movement takes place through a number of stages and different paces*". Enderwick, (2007) identified a number of most common characteristics of emerging economies such as having the fastest growth rates in the world with often high levels of inflation, investment limitation in technological development, facing difficult challenges of socio-cultural situation or ethnic and cultural fragmentation, the widespread protectionism, ethnic conflict, political risk or political instability, reforming the economy, practicing different trade system from developed economies, describing relationship based rather than market based and corruption. The most common and biggest emerging markets are Brazil, Russia, India and China that they are called BRIC (Enderwick, 2007; Wilson and Purushothaman, 2003).

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 a competitive advantage in international markets (Navarro et al., 2009). Many companies recently allocate more attention and resources in order to export their

products to foreign markets (Julian and O’Cass, 2003; Julian and O’Cass, 2002a; Lages, 2003; Navarro et al., 2009). Hence, identifying the variables influence on export performance is a strategic move, and it 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). The review of the empirical literature classified determinants of export performance into internal and external variables and export marketing strategy (Sousa et al. 2008; Cooper, 1985; Baldauf et.al, 2000; Cicic et al., 2002; Leonidou et al., 2002; Zou and Stan 1998). However, in spite of prior efforts to recognize the effect of determinants on export performance, there was a still gap in literature, fragmented literature, no comprehensive reviews and the findings were considered as “confusing” (Aaby and Slater, 1988; Zou and Stan, 1998; Sousa et al., 2008). The main problems 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 and Saleem, 2009; Gertner et al., 2006; Ogunmokun and Ng, 2004; Ahmed el al., 2004; Julian and O’Cass, 2003; Julian and O’Cass, 2002a; Baldauf et.al, 2000; Thirkell and Dau, 1998; Diamantopolous, 1999; Cooper, 1985; Zou and 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 and Dau, 1998; Lee and Griffith, 2004; Brodrechtova, 2008; Salavou and Halikias, 2008). However, although many studies have been conducted in this area, and they demonstrate the positive impact on marketing strategy of total export performance, the variety of conceptualization and performance measurement has led to inconsistent and opposing findings (Aaby and Slater, 1989; Baldauf et.al, 2000; Leonidou et al., 2002; Lee and Griffith, 2004). Furthermore, the lack of detailed analysis on dimensions of export marketing strategy is a popular problem inherent in the previous studies (Leonidou, et al., 2002). The emerging economies are likely to become the new battleground for international business (IB) competition, and that researchers need to pay careful attention to the institutional context in which IB activities take place (London and Hart, 2004). Koksall, (2008) revealed the studies in the literature report that the lack of information about foreign markets is one of the most common reasons that preventing companies from exporting. Navarro *et al.*, (2009); Koksall, (2008); Lages, (2003); Julian and O’Cass, (2003); Julian and O’Cass, (2002a) mentioned that the extent of information about marketplace impact directly on export performance.

Literature review: Export Marketing Strategy

Marketing strategy 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

enable the firms to achieve its objective and goals in the target market, through all aspects of the marketing mix, that consist of products, prices, promotion, and distribution (Slater *et al.*, 2009; Lee and Griffith 2004). 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 and Leonidou, 2003; Kotler and 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 and 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 the corporate objective in order to generate economic value and keep the firm ahead of its competitors.

Marketing strategy is one of major elements of export performance and one of the key factors impacting export performance export marketing strategy (Cavusgil and Zou, 1994; Thirkell and Dau, 1998; Lee and Griffith, 2004; Brodrechtova, 2008; Salavou and Halikias, 2008). Export marketing strategy had significant influence on EP, and it was distinguished as one of the most frequently used determinants previously (Abdul Adis and Md. Sidin, 2010). Previous research on the significance of the marketing showed the strong association between export marketing strategy and export performance. In addition, a positive and direct impact of marketing strategy on export performance was found in the previous studies (Mohamad *et al.*, 2009; Mavrogiannis *et al.* 2008; Lages and lages, 2003; Julian and O'Cass, 2003; Leoniduo *et al.*, 2002; Cavusgil and 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. In contrast, researchers such as Julian, (2003); Julian and O'Cass, (2003) concluded that export marketing strategy had not effected onto export performance. Furthermore, in the research by Abdul Adis and Md. Sidin, (2010) revealed that there was no direct or significant relationship between export marketing and export performance of Malaysian wooden furniture industry. In brief, although a few study mentions there is not any relationship, most of the researchers concluded that marketing strategy had significant positive effects on export performance. Hence, it could conceivably be hypothesized that:

Ha. There is a significant relationship between export marketing strategy and export performance.

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 embraces marketing mix elements, which consists 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 and 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.

Promotion Marketing Strategy

Promotion is one of the 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 for the campaigns of competitors (Thirkell and 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 exporters who have a greater commitment to their target market that used higher level of advertising rather than firms who have less commitment that uses low level of advertising (Lee and Griffith, 2004). Eusebio *et al.*, (2007) showed that the commercial branch in the export market had positive and significant relations with export performance. Leonidou *et al.*, (2002) divided the promotion-related variable to advertising, sale promotion, personal selling, trade fairs, personal visit, and promotion adaption and conceded that all these variables have positive influence on export performance. Advertising has positive relation with the financial and nonfinancial or composite measures 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 the specific export market to be tested, new firm for distribution or other collaboration in the foreign market to be found, and it can be used for market research purpose. Personal visit can increase export performance because it enhances the experience about problem or opportunities, personalizes relationship, increases communication, and provides the timely response to export venture's need. 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 to buy

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 the 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 another 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 an 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 adaption have not direct relation with export performance. Thus, refer to preceding literature the hypothesis is set forth as follows:

H1. Promotion marketing strategy is positively associated with the firm 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 the export market easily and on time and; therefore, place is one of the important export marketing strategies that firms pursue recently. Lages *et al.*, (2004) 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. Leonidou *et al.*, (2002) 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 the 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 the elements were positive, and some of them were not significant. They found that using export sales representative office and direct purchasing had the positive effect on intensity of sales export while, weak relationship is found between EP and adaption of distributor, agent, and merchant in the 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) concluded distribution strategy and support to foreign distributors had no direct relations with export performance. Hence, base on foregoing remarks following hypothesis is developed to test the association between place marketing strategy and EP.

H2. Place marketing strategy is positively related to firm export performance.

Product Marketing Strategy

Product dimensions are an important part of marketing mix that influences export performance positively (Mavrogiannis *et al.*, 2008; Leonidou, *et al.*, 2002; Cavusgil and Zou, 1994; Thirkell and Dau, 1998). From various product dimensions that are related to exporting performance, actual and augmented product factors have been given considerable attention (Cavusgil and 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) 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) found that product design adaptation strategy was related to performance positively. In another research, Cavusgil and Zou, (1994) investigated the 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 the positive effect on export performance. In addition, Lee and Griffith, (2004) 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 the

main determinants. Design, brand image, innovation and product differentiation was 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. Furthermore, Lages *et al.* (2009) 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 the questionnaire with Chinese exporters. They divided positional advantages to low-cost advantage and branding advantage. They concluded that branding advantage influence export performance positively. Haque *et al.* (2002) 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's firms mentioned that product differentiation strategy was one of the 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 a researcher found no any relation between some of the factors and export performance. Lages *et al.*, (2009) recognized that although product quality and product innovation were top determinants of export performance, but only product innovation had the positive effect on economic performance. They emphasized that in today's international markets, 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) 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 intensities. Langes *et al.*, (2008) investigated the role of past performance in export venture and their results shown that product adaption had the significant negative effect on export performance. Product adaption depended on export market, and some of the foreign market needed adaption and other may not need adaption. Therefore, small and medium-size enterprise exporters chose the export market with low adaption because of substantial resources required to make a change to manufactured merchandises (Lages *et al.*, 2009). Thus, drawing from these remarks the following hypotheses are suggested:

H3. Product marketing strategy is positively associated with the firm 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 (Langes and Montgomery, 2005). Price is another part of the marketing mix is one of the important items in the international market. Many firms follow the Porter's business strategies in the 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 the export market. Zou *et al.*, (2003), investigated the effect of export marketing capabilities on export performance via the questionnaire answered by Chinese's 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) 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. In the same vein, Lee and Griffith, (2004) concluded that adjustment of export prices to foreign market situation had positive influence on the performance of exporter and adaption of pricing strategy would increase the performance of export. Pricing method defends as the 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 the foreign market by offering low price to the large number of customers and obtain more market shares. The result revealed that price penetration strategy was correlated to EP positively.

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 has the 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 adaptation has no significance in correlation with export sales volume (with the expectation of export performance). Ogunmokun and Ng, (2004) 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) categorized price strategy to pricing method, pricing strategy; sales terms, credit policy, and currency strategy and price adaption for evaluated the potential impact on an export performance of firms. Cavusgil and Zou, (1994) found the positive relation between price and performance. Moreover, Eusebio, *et al.* (2007) found that confidence in product price had the positive effect on export performance. These explanations justify the following hypothesis.

H4. Price marketing strategy is positively related to the firm export performance.

Finally, this study has four hypotheses as H1, H2, H3, and H4. In following section the research methodology for evaluating this hypothesis and the results will be mention.

3. Research Methodology

Sample

Export literature underlines the importance of isolating the effect of external variables. The controlling for country-specific and industry-specific influences constitutes relevant elements that have been abandoned in the research and whose omission reduces the validity of findings (Suarez-Ortega and Alamo-Vera, 2005). That is why this study focused on specific context, namely: the Iranian petrochemical companies to provide a reasonably similar context for respondents but also to be broad enough for the results to be generalizable. In addition, the company that exports to China as emerging market is selected by the researcher. In this study, the selected companies were obtained from the exporter firms list of Iran Trade Promotion Organization (2009) and Iran Customs Administration, (2009). This list consists of seventy (70) petrochemical exporter firms that have been exporting in the past five years from March 2005 to December 2009. Out of these firms, forty nine (49) company selected that had 1- Sufficient experience in export to China market (at least two years), 2- Sufficient amount of export products 3- Involving in exporting to China directly. The central consideration in all researchers is sample size (Henry, 1990). The researcher chooses multiple informants or respondents in petrochemical exporter firms for this research that are knowledgeable about determinants of export performance as the sample. The sample size of this research is consisting of informant respondents in petrochemical firms that export to China. The respondents are consisting of managers (sale or commercial managers and CEO) and non managers (experts in sale a commercial departments). The sample size of this survey is determined according to Morgan's formula with population size (N) that contains 98 respondents, needs 78 respondents as sample size (S) to acquire 95% level of confidence. The survey involved 98 respondents from 49 petrochemical firms (at least two people for each firm). Most of the firms were traders 32 (42.1%), followed by firms that are traders and producers 27 (35.55) and 17 (22.4%) firms were producers only. In addition, 70 (92.1%) of firms are privately own, while 5 (6.6%) are fully governmental. However, most of these private firms are actually indirectly control by government because the government still has shares in the companies. Moreover, most of these firms were large firms 49 (64.5%) while only 27 (35.6%) were small and medium enterprise (SME) (See Table 1).

Table1: Type of firm

Items	Frequency	Percent
Producer	17	22.4
Trader	32	42.1

Both of them		27	35.5	
Governmental		5	6.6	
Private		70	92.1	
less than 50	SME firm	17	22.4	35.6
50-150		10	13.2	
150-500	Large firm	24	31.6	64.5
More than 500		25	32.9	

The questionnaire was developed according to the following process: first, we reviewed determinants of export performance literature in order to obtain an instrument adapted to the research context; second, the questionnaire was reviewed by four professors in the areas of organization and marketing. Third, the questioners send to five sale or commercial managers to evaluate face validity and to test the understanding of questions. The revised version of the questionnaire was pre-tested on a convenient sample of sale or commercial managers in the Iranian petrochemical industry. Finally, Questioners were sending to 98 respondents (manager and non managers) on sale or commercial department as more informants, along with a personal letter that provided a brief introduction and a general explanation of the objective of research. A control question was introduced asking for the respondent's current position in the company, in order to ensure that they were in a position to answer the questionnaire properly. However, only 79 (80.6%) of the questionnaire were returned. In total, only 76 answered questionnaires are usable; a respond to usable return rate of 77.5 percent.

Variables Measurements

Dependent variable: export performance measures. Souse, (2004) built a literature review about export performance measures. He classified them into objective (quantitative) vs. subjective (attitudes, perception, qualitative) measures. In addition, the elements of these measures (subjective or objective) can be considered as financial and non-financial indicators. Both financial and non-financial indicators can be operationalized in both objective (based on records) and subjective (manager's perception) terms (Shamsuddoha, 2004; Katsikeas *et al.*, 1996) but only subjective term used for non-financial indicators. Finally, financial indicator can be calculating objectively or subjectively but non-financial indicators only evaluate subjectively. Subjective measure in this study is categorized into sales related; profit related, and market related, general. Souse, (2004) categorized objective measure into sales related, profit related, and market related, general. In addition subjective measure categorized into sales related, profit related, and market related, general, and miscellaneous. He discovered that the most frequently used ones were "*export intensity, export sales growth, export profitability, export market share, satisfaction with overall export performance, and perceived export success.*" Some researcher such as Mavrogiannis *et al.*, (2008) in order to obtain valid result measured export performance in compare to competitors. Typically, companies are not satisfied to report the economic details of their

business and private companies are reluctant to show figures, which are supposed to be secret. So, the subjectively measurement is more common and advisable in previous research. In this study, both financial and non-financial indicators evaluate subjectively and for better founding the indicators compare by rivals. Independent variable: the price marketing strategy were evaluated by asking about considered period of payment, considered discount offering, kind of settling price in compare to international prices, and offering prices in compare to competitor. The product marketing strategy is examined by asking about quality of company products, variety of your company products, volume of company products, quality of company packaging, and the brand of company products. The place marketing strategy is evaluated by asking about the delivery of product, having sufficient stock, Sea path selected of dispatch product, and place of delivery products. Finally, the promotion marketing strategy is recognized by asking about attending in trade fair, using the proper method of marketing, attention to website of firm, using proper advertising.

Results

Data analysis was carried out using SPSS 18 statistical software. In this study, the correlation analysis and liner regression is used to evaluate the hypothesis. Validity is discussed about the power of the scale to evaluate intended concept (Sekaran, 2003) and truthfulness of measure (Shaughnessy *et al.*, 2002). In general, this study addresses content and face validity, and several drafts will be evaluated in order to increase the content validity of the research instrument. For this purpose, this research in advance reviews the relate literature and use standard questions. In next step, drafts of the questionnaire will be evaluated by four academic professors in the areas of marketing and reviewed by five available export or commercial managers to judge the preliminary questionnaire in order to provide a revision and improvements to the contents of the questionnaire. Reliability is concerned with the accuracy of the actual measuring instrument. The Cronbach's alpha is the most widely used measure for reliability (Norusis, 2005). The minimum acceptable value for Cronbach alpha is 0.70 and above 0.80 is good (Sekaran, 2003). The pilot study is done with send the questionnaire to 30 respondents before send the questionnaire to all respondents. The result describes that all construct have sufficient validity and no need to remove question. The total reliability is approximately 0.9 that show the high reliability and show that respondents answer to question very carefully. A simple correlation assesses the strength of relationship between dependent and independent variables (Cohen, 1998). The linear regression analysis was carried out to test the weight of several available quantitative and dummy variables on export performance. This method keeps for the final model the explanatory variables that are the most correlated to the dependent variable. Hypothesis predicted the export marketing strategy' relationship with firm export performance. Results of correlation and regression analysis are presented in Table 3.

Hypothesis 1: The Promotion Marketing Strategy

The correlation between promotion marketing strategy and firm export performance was, $r = 0.444$, (P-value < 0.05). Therefore, there is moderate and positive correlation between two variables. The result can be concluded that higher level of promotion marketing strategy associated with higher levels of firm export performance. A linear regression was concluded to test whether promotion-marketing strategy would predict performance impact (see Table 2). The model F is significant (Sig. $F=18.131$ less than 0.05), that confirmed the promotion marketing strategy describe a significant portion of the variation in firm export performance. The Adjusted R square is $\text{adj.}R^2 = 0.186$ with Sig = 0.000 . As a result, about 18.6% percent of the variance in firm export performance can be explained by the variance in promotion marketing strategy. In the simple regression beta (β) is equal with r . The standard regression Coefficient (Beta), $\beta = 0.444$ explains that positive and direct relation between variables and it describes that with one unit increase in promotion marketing strategy, firm export performance will be increase 0.444 unit. With reference to P-value < 0.05 , this relationship with 95% confidence is significant at the 0.05 level. The null Hypothesis is rejected. As a result, there is support for Hypothesis $H1$ that price-marketing strategy *is positively associated with* firm export performance and $H1$ is confirmed. The result of regression can be formula as: $Y = 1.739 + 0.357X$.

Hypothesis 2: The Place Marketing Strategy

Correlation analysis revealed a moderate positive correlation between place marketing strategy and firm export performance $r = 0.404$, (P-value < 0.05). Thus, higher level of place marketing strategy associated with higher levels of firm export performance. A linear regression was concluded to test whether place-marketing strategy would predict performance impact (see Table 2). The model F is significant (Sig. $F=14.412$ less than 0.05), that confirmed the place marketing strategy describe a significant portion of the variation in firm export performance. The adjusted R square is $\text{adj.}R^2 = 0.152$ with Sig = 0.000 . As a result, the place marketing strategy describes 15.2% percent of variance in firm export performance. The standard regression coefficient (Beta), $\beta = 0.404$ mention that positive and direct relation between place marketing strategy and firm export performance. This finding show that with one unit increase in place marketing strategy, firm export performance will be increase 0.404 unit. With reference to P-value < 0.05 , this relationship with 95% confidence is significant at the 0.05 level. The null hypothesis is rejected. As a result, there is support for hypothesis $H2$ that place-marketing strategy *is positively associated with* firm export performance and $H2$ is confirmed. The result of regression can be formula as $Y = 1.263 + 0.426X$.

Hypothesis 3: The Product Marketing Strategy

The Correlation analysis revealed a moderate positive correlation between product marketing strategy and performance $r = 0.475$, (P-value < 0.05). Thus, higher level of product

marketing strategy associated with higher levels of firm export performance. A linear regression was concluded to test whether product-marketing strategy would predict performance impact (see Table 2). The model F is significant (Sig. $F=21.577$ less than 0.05), that confirmed the product marketing strategy describe a significant portion of the variation in firm export performance. The adjusted R square is $adj.R^2=0.215$ with Sig = 0.000. As a result, the product marketing strategy explains 21.5 percent of variance in firm export performance. In the simple regression beta (β) is equal with r . the standard regression Coefficient ($Beta$), $\beta = 0.475$ explains that positive and direct relation between variable and it describes that with one unit increase in product marketing strategy, firm export performance will be increase 0.475 unit. With reference to P-value < 0.05 , this relationship with 95% confidence is significant at the 0.05 level. The null Hypothesis is rejected. As a result, there is support for Hypothesis $H3$ that product-marketing strategy *is positively associated with* firm export performance and $H3$ is confirmed. The result of regression can be formula as $Y=0.805+0.543X$.

Hypothesis 4: The Price Marketing Strategy

The results show a slightly positive significant correlation coefficient $r = 0.365$, (P-value < 0.05) between price marketing strategy and firm export performance. Therefore, there is moderate and positive correlation between two variables. Thus, higher level of price marketing strategy associated with higher levels of firm export performance. A linear regression was concluded to test whether price-marketing strategy would predict performance impact (see Table 2). The model F is significant (Sig. $F=11.350$ less than 0.05), that confirmed the price marketing strategy describe a significant portion of the variation in firm export performance. The Adjusted R square is $adj.R^2=0.121$ with Sig = 0.001. As a result, the price marketing strategy explains 12.1% percent of variance in firm export performance. The standard regression Coefficient, ($Beta$), $\beta = 0.365$ describes that positive and direct relation between variable, and it mentions that with the one-unit increase in price marketing strategy, firm export performance will increase 0.365 unit. With reference to P-value < 0.05 , this relationship with 95% confidence is significant at the 0.05 level. The null Hypothesis is rejected. As a result, there is support for Hypothesis $H4$ that price-marketing strategy *is positively associated with* firm export performance, and $H4$ is confirmed. The result of regression can be the formula as $Y=1.283+0.439X$.

Main hypothesis: The Export Marketing Strategy

The correlation between export marketing strategy and firm export performance was, $r=0.535$, (P-value < 0.05). Therefore, there is moderate and positive correlation between two variables. The result can be concluded that the higher level of export marketing strategy associated with higher levels of firm export performance. A linear regression was concluded to test whether export-marketing strategy would predict performance impact (see Table 2).

The model F is significant (Sig. $F= 29.646$ less than 0.05), that confirmed the export marketing strategy explain a significant portion of the variation in firm export performance. The Adjusted R square is $\text{adj.}R^2= 0.245$ with (P- value= 0.000). As a result, about 24.5% percent of the variance in firm export performance can be explained by the variance in. The standard regression coefficient ($Beta$), $\beta = 0.535$ explains that positive and direct relation between variable and it describes that with one unit increase in export marketing strategy, firm export performance will be increase 0.535 unit. With attention to P-value < 0.05 , this relationship with 95% , confidence is significant at the 0.05 level. Thus, firm export performance significantly is influenced by export marketing strategy and H is confirmed. The result of regression can be formula as $Y= 0.352+ 0.69 X$.

Finally, the result show that $H, H1, H2, H3, H4$ were accepted. The statistical results of the hypothesis are summarized in following Table 3.

Table 2: The Results of Export Marketing Strategy and Firm Export Performance Regression Analysis and Correlation Analysis Summary

Predictors	a	b	β	F	r	t-value	R^2	adj. R^2	p-value
	Unstandard coefficient		Standard coefficient						
PMS → FEP	.805	.543	.475	21.577	.475	4.645	.226	0.215	.000
PRIMS → FEP	1.283	.439	.365	11.350	.365	3.451	.133	0.121	.001
PROMS → FEP	1.739	.357	.444	18.131	.444	4.258	.197	0.186	.000
PLMS → FEP	1.263	.426	.404	14.412	.404	3.796	.163	0.152	.000
EMS → FEP	.352	.689	.535	29.646	.535	5.445	.286	0.245	.000

*PMS=Product marketing strategy, *PRIMS=Price marketing strategy, *PROMS= promotion marketing strategy, *PLMS= place marketing strategy, *EMS= Export marketing strategy

Research Framework

The aim of this study is to synthesize the export marketing strategy influences 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 finding, a conceptual model has been designed to represent a model about the relationship between export marketing strategy elements and export performance as following (see Figure 1).

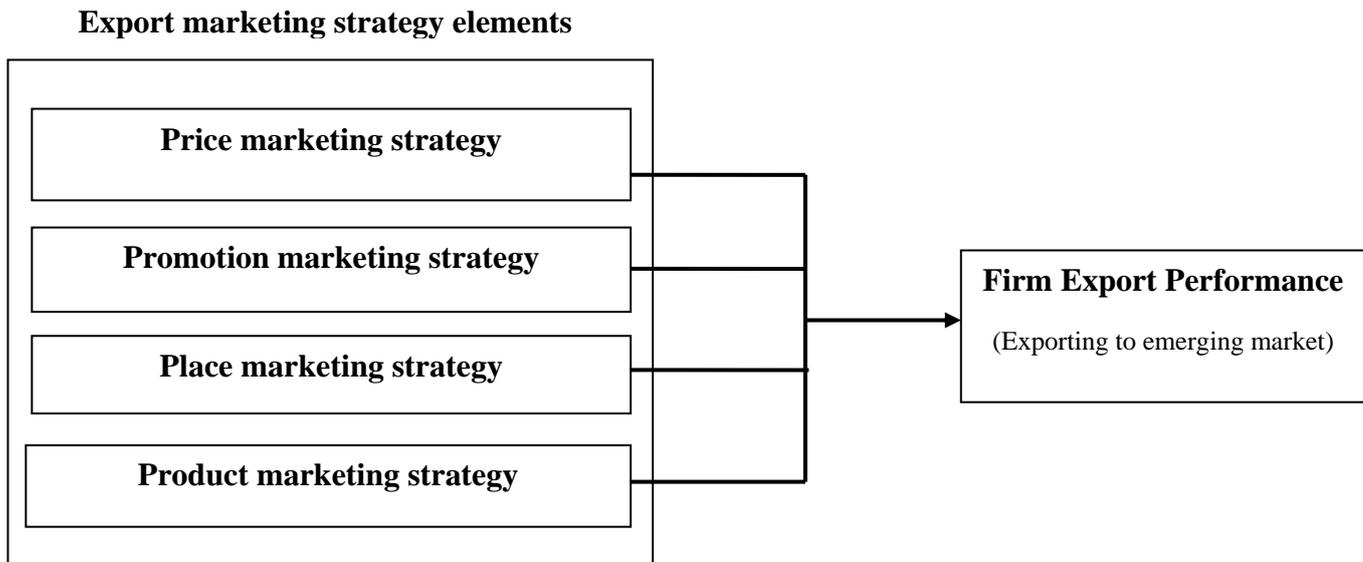


Figure 1: A Finalized Conceptual Framework

4. Discussion and Managerial Implication

One of the key factors affecting export performance was export-marketing strategy, and it played as the central role in export performance. The ability of using the successful export marketing strategies in international market competition was critical to a company's export performance and acquired higher export profitability (Mavrogiannis *et al.* 2008; Lages, 2003; Leonidou *et al.*, 2002; Cooper and Kleinschmidt, 1985; Baldauf *et al.*, 2000). Export marketing strategy was one criterion for discriminating between organization with a high-level export performance and organization with a low level of export performance (Ogunmokun and Ng, 2004). Export marketing strategy had strong significant influence on export performance. The export marketing strategy elements are price-marketing strategy, place marketing strategy, promotion-marketing strategy, and product marketing strategy. However, this research tries to evaluate a relationship between export marketing strategy elements and firm export performance. This study tested hypotheses concerning the relationship between the export marketing strategy and firm export experience.

First, the promotion-marketing strategy influence firm export performance positively and significantly (*H1 supported*). The findings of the pervious study and the current research confirmed that promotion- marketing strategy has positive and significant relationship with firm export performance. Second, place-marketing strategy can be considered as one of the effective factor that effect on firm export performance (*H2 supported*). The outcomes support the significant positive relationship between place-marketing strategy and firm export performance. Third, the results of the analysis indicated a positive significant relationship between product marketing strategy and firm export performance (*H3 supported*). Therefore, it confirms the positive relationship between product marketing strategy in China market and firm export performance that previously emphasized by most of the previous studies. Fourth, price-marketing strategy is positively related to the firm export performance (*H4 supported*).

Thus, the finding in the most of the previous study and current study found the positive significant relationship between price-marketing strategy in China market and firm export performance. Finally, according to correlation and regression, this study discovered that there is a positive and significant relationship existed (*H supported*). The finding of this study was consistent with the majority studies related to EMS and export performance. The outcome of this study revealed that export marketing strategy elements that are consisting of price-marketing strategy; place marketing strategy, promotion-marketing strategy, and product marketing strategy have positive and significant effect on firm export performance. Researchers have generally ascribed a firm's positive export performance to implementation of a proper and successful export marketing strategy. This finding justifies an export marketing strategies was considered as one of the important factor leading to improve export performance of firms in China's market, and they played as the particular role in export performance. Therefore, a manager and company which desire to export abroad have to choose the appropriate export marketing strategy in international market competition. The companies and managers need to give considerable attention to this issue that the ability of using a successful export marketing strategies is critical and vital for a company's export performance in emerging market. Another interesting implication of our findings is that companies have to monitor their marketing strategy carefully and change their marketing strategy with refer to the market specification and changing.

5. Limitation and Direction for Further Research

We must, however, point out the limitation to this research. The results of this investigation should not be interpreted without taking into account the limitations of the empirical study. First, the research is limited to the Iranian petrochemical industry. Therefore, attempt to infer the conclusions to other study contexts may be potentially misleading. Second, the sample size is small and the risk of misinterpreting the results due to sampling error increase with small sample size. Third, Second limitation refers to the data collection. Firms, which are uncooperative in providing information, do not want to collaborate with the researcher. In addition, as some of the respondents were busy, asking to fill up the questionnaire was difficult. Fourth, limitation refers to the firms that will be covered in different cities. This is due to the difficult journey and long distances between the petrochemical firms.

There are potential possibilities to consider for further study upon the conclusion of this research in future research. The data collection and sampling design of this research were limited to the petrochemical industry as the main export sector. Thus, it might be usefully for the validity and generalization to other types of business, is recommended to further research to consider other industrial sectors. Comparisons among different industries can help to understand and to compare the determinants of export performance across the different kind of the industries. Additionally, the vast majorities of studies are involving sampling drawn

from industrial and there is very limit study that examined specifically, the export performance of the service sector. Further research would have been more convincing if the researchers investigate the export performance of service companies. Further research in this area might include the additional variables related to the particular specifications of service companies when operating in the international arena. If replications of the study were carried out in other exporting sectors, we could test the generalization of the model's findings. This study is conducted in Iran that has specific characteristics, and our current findings are restricted to Iranian exporting companies. As a result, a future research would be to validate our results through additional data collection in other countries. Further research would have been more convincing if the researchers assess the theories across various countries, especially Middle East countries with different culture, economic and technological equipments.

Reference:

- 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 Mclellan, 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.
- Brencic, M. M., Ekar, A., and Virant, V. (2008). The influence of relationship marketing components on export performance. *Journal of Nase Gospodarstvo*, 54(5/6), 9-18.
- 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 adaption 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.

Enderwick, P. (2007). Understanding emerging markets: *China* and India. USA: Routledge Publishing.

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.

Haahti, A., Madupu, V., Yavas, U., and Babakus, E. (2005). Cooperative strategy, knowledge intensity and export performance of small and medium sized enterprises. *Journal of world business*, 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.
- Jansson, H. (2007). *International business strategy in emerging country markets: The Institutional Network Approach*. (1th Ed.). USA: Edward Elgar Publishing, Inc.
- 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.
- Kvint, V. (2009). *The Global Emerging Market: Strategic Management and Economics*. New York and London: Routledge, Taylor & Francis Group.
- London, T., and Hart, S.L., (2004). Reinventing strategies for emerging markets: beyond the transnational model. *Journal of International Business Studies*, 35(5), 350-370.
- 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., Worthies, 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.
- Meyer, E. K., and Tran, Y. T. T. (2006). Market penetration and acquisition strategies for Emerging Economies. *Journal of long range planning*, 39(2), 177-197.
- 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.
- Sevic, Z. (2005). A puzzle of the emerging markets: A systemic 'surprising ability.' *Managerial Finance journal*, 31(12), 2.
- 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.
- Wilson, D. and purushothaman, R. (2003). Dreaming with BRICs: the path to 2050. *Goldman sachs Global Economic Paper*, 99, 1-22.