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# Advances in export marketing theory development in the Asia Pacific region

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**Editorial**  
**Advances in Export Marketing Theory Development in the Asia Pacific Region**

**By**  
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This special issue in the Journal of Asia Pacific Marketing provides seven top quality academic papers on advancing export marketing theory development in the Asia Pacific Region. The first paper by Ali entitled “Impact of Firm and Management Related Factors on Firm Export Performance” examines the export performance of Australian firms and its antecedents using primary data from exporters of manufactured foods to countries in the Asia Pacific region. It examines the impact of a number of firm and management-related factors on three objective measures of export performance – export volume, export intensity and export growth. Findings of the Ali study suggest that firm-related factors such as firm size and the existence of a separate export department are not significant determinants of export performance. However, management related factors such as behavioural commitment of management toward exporting and management’s perceived problems of exporting do have a significant impact on export volume and export intensity. These findings are discussed in this paper as a contribution towards our knowledge of firms’ internationalisation activities.

The second article by Cadogan and Cui is a very innovative paper and in some areas offers alternative explanations to the importance of market-oriented behaviours. The Cadogan and Cui paper entitled “Chinese Export Agents’ Adoption of Export Market-Oriented Behaviours: Measurement and Performance Relationship” examines the issue of how export market-oriented (EMO) behaviours are related to Chinese export agents’ business performance. Using survey data from 209 Chinese export agents, the Cadogan and Cui findings show that EMO behaviours have an inverted U-shaped relationship with export success. The implication is that, for the majority of export agents, increases in EMO behaviour are positively related to increases in export growth and export profits. However, for a significant minority of export agents with very high levels of EMO behaviour, increased EMO activity levels may be associated with decreased export performance.

The third article by Chetty and Campbell-Hunt entitled “Internationalisation Strategy and its Impact on Learning During the Process” uses ten in-depth case studies in New Zealand to identify how manufacturing firms learn about their internationalisation. This paper focuses on how firms learn about their technology and foreign markets as they internationalise. These ten firms follow one of two approaches to internationalisation, which are a global versus a regional approach. Global firms experience accelerated internationalisation and operate in diverse markets but have a highly specialised technology in a market niche worldwide. Regional firms operate in a small market within a small region but are engaged in diverse technologies offering multiple products to their customers. The Chetty and Campbell-Hunt study demonstrated the importance of accumulative prior knowledge in acquiring new knowledge, as global firms were more ready to identify and exploit new opportunities than regional firms. The findings of the Chetty and Campbell-Hunt study suggest that

the main reason for this was that they could easily absorb the new knowledge into their routines and structures.

The fourth article is by Enderwick and Ronayne and is entitled “Reconciling Entrepreneurship and Organisational Structure in International Operations: Evidence from New Zealand Specialist Food Exporters.” This paper suggests the growing involvement of small and medium sized firms in international markets is likely to create a tension between the need to formalise organisational structure as the volume and complexity of information flows increases, and the need to maintain the entrepreneurial thrust of the organisation to ensure flexibility and responsiveness to market changes. To investigate how this tension could be managed, the Enderwick and Ronayne study conducted in-depth interviews within eight New Zealand based specialist food-exporting firms. The Enderwick and Ronayne analysis of the organisational design and export strategy process suggested that firms fall into three distinct groups. The firms in each group gather and utilise firm and environmental information in distinct ways and display varying degrees of proximity to their markets. Consistent with previous research, their findings suggest that relationships with external stakeholders - customers, suppliers, distributors, agents - provide the most common source of informal feedback and are the key drivers of strategy adjustment. Thereby suggesting that responses to the need to maintain entrepreneurial thrust vary across the sample firms.

The fifth article by Lages entitled “Directions for Advancing Export Marketing Theory in the Asia Pacific Region: What Can We Learn from Research in Other Regions of the World” is a conceptual paper based on his previous work and offers directions for advancing export marketing theory in the Asia Pacific Region by building on recent research in other regions of the world. Lages builds on his exploratory findings on the exporting dynamics and processes used by exporting firms from Portugal that has experienced an export boom in the last two decades. The Lages findings suggest that future export marketing research should better explore the relationships among past export performance, current export decision making and current performance. Moreover, in addition to a better understanding of the determinants of long-term export performance, a better understanding of the short-term determinants of export performance is also required. The paper focuses on the research and managerial implications of these findings.

The sixth article by Ogunmokun and Li is an exceptionally innovative paper as it examines the impact of the product development process on export performance. This paper entitled “Product Development Process and Performance of Export Ventures: A Study of Exporting Companies in the People’s Republic of China” presents the result of a study that was designed to identify factors in the product development process that differentiate successful product export ventures from unsuccessful product export ventures. The findings of the Ogunmokun and Li study suggest that organizations with successful product export ventures compared to organizations with unsuccessful product export ventures are more likely to have a thorough business analysis, conduct preliminary market assessment, understand the market potential as well as assess customer purchase intentions. Successful product export ventures compared to unsuccessful product export ventures are also more likely to have senior management support and have adequate resources for the development of export products; have in-house and market testing of the export

products; target the right customers with promotion and advertising during the launching stage; and, have a detailed written description of the concept after the idea was accepted.

The final article is by Julian and O’Cass and it extends their 2003 work published in the European Journal of Marketing. This paper entitled “The Antecedents of Export Marketing Performance: An Australian Perspective” examines the direct effect of firm-specific characteristics, market characteristics, product characteristics, export marketing strategy and marketing orientation on the export marketing performance of Australian export market ventures. This Julian and O’Cass paper considered a comprehensive set of potential determinants of export marketing performance and the unit of analysis was the individual product-market export venture. Data were gathered via a mail survey of firms exporting from Queensland, Australia. The firms comprising the sample came from a wide cross section of industries including agriculture, mining, light industries, metal-working, electronics, chemical and the services industries. The study’s findings suggest that export marketing strategy, firm-specific characteristics and market characteristics are the significant determinants of export marketing performance for Australian export market ventures.

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Dr. Craig Julian  
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