The Influence of Internet Usage on Export Performance: A Knowledge-Based Perspective

Work in Progress

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ABSTRACT

The Internet has changed the ways in which companies can compete on a global scale. By means of information exchange via websites, e-mails, intranets and other Internet-related technologies, communication within as well as between firms has not only become faster and more convenient, but increasingly takes place on an international level. The authors offer a conceptual model linking firms’ Internet capabilities and (long and short term) export performance and examine the role of marketing strategy in this relationship from a knowledge-based perspective on the firm. The paper presents the research design of an empirical study among Portuguese and Dutch small and medium-sized exporting companies.

INTRODUCTION

Worldwide investments in information and communication technology exceeded $2 trillion in 2000, and it has been estimated that these expenditures had been growing around 8% annually during the 90s, or more than twice the rate of the global economy (de la Torre and Moxon 2001). In the US, the contribution of ICT investments to GDP growth almost doubled from 1995 to 2002 and increased to more than 0.8 percentage points (OECD 2005). Although the ICT revolution has not been as expected, it becomes evident that investments in IT have the potential to change the ways in which business is conducted and on how enterprises perform.

It is widely acknowledged that the Internet has significantly decreased the barriers of market-oriented internationalization, especially for small and medium-sized enterprises. For exporting companies, the Internet has created affordable or even free opportunities for international data collection, foreign retailer selection, fast global communication and sales. As a communications tool, for example, it can help to build and maintain effective and
efficient communications with foreign customers, distributors, and suppliers and facilitate international exchanges. Furthermore, the Internet can also help to process information and can therefore act as a market intelligence tool that links firms and the external environment. Using the Internet for marketing intelligence enables firms to access information about overseas markets with higher speed and at lower cost. Search engines and electronic surveys provide useful tools for retrieving information on foreign markets (Loane, McNaughton and Bell 2004). These changes make clear that the Internet also heavily impacts firms’ internationalization strategies. However, to the best of our knowledge only a limited amount of studies have been reported that examined the Internet as a possibility for exporters to serve international markets (e.g., Morgan-Thomas and Bridgewater 2004). Nevertheless, the export marketing literature has long pinpointed to the need for research on the effect the Internet on SME internationalization strategies and export performance (e.g., Hamill and Gregory 1997; Samiee 1998; de la Torre and Moxon 2001).

The knowledge-based theory (KBT) of the firm builds upon the central assumption that stocks and flows of relevant knowledge within the firm have significant explanatory power over organizational performance (Conner and Prahalad 1996; Conner 1991; Grant 1996). In this respect, the Internet may accelerate not only the knowledge acquisition process, but also facilitate the internalization as well as the usage of accumulated expertise. In this respect, the firm is regarded as an institution for knowledge application and the emphasis is on stressing the importance of organizational context in knowledge creation and integration. However, organization theory so far suffers from a lack of a carefully integrated and widely accepted theory of coordination (Grant 1996). While various mechanisms for knowledge integration such as rules and directives or routines are available to firms for integrating individuals’ specialized knowledge, the extent to which knowledge can finally be operationalized is dependent upon the stock of common knowledge. Common knowledge is
shared knowledge and is created when the organizational members’ individual knowledge sets intersect. Its primary role consists of bringing people together by way of mechanisms such as language and to spread specialized knowledge across the organization. Since the Internet facilitates information flow and communication, it could facilitate to generate and operationalize common knowledge (Teigland and Wasko 2003). Moreover, KBT argues that relevant knowledge mainly materializes through effective capabilities and strategies. One of the most important characteristics of common knowledge represents its broad scope, which makes it inimitable to competition and hence underscores its importance as a source to competitive advantage. However, firms can only manage common knowledge when they possess the capabilities to embed diverse types of specialist knowledge and by clarifying its strategic importance to the firm.

The export marketing literature has highlighted the importance of particular resources and capabilities (Cavusgil and Zou 1994) and shown that these internal assets can lead to positional advantages in export markets (Morgan, Kaleka and Katsikeas 2004). Thus, international marketing research has increasingly incorporated a resource-based perspective by pinpointing to the need of investigating firms’ assets and capabilities and their effect on international performance (e.g., Bartlett and Ghoshal 1991; Collis 1991; Prahalad and Hamel 1990; Tallman 1991). Although it has therefore acknowledged that internal organizational factors represent important determinants of strategy and performance, recent studies have shown that there is little research on knowledge and its effect on export performance (Ling-yee 2004). However, knowledge represents the most important strategic resource firms possess and therefore needs particular attention (Grant 1996).

In line with the evolution in the literature, the focus of the present study is on three research questions: (1) How can SMEs use their Internet capabilities to improve their export marketing capabilities and market knowledge?, (2) How do Internet capabilities, export
marketing capabilities and market knowledge influence SMEs’ export marketing strategies, and (3) To what extent mediate marketing strategies the relationship between Internet usage, market knowledge, and export marketing capabilities, on the one hand, and export performance, on the other?

The remainder of this paper is divided in five sections. The following section reviews relevant literature on knowledge in relation to the Internet. It goes on with showing the importance of marketing strategies for SMEs in the context of Export performance. In a next section, we present a conceptual model that contributes to the extant literature in three ways. First, we integrate different types of export market knowledge (Morgan, Zou, Vorhis and Katsikeas 2003) as antecedents of a classic export marketing performance model (Morgan et al. 2004). Secondly, we adopt communication and information management as a core mediating capability. In this respect, special attention is devoted to the Internet. Thirdly, we acknowledge both short and long term performance effects of knowledge-related antecedents. The final section discusses the research design of this study.

LITERATURE REVIEW

Irrespective of whether internationalization evolves gradually or not (Johanson and Vahlne 1977), internationalization means that firms increase their involvement in international operations (Korhonen, Luostarinem and Welch 1996) and have to adapt their operations (strategy, structure, resources, etc.) to international environments (Calof and Beamish 1995). In case internationalization takes place in a non-incremental way, this becomes even more relevant. Thus, to be successful on an international level, the development of knowledge about foreign markets and operations and increasing commitment of resources to foreign markets are always required (Moen and Servais 2002).
Knowledge-based theory posits that knowledge exists as an individual-level as well as an organization-level phenomenon (e.g. Cohen and Levinthal 1991). At both the individual and organizational levels, export market knowledge can be experiential and informational knowledge. Accordingly, at the individual level, experiential knowledge addresses the accumulated learning of individuals that allows them to perform relevant exporting tasks. Besides, experiential knowledge, also referred to as procedural or know-how knowledge also exists at the organization-wide level. For example, the international orientation of a company’s culture or its international experience can determine export market knowledge. Moreover, informational knowledge, which can also be described as factual knowledge or knowing what, refers to understanding tasks relevant to adapt strategic goals to its export market environment. This kind of knowledge exists also at the individual and organizational level, depending on whether the knowledge serves as input for either individual or venture-level choices. This distinction, however, between experiential and informational knowledge is not always straightforward in the literature and sometimes the terms are used interchangeably. Several researchers (e.g., Autio, Sapienza and Almeda 2000; Eriksson, Johanson, Majgard and Sharma 1997) specify experiential knowledge as knowledge about foreign business practices, which can be applied for managing foreign competition. This definition is similar to the one of market knowledge and thus informational knowledge above. Morgan et al. (2003) reveal that experiential knowledge at the individual and organizational levels as well as informational knowledge at the organizational level are all important elements of the knowledge base of export ventures. Knowledge can be expected to impact international performance in that internationalizing firms must understand, share, and assimilate new knowledge (Autio et al. 2000). Subsequently, the authors decided to stress both the individual and organization components of knowledge, since only the existence and alignment of both
elements contribute to the development of common knowledge, hence competitive advantage and growth.

While knowledge is a resource, capabilities transform resources. Specifically, they entail the deployment of resources and evolve over time through combined effects of deliberate, permanent firm-specific investments and learning-by-doing (Ethiraj, Kale, Krishnan and Singh 2005). Besides, other important characteristics of capabilities are first that they are context-specific and secondly if improvements in capabilities can be achieved, project profitability will be a likely outcome. In this study, two different types of capabilities are included, namely Internet and export market capabilities.

The Internet and related technologies alone cannot generate advantages to firms. It is essential that the company has the knowledge and skills to retrieve the benefits, which could be derived from incorporating Internet into firms. First, better export performance cannot be solely derived from access to the Internet or developing a Web site. As an increasing number of firms are acquiring the necessary skills and technology to connect to the WWW, competitive advantage is acquired through the skillful and proprietary ways in which this technology is deployed (Morgan et al. 2003). For this reason, the focus of this paper will not only be on the mere technologies and IT-related resources which companies possess, but rather on the Internet capabilities they possess in this respect. This distinction is necessary in order to shed light on the ways in which firms use the Internet rather than describing the status quo of existing technologies and resources.

*Strategy and Marketing Strategy*

There exist a variety of marketing strategies SMEs could consider as strategies for international growth and development. Although many research studies agree on the influence of global marketing strategy on firm performance, there does not exist one consistent
definition of global marketing strategy. Zou and Cavusgil (2002) explain that there exist three different kinds of perspectives of global marketing strategy. First, the standardization perspective sees standardization of the four P’s as a key to achieve efficiency, consistency, and transfer of ideas. Secondly, the configuration-coordination perspective aims at reaching efficiency and synergies by means of concentration and coordination of value-chain activities. Third, according to the integration perspective competitive moves should be aligned and global markets entered in order to achieve effectiveness in competition and competitive leverage. Based on these perspectives, Zou and Cavusgil (2002) forward a broad and encompassing definition of global marketing strategy. Subsequently, global marketing strategy implies the extent to which a company globalizes its marketing behaviors in diverse countries by way of standardizing the marketing mix components, concentration and coordination of marketing activities, and incorporation of competitive decisions across different markets.

MODEL

In the following section, the authors develop a conceptual model, which will clarify once more the line of reasoning guiding this research paper. For this reason, this section starts with a section about the links between knowledge and capabilities, continues with revealing relationships to marketing strategy and lastly ends with showing the effects on short-and long term export performance.

Independent Variables

Internet Capabilities. Internet capabilities consist of two sub-constructs. On the one hand, e-commerce capabilities identify company-level capabilities. On the other, technological competence relates to technological level capabilities. Regarding the latter, the
focus will be on a second-order construct embracing three sub-constructs, namely IT infrastructure, Internet skills, and finally e-business know-how (Zhu, Kraemer and Xu 2003; Zhu and Kraemer 2002). IT infrastructure refers to technologies that enable Internet-related businesses and thus provides the platform on which e-business can be generated. Next, Internet skills consist of employees’ skills of using the Internet and related technologies thus refers to the technical skills to develop e-business applications. Finally, e-business know-how comprises executives’ expertise of managing e-businesses. Further, the E-commerce capabilities construct captures four key dimensions: information, transaction, interaction and customization as well as supplier connections. In total, 20 variables are used, which reflect key strengths of Internet technologies: companies’ ability to provide informational, transactional, interactive capabilities to customers and suppliers across time and space (Zhu and Kraemer 2002). Together with supplier-related variables, the E-commerce measures are believed to represent a common set of E-commerce capabilities associated with typical business in an average company. Collectively, they serve as a proxy of E-commerce capabilities at an organization-wide level.

*Market Knowledge.* Knowledge-based theory posits that knowledge exists as an individual-level as well as an organization-level phenomenon (e.g. Brown and Duguid 1998; Cohen and Levinthal 1991). As has been explained above both individual and organization knowledge are regarded as important antecedents to the generation of competitive advantage and growth. Morgan et al. (2003) reveal that experiential knowledge at the individual and organizational levels as well as informational knowledge at the organization level are particularly important elements of the knowledge base of export ventures. Thus, export market knowledge is measured as a second-order model consisting of three sub-constructs: Experiential Knowledge (Individual level), Experiential Knowledge (Organizational level), and Informational Knowledge (Organizational level).
**Export Marketing Capabilities.** The resource-based view indicates that capabilities available to export ventures have a direct effect on firms’ export marketing strategies. Three important types of capabilities, informational, relationship building, and product development capabilities can be distinguished (Morgan et al. 2004). While Informational Capabilities refer to the acquisition and dissemination of information about customers, competitors, channels, and the broader export market environment, Relationship-building capabilities include understanding and response to export market requirements. Finally, Product Development Capabilities involve product modification and product development.

There have been few studies addressing Internet capabilities in addition to export marketing capabilities and market knowledge (Morgan et al. 2003). However, the Internet has indeed the potential of resolving some long-standing problems associated with exporting. The Internet could enhance not only information acquisition but also facilitate market access, thus spur experiential, market knowledge, and export marketing capabilities (Samiee 1998). In line with the literature (e.g., Zhu and Kraemer 2002), Internet capabilities should have a positive effect on both the firm’s market knowledge and export marketing capabilities. Therefore, we expect that Internet capabilities positively influence a firm’s market knowledge and export marketing capabilities:

**Hypothesis 1.a:** Internet Capabilities will positively affect an SME’s stock of Market Knowledge.

**Hypothesis 1.b:** Internet Capabilities will positively affect an SME’s Export Marketing Capabilities.
Strategy. A distinction between three generic business strategies will be made: cost leadership, product differentiation, and services differentiation (Morgan et al. 2004). The selection of these strategies is based on the results of a number of empirical studies verifying a strong link to growth and international performance (Zou and Cavusgil 2002; Johansson and Yip 1994). There exist a variety of marketing strategies SMEs could consider as strategies for international growth and development, but especially differentiation and focus strategies have been shown to contribute to successful performance and international growth (Kuhn 1982; Porter 1980). This link can be explained by referring to some typical characteristics of SMEs (O’Gorman 2001). First, they frequently rely on a few main customers, and, secondly, they face a limited amount of competitors. Subsequently, qualitative competitive factors such as personalized service are more essential to them than price or cost factors. Furthermore, innovation plays a key role in stimulating the distinctiveness that drives the differentiation strategy pursued by successful SMEs (Buzzell and Gale 1987; Clifford and Cavanagh 1984). SMEs that are technically more sophisticated or technologically more innovative are likely to grow faster (Boeker 1989). These findings underline the critical mediating role of marketing strategies and marketing differentiation in transforming Internet capabilities into higher export performance.

Where lack of size or financial resources impede success, which is especially the case with SMEs, the Internet can often overcome the disadvantages. Utilization of the Web’s
potential in strategic export planning can help in export planning and strategy formulation (Hamill 1997). Typical disadvantages of SMEs such as resource constraints lack of appropriate strategic planning and difficulties in expanding market share (Fletcher, Bell and McNaughton 2004) could hence be overcome by the Internet.

For instance, by building different, inter-organizational systems on the Internet to facilitate and support inter-organizational relationships, small businesses can assist each other to access potential markets which would otherwise require expensive market research and communications campaigns. Given that marketing has been observed as a major weakness in small enterprises (Carson and Cromie 1990) such relationship-based networks are reported to have a significant role in furthering marketing activities for their memberships (Knight 1997; Knight and Cavusgil 1996). Based on these arguments, we expect that SMEs that possess Internet capabilities will tend to use marketing differentiation strategies. Additionally, in line with the preceding hypotheses, we expect that this effect be partially mediated by market knowledge and export marketing strategies.

**Hypothesis 2a:** The extent to which an SME disposes of Internet Capabilities positively affects the degree to which they apply export marketing strategies.

**Hypothesis 2b:** An SME’s Market Knowledge and Export Marketing Capabilities partially mediate the relationship between Internet Capabilities and export marketing strategies in a positive way.

**Hypothesis 2c:** An SME’s Market Knowledge has a positive effect on the extent to which export marketing strategies are formed.

**Hypothesis 2d:** An SME’s Export Marketing Capabilities have a positive effect on the extent to which export marketing strategies are formed.
**Model, Part II (Research Question 2):** Internet Capabilities Export Marketing Capabilities and Market Knowledge their Influence on Export Marketing Strategies.

**Dependent Variables**

*Strategy and Export Performance.* It is currently unclear in how far the marketing function can contribute to better export performance by implementing adequate strategies. Competitive strategy could mediate the relationship between an export venture’s available capabilities and its positional advantage by determining (1) how well available capabilities are matched with market requirements (Teece, Pisano and Shuen 1997), (2) the appropriateness of planned resource and capability allocations, and (3) the quality of strategy implementation (Day and Wensley 1988). Thus, our theoretical model posits that the strategic choices about how the venture will compete for target customers mediate linkages among available resources/capabilities and the export performance achieved by the export venture (Conner 1991).

In this respect, export performance will be measured from both a short- and long-term perspective. First of all, we adopt a measurement scale for short-term export performance
from Lages and Lages (2004) that incorporates (1) satisfaction with short-term performance improvement (2) short-term exporting intensity improvement, and (3) expected short-term performance improvement over a one-year period. For instance, satisfaction with short-term performance improvement is defined as a compound psychological variable that assesses the effectiveness of a marketing program in terms of its sales, profitability, and market share, as well as its overall performance from one year to the next. It covers managers’ beliefs about how well they are meeting their exporting goals in addition to some objective measures of export performance such as market share in the importing market. Besides, short-term exporting intensity improvement assesses managers’ perceived change in the importance of the exporting activity to a firm’s overall performance from one year to the next. Expected short-term performance improvement captures criteria such as export sales volume and export profitability. Export performance in the long run is based on the EXPERF scale (Zou, Taylor and Osland 1998) and will focus on performance of an export venture along three key dimensions: financial and strategic performance of the export venture and the firm’s satisfaction with the export venture. This approach is also suggested by Steward and McAuley (2000), who stress the importance of developing a paradigm explaining associations between the nature of export stimuli and export performance as a multidimensional construct, which incorporates both strategic and financial aspects.

Testing this mediator role of strategy will serve for addressing the last and most important research question. On the one hand, the effect of Internet usage and other resources and capabilities on Export marketing strategies will be examined, on the other hand, links between Export Marketing Strategies and Export Performance will be analyzed. Although some past research studies (e.g. Aaby and Slater 1989) have already shown that strategy interacts with both external and internal factors to the firm in determining export strategy, these relationships still need to be investigated together with Internet capabilities. Only
limited scholarly research has been devoted to understanding the role of the Internet in the context of some of the major streams of marketing research and international marketing (Prasad, Ramamurthy and Naidu 2001), but they mostly expect that the development of marketing strategies could be facilitated by Internet capabilities and finally contribute in this way to better export performance (Liyanage and Poon 2003).

Based on the findings from studies in the internationalization literature, the following hypotheses have been derived and will be tested in order to answer the last research question:

**Hypothesis 3a:** The relationship between an SME’s Internet Capabilities and its Export Performance is mediated in a positive way by the extent to which it makes use of marketing differentiation strategies.

**Hypothesis 3b:** The relationship between an SME’s Market Knowledge and its Export Performance is mediated in a positive way by the extent to which it makes use of marketing differentiation strategies.

**Hypothesis 3c:** The relationship between an SME’s Export Marketing Capabilities and its Export Performance is mediated in a positive way by the extent to which it makes use of marketing differentiation strategies.
Model, Part III (Research Question 3): Marketing Strategies mediate the Relation between Internet Usage, Market Knowledge, and Export Marketing Capabilities, and Export Performance.

RESEARCH DESIGN

In this section we discuss the research design of this study. Data collection has been finished and we are currently analyzing the outcomes. Therefore, this preliminary version of the working paper only describes the data collection and respective measures used. A final version will additionally comprise both an analytical section in which the results will be outlined and a discussion section in which implications will be provided.

Data Collection

The data collection in both the Netherlands and in Portugal was conducted in the period of November 2004 until February 2005. The steps in the data collection were carried out in reference to several export studies in the same area and accordingly aligned in order to ensure corresponding courses of action (Morgan et al. 2004; Morgan et al. 2003).
Netherlands. A random sample from the Dun & Bradstreet database of 1853 Dutch manufacturing firms that were involved in exporting and that employed between 50 and 1000 full-time personnel was drawn. We contacted the firms by telephone to first of all identify the firms that had export venture activities for at least three years and had a website. Furthermore, the phone calls enabled us to identify an appropriate key informant for the study (such as an export or marketing manager), collect his e-mail address and to ask the firm for participation in the research project. After multiple telephone calls, we identified 913 companies who were responsible for at least one specific export venture, who met the key export-related requirements, and who were willing to complete our survey. Of the 940 firms excluded in this process, 44 could not be contacted because of incorrect contact details, 295 did not meet export-related requirements, 48 did not meet Internet-related requirements, 10 had ceased operations entirely, 155 had no interest, 55 did not have time, 33 reported a corporate policy of nonparticipation in surveys, 69 were not willing to give contact information of the export manager, and 35 gave other reasons.

An invitation including the link to the online questionnaire was mailed to each of the 913 key informants. Respondents were asked to provide information for one specific export venture of the firm in which one product had been exported to one foreign country for at least three years. This enabled us to collect data on established export venture activities, which is essential in studying export venture performance (Cavusgil and Zou 1994). The initial e-mailing and one reminder produced 225 responses. Of these, 4 failed our informant competency tests (discussed subsequently), 14 had excessive missing data (missing responses on three or more items on any single scale. These responses all were dropped from subsequent analysis, leaving a data set that comprised observations from 207 export ventures, for a response rate of 23%.
Portugal. The data collection in Portugal largely corresponded to the procedure set up in the Netherlands, which has been illustrated in the preceding section. In Portugal, a random sample from three different databases was drawn, namely Dun & Bradstreet, Exportinfo 2000, and Portrade 2000/2001. Subsequent to phone calls to 1025 companies, which were identified in the same way as their Dutch counterparts, 736 e-mails could be sent out. These invitations and one reminder produced 122 key informants. Thus, 282 firms were excluded because they did not fulfill the above-mentioned prerequisites. To be precise, 78 did not conform to either export-or Internet-related requirements, 92 had other reasons for non-participation, and finally 112 had incorrect contact details. Of these, 2 failed our informant competency tests (discussed subsequently), 5 had excessive missing data (missing responses on three or more items on any single scale. These responses all were deleted before the data analysis, leaving a data set that comprised observations from 115 export ventures, for a response rate of 16%.

Measures

The study uses a combination between fieldwork and literature-based insights to specify the domain of each of the different constructs. A preliminary survey instrument was developed and then evaluated by several academic researchers in international marketing and competitive strategy who served as expert judges to assess face validity. Next, to evaluate individual item content, clarity of instructions, and response format, we pre-tested the revised format in a series of face-to-face settings with export venture managers. After that, the survey was further refined by way of the feedback. The final questionnaire used multi-item measures with seven-point scales to measure all constructs. The measurement scales used for this study were drawn from top journals in the marketing and strategy fields, and were checked for adequacy in terms of reliability and validity. An overview of the constructs, their respective items, reliability estimates, and references is given in Table 1 in Appendix A.
Response Bias

To assess potential nonresponse bias, we compared early and late respondents with respect to various firm characteristics, including number of full-time employees, number of years the company has a website, and annual sales volume. We detected no significant differences between early and late respondents. We concluded that nonresponse bias was not a significant problem in our data. Furthermore, an investigation of key demographic characteristics of all the export ventures in our data set confirmed the representativeness of the sample. A majority of these companies export industrial products (59.5%), have between 50 and 250 employees (70.8%), export to Germany (19.2%), the UK (11.5%), France (10.2%), Spain (9.8%), and the USA (9.0%). Besides, 53% report an annual sales volume of 5 to 30 million EURO, possess much to considerable business experience (75.7%) and dispose of a website for more than three years (79.5%).
REFERENCES


# APPENDIX A

Table 1 – Variables, Measurement Scales, Reliabilities, and References

<table>
<thead>
<tr>
<th>Variable</th>
<th>Source</th>
<th>Reliability (α)</th>
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<tbody>
<tr>
<td><strong>Internet Capabilities</strong></td>
<td></td>
<td></td>
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<tr>
<td>• E-Commerce Capabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Information</td>
<td>Zhu &amp; Kraemer, 2002</td>
<td>0.66</td>
</tr>
<tr>
<td>o Transaction</td>
<td></td>
<td>0.93</td>
</tr>
<tr>
<td>o Interaction</td>
<td></td>
<td>0.84</td>
</tr>
<tr>
<td>o Supplier Connection</td>
<td></td>
<td>0.70</td>
</tr>
<tr>
<td>• Technology Competence</td>
<td>Zhu, Kraemer, &amp; Xu, 2003</td>
<td></td>
</tr>
<tr>
<td>o IT Infrastructure</td>
<td></td>
<td>0.90</td>
</tr>
<tr>
<td>o Internet Skills</td>
<td></td>
<td>0.97</td>
</tr>
<tr>
<td>o E-business know-how</td>
<td></td>
<td>0.63</td>
</tr>
<tr>
<td><strong>Market Knowledge</strong></td>
<td>Morgan et al., 2003</td>
<td></td>
</tr>
<tr>
<td>• Individual Experiential Knowledge</td>
<td></td>
<td>0.80</td>
</tr>
<tr>
<td>• Venture Experiential Knowledge</td>
<td></td>
<td>0.74</td>
</tr>
<tr>
<td>• Venture Market Informational Knowledge</td>
<td></td>
<td>0.81</td>
</tr>
<tr>
<td><strong>Export Marketing Capabilities</strong></td>
<td>Morgan et al., 2004</td>
<td></td>
</tr>
<tr>
<td>• Informational</td>
<td></td>
<td>0.87</td>
</tr>
<tr>
<td>• Relationship Building</td>
<td></td>
<td>0.85</td>
</tr>
<tr>
<td>• Product Development</td>
<td></td>
<td>0.84</td>
</tr>
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## Management Support for Integration

Song, X.M., Xie, J., & Dyer, B., 2000

<table>
<thead>
<tr>
<th>Score</th>
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<td>0.81</td>
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## Export Marketing Strategy

Morgan et al., 2004

- Cost Leadership: 0.71
- Marketing Differentiation: 0.81
- Service Differentiation: 0.76

## ST Export Marketing Performance

Lages & Lages, 2002

- Service Differentiation Satisfaction with short-term performance improvement: 0.95
- Short-term Exporting Intensity Improvement: 0.90
- Expected Short-Term Performance Improvement: 0.94

## LT Export Marketing Performance

Zou, Taylor, & Osland, 1998

- Financial: 0.84
- Strategic: 0.89
- Satisfaction: 0.92

## Competitive Pressure

Morgan et al., 2004

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