

**Investigating the Relationship Between Export Strategic Orientation,
Marketing Strategy, Competitive Advantage and Market Performance**

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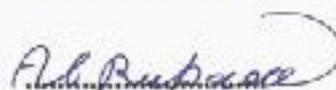
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Gracious and the most Merciful
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DEDICATION

I would like to dedicate this manuscript to all those who have helped me to further my education, whether through action, words or prayers.

I dedicate this to my brother, Anwar, who has always shown me that hard work can never go to waste.

I dedicate this to my sisters, Maysa, Arriege, Mouluke, Nour, Farah and Rahaf, in the hopes that Allah (SWT) will always guide them on the right path.

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Abstract

Investigating the Relationship Between Export Strategic Orientation, Marketing Strategy, Competitive Advantage and Market Performance

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This study was conduct using a sample of 61 exporting firms in Jordan from various industries including food and beverage, cosmetics, pharmaceuticals. wood and steel works. The purpose of the study was to investigate the direct effect of export strategic orientation on marketing strategy, competitive advantage, and market performance. The study also researched the indirect effects of export strategic orientation on market performance through marketing strategy and competitive advantage; and the effect of marketing strategy and competitive advantage on market performance. It was found that strategic orientation does not have a direct effect on marketing strategy and competitive advantage but it does have an indirect effect on performance through the strategic orientation-marketing strategy-performance relationship and the strategic orientation-competitive advantage-performance relationship.

Chapter 1

General Framework of the Study

(1-1): Introduction

(1-2): Study Problem and Research Questions

(1-3): Importance of the Study

(1-4): Objectives of the Study

(1-5): Hypotheses of the Study

(1-6): Study Model

(1-7): Study Limitations

(1-8): Study Determinants

(1-9): Operational Definitions

1-1: Introduction:

Of the many different business practices conducted across national borders; licensing, joint ventures, turnkey operations, management contracts, etc. the most well-known and practiced method of entering foreign markets is exportation (Czinkota and Ronkainen, 2007). Exportation accounts for a huge contribution to the world economy and accounts for 25% of the world's GDP (World Bank, 2008). Many developed countries of the world have proposed bilateral free trade agreements to develop economic growth, create resource exchange systems and push forward foreign policy with developing nations such as those in the Arab world and African nations (Falade-Obalade and Arora, 2012).

Previous studies have been conducted to examine the relationship between strategic orientation and/or competitive advantage and/or marketing strategy and/or market performance in the context of exportation in developed nations. Cadogan, Diamantopoulos & Siguaw (2002) studied the effect of export market-oriented activities on market performance and found that EMO activities positively influenced performance..Murray, Goa and Kotabe (2010) the internal processes through which market orientation influences performance in export markets.. Leonidou, Palihawadana and Theodosiou (2011) researched the effect of national export-promotion programs on strategy, competitive advantage, and performance. They found that the resources and capabilities realized through export – promotion strategies positively impacted export marketing strategy and in turn, gained competitive advantage.

Very few studies, however, have been conducted in developing countries, such as Jordan, despite the fact that Jordan ranks 72nd among the world's countries in exportation (Falade-Obalade and Arora, 2012). Jordan, in its proactive role as economic mediator between its arab counterparts , has also served as the foremost leader in free trade agreements among middle eastern nations, by possessing more free trade agreements with its neighbors and developed countries than any other country in the region (Rosen, 2004; Falade-Obalade and Arora, 2012).

1-2: Study Problem and Research Questions:

The exporting sector in Jordan currently trades with the U.S, Iraq, India, U.A.E , and Saudi Arabia (Falade-Obalade and Arora, 2012). Jordan exports many products to other nations but mainly food, clothing and textiles, pharmaceutical products and cosmetics. Although free trade agreements have contributed to an economic boost in the export sector, worldwide recession has led to a decline in Jordanian product exportation, particularly the textile and clothing industry in the U.S, from the years 2007-2010 (Falade-Obalade and Arora, 2012).

The study problem researches how exporting companies' strategic orientations are internationally and market orientated, such that the organizational culture of Jordanian exporters encourages exploration of export opportunities, and whether or not firms in Jordan follow strategies, that lead to successful export ventures.

Most studies have been conducted in Western countries in developed economies, while very few studies have been conducted in the Middle East, particularly Jordan.

Previous studies showed that strategic orientation highly influenced marketing strategy and competitive advantage in exporting firms. The study investigates the effects of strategic orientation (international and market) on competitive advantage, marketing strategy and market performance in Jordanian exporting companies.

The research problem can therefore presented in the following questions:

- To what extent does export strategic orientation have a direct effect on export marketing strategy in Jordanian export companies?
- To what extent does export strategic orientation have a direct effect on export competitive advantage in Jordanian export companies?

- To what extent does export marketing strategy have a direct effect on export competitive advantage in Jordanian export companies?
- To what extent does export marketing strategy have a direct effect on export market performance in Jordanian export companies?
- To what extent does export competitive advantage have a direct effect on export market performance in Jordanian export companies?
- To what extent does export strategic orientation have a direct effect on export market performance in Jordanian export companies?
- To what extent does export strategic orientation have an indirect effect on export competitive advantage through export marketing strategy in Jordanian export companies?
- To what extent does export strategic orientation have an indirect effect on export market performance through export marketing strategy in Jordanian export companies?
- To what extent does strategic orientation have an indirect effect on export marketing performance through export marketing strategy and competitive advantage in Jordanian export companies?

1-3: Importance of the Study:

Exporting is found to be one of the most popular methods to entering foreign markets due requirements of minimal resources, involving lower risks and allowing for greater strategic flexibility (Czinkota and Rokainen, 2007). Strategic orientation of a firm is found to positively affect the market performance of firms (Kirca, Jayachndran and Bearden, 2005). Despite previous studies, not much research has been contributed to the topic of strategic orientation and its effects on performance. This study will contribute to the topic of strategic orientation and its effect on competitive advantage, marketing strategy, and market performance in exporting companies in Jordan in the following ways:

- 1- The current study will shed light on the importance of implementing exporting companies' international and market strategic orientation and how the practices adopted affect firms' market performance.

- 2- The study will show why it is important to adopt international strategic orientation, such as organizational culture, in order to successfully compete with rival foreign competitors.
- 3- The current study will show how exporting companies' marketing strategies are essential to sustaining firm's competitive advantage in order to achieve superior market performance.
- 4- Information will be contributed to the study of strategic orientation, competitive advantage, marketing strategy and market performance for the use of exporting firms.

1-4: Objectives of the Study:

The study aimed to study the effects of export strategic orientation on marketing strategy, competitive advantage, and market performance in exporting companies in Jordan.

The objectives are stated as:

- Examine the direct effect of export strategic orientation on export marketing strategy among Jordanian export companies.
- Examine the direct effect of export strategic orientation on export competitive advantage among Jordanian export companies.
- Examine the direct effect of export marketing strategy on export competitive advantage among Jordanian export companies.
- Examine the direct effect of export marketing strategy on export market performance among Jordanian export companies.
- Examine the direct effect of export competitive advantage on export market performance among Jordanian export companies.
- Examine the direct effect of export strategic orientation on export marketing performance among Jordanian export companies.
- Examine the indirect effect of export strategic orientation on export competitive advantage through export marketing strategy.

- Examine the indirect effect of export strategic orientation on export market performance through export marketing strategy.
- Examine the indirect effect of strategic orientation on export - marketing performance through export marketing strategy and competitive advantage as mediators.

1-5: Hypothesis of the Study:

The following hypothesis were proposed for the study:

- H1: Export strategic orientation has a positive direct effect on export marketing strategy among Jordanian export companies at level ($\alpha \leq 0.05$).
- H2: Export strategic orientation has a positive direct effect on export competitive advantage among Jordanian export companies at level ($\alpha \leq 0.05$).
- H3: Export marketing strategy has a positive direct effect on export competitive advantage among Jordanian export companies at level ($\alpha \leq 0.05$).
- H4: Export marketing strategy has a positive direct effect on export market performance among Jordanian export companies at level ($\alpha \leq 0.05$).
- H5: Export competitive advantage has a positive direct effect on export market performance among Jordanian export companies

at level ($\alpha \leq 0.05$).

- H6: Export strategic orientation has a positive direct effect on export market performance in Jordanian export companies

at level ($\alpha \leq 0.05$).

- H7: Export strategic orientation has a positive indirect effect on export competitive advantage through export marketing strategy

at level ($\alpha \leq 0.05$).

- H8: Export strategic orientation has a positive indirect effect on export market performance through export marketing strategy at level

($\alpha \leq 0.05$).

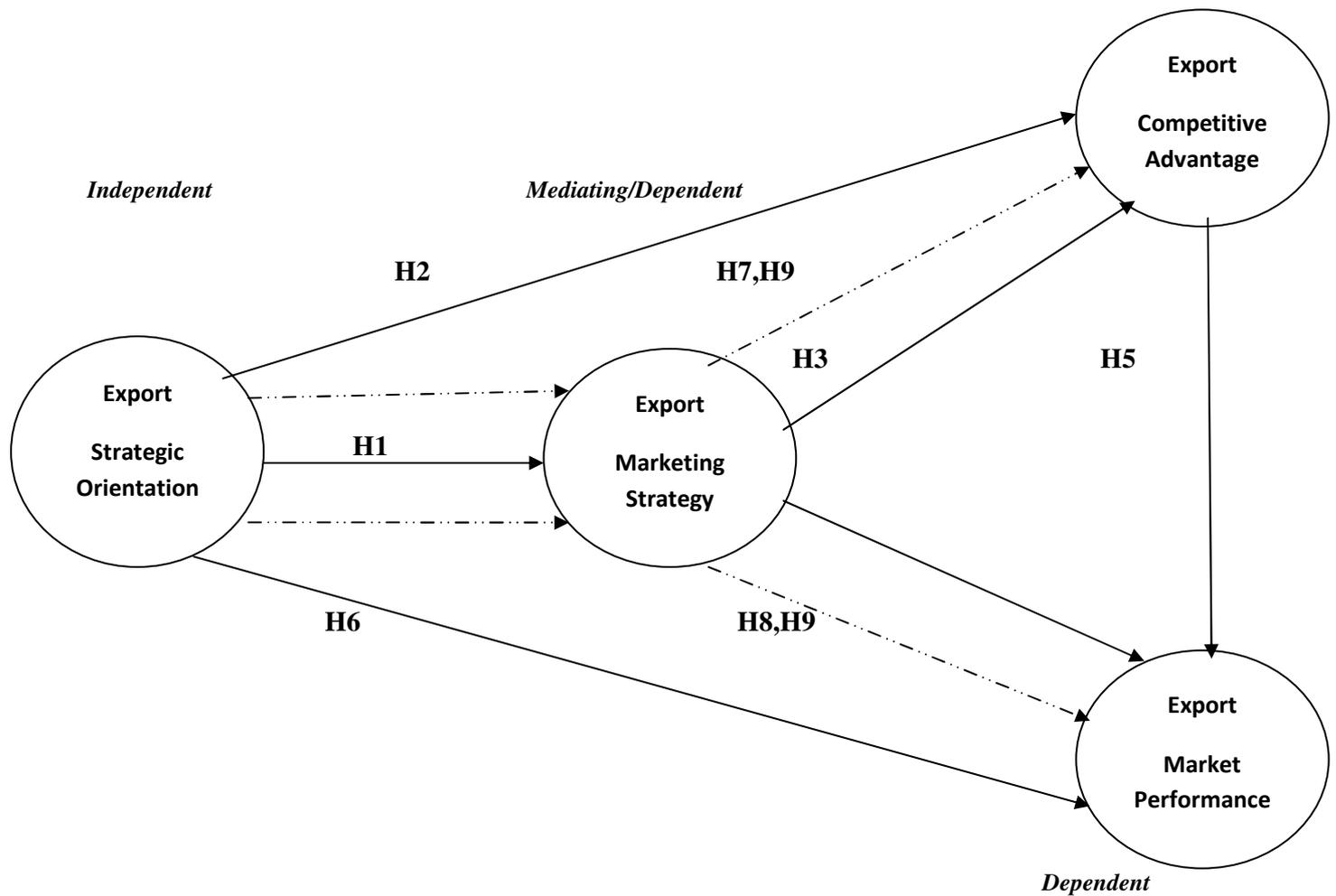
- H9: Export strategic orientation has a positive indirect effect on export market performance through export marketing strategy

and export competitive advantage as mediators at level ($\alpha \leq 0.05$).

1-6: Study Model:

Figure (1-1) represents the study model where export strategic orientation is the independent variable, export competitive advantage and export marketing strategy are the mediators as well as dependent variables and export market performance is the independent variable.

Figure 1.1:

Mediating/Dependent

1-7: Study Limitations:

1- Place Limitations: The place limitations of the study are represented by the population of exporting firms of Jordan as provided by the Jordanian Exporter Association.

2- Time Limitations: The time period of this study was from December, 2013 till January, 2014.

3- Human Limitations: The study was distributed to the managers of marketing and exporting departments and CEOs of various marketing companies located in Jordan.

1-8 Study Determinants:

- 1- The study was conducted among Jordanian exporting companies, therefore the results of this study pertain to these firms practicing exportation.
- 2- The variables of this study include export strategic orientation, export marketing strategy, export competitive advantage and export market performance.
- 3- The study was exclusively related to the information provided by CEOs and departments (marketing and exporting) of exporting firms in Jordan.

1-9 Operational Definitions:

Export Strategic Orientation:

The firm's strategic orientation is their direction in creating and adopting behaviors in order to achieve organizational goals (Gatignon and Xebreb, 1997)/

Strategic orientation measures include market orientation and international orientation. Market orientation is a firm's commitment to achieving organizational objectives. International orientation is the firm's foreign activities and what steps are taken to encourage these activities (Sorensen and Madsen, 2012).

Export Marketing Strategy:

Export marketing strategy is defined as product, price, distribution, logistics, and promotional elements that allow the firm to respond to the forces shaping the overseas market and meet its export objectives (Leonidou, Katsikeas, and Samiee, 2002).

Marketing strategy measures include product strategy, pricing strategy, distribution strategy, promotion strategy and how they are adapted for foreign markets. Product strategy includes how the product and packaging is adopted for foreign markets. Pricing strategy involves price offerings to foreign mediators and end users, as well as competing with foreign market leaders. Distribution

strategy refers to availability and coverage of products. Promotion strategy refers to personal selling and promotion efforts of firms in foreign markets (Leonidou, Palihawadana, and Theodosiou, 2011).

Export Competitive Advantage:

Competitive advantage is defined as the degree to which the firm realizes its export strategy and uses it to . The measurements adopted include: export cost competitive advantage, export product competitive advantage, export service competitive advantage (Leonidou, Palihawadana, and Theodosiou , 2011).

Export Market Performance:

The company's ability to acquire, satisfy and retain customers in overseas markets by offering products, services, and prices suitable to their need (Moorman and Rust,1999).

The measures adopted include: providing value to customers, acquiring and retaining customers, satisfaction of export customers, and company reputation (Leonidou, Palihawadana, and Theodosiou ,2011).

Chapter 2

Literature Review and Previous Studies

(2-1): Introduction

(2-2): Export Strategic Orientation

(2-3): Export Marketing Strategy

(2-4): Export Competitive Advantage

(2-5): Export Market Performance

(2-6): Previous Studies

(2-7): The Distinctiveness of the Study

2-1: Introduction

Exporting is one of the most popular methods of entering foreign markets. The way a firm applies its strategic orientation will directly/indirectly affect firm performance. The topic of strategic orientation has been widely researched in many countries in the context of exporting firms. It is described as being the firm's strategic direction in order to fulfill an organization's objectives. In this study, the strategic orientation includes market orientation and international orientation to include the context of exportation. Competitive advantage is studied as export cost, product and service competitive advantages. Export marketing strategy is studied as the 4 P's; product strategy, price strategy, promotion strategy and distribution strategy, as related to exporting. Market performance takes non-financial views into account related to acquiring customers and firm growth. The following chapter describes each of the variables and their dimensions, as according to previous research; and past studies, similarly related.

2-2: Export Strategic Orientation

Many authors have asserted that "strategic orientation has a powerful influence on both management expectations and organizational performance" (Kohli & Jaworski, 1993). Strategic orientation aids in decision making relating to future strategies. According to (Gaitgnon and Xeureb, 1997) firm's strategic orientation is a firm's strategic direction in creating and applying certain behaviors such that the firm is able to achieve superior performance." They hypothesized that a firm's organizational culture, practices, and goals affected employee's attitudes and, in turn, affected firm performance.

Wood and Robertson (1997) have expostulated and stated that strategic orientation includes many traits. Among these managers' attitudes towards risk-taking, use of information, objectivity, assertiveness and entrepreneurship. They argued that "an emotional state of a manager's strategic orientation is believed to influence his/her strategy formulation and subsequent decisions."

Sorensen and Madsen (2012) studied two strategic orientations and their potential to create good performance in foreign markets (in the context of exportation). They studied international orientation and market orientation. They stated that "international orientation is a question of mindset (whether managers see the world as their market place as well as their motivation to deal with international customers and partners), but it is also critical that top management has a clear commitment of resources and develops an organizational culture that motivates employees' behavior in the direction of international activities." In this study, strategic orientations are studied as international orientation and export market orientation.

(2-2-1) Export Market Orientation:

Jaworski and Kohli (1993) defined export market orientation as referring to the culture of an organization and its dedication to delivering superior customer value in such a way that it permeates all activities to acquiring and retaining customers. This provides a link that shows export market orientation is positively linked to market performance.

According to Cadogan, Diamantopoulos, and de Mortanges, (1999), who studied export market orientation (EMO), "EMO activity is defined as a) the generation of market intelligence pertinent to the firm's exporting operations, b) the dissemination of this information to appropriate decision makers and c) the design and implementation of responses directed towards export customers, export competitors and other extraneous export market factors which affect the firm and its ability to provide superior value for export customers." This definition includes all behaviors needed to give a firm the appropriate strategic direction in order to create a marketing mix that would result in a firm's specific market performance. According to (Slater and Narver, 2000) which is similar to the definition

provided by Cadogan, Diamantopoulos, and de Mortanges (2002) , export market orientation involves organizational generation, dissemination and response to market intelligence.

This shows that a firm's proactive gathering of market information pertinent to foreign customers, is important in understanding a) foreign competitors' strategy and offerings b) preferences and demands of foreign customers and c) how to gain a competitive advantage over foreign rival firms d) firms' export marketing strategy.

(2-2-2) International Orientation:

International orientation has been defined as "top managements attitudes and resource allocations with regard to international activities." (Sorensen and Madsen, 2012). Managements' attitude refers to management's willingness and motivation to undertake foreign activities. It shows how actively the firm takes a global view of the market and considers foreign customers, to be equally important, if not more so, than non-foreign customers. Resource allocation shows how much effort and finances are put into studying foreign customers' style and design preferences, as well as studying foreign competitors. Resource allocation and attitude also show whether or not the firm possess capabilities to offer new products to foreign customers, as well as a willingness to engage in mutually beneficial agreements with export partners.

According to past research, international orientation and market orientation has been found to be positively related to export success (Leondiou and Katsikeas,1996; Sorensen and Madsen, 2012; Knight and Kim,2009).

2-3: Export Marketing Strategy

According to Kotler and Keller (2012) strategy is a game plan to reach specific goals. Marketing strategy uses the marketing mix, the 4P's (product, price, promotion and distribution) to formulate the

marketing strategy. With regards to exporting, the marketing mix is tailored and adapted to the foreign market.

Leonidou, Samiee and Katsikeas (2002) have defined the marketing mix for the foreign market as:

2-3-1: Product Strategy:

Product strategy in export market strategy is described as meeting foreign customers' a) product standards and quality b) style and design preferences c) packaging/labeling requirements and d) branding requirements.

2-3-2: Pricing Strategy:

The pricing strategy that a firm adopts in export marketing strategy is contingent on offering good prices that match foreign competitors, who usually have an advantage over exporting firms. It involves offering attractive profit margins and payment terms to import middlemen, as well fair sales terms, offering satisfactory prices to foreign end users.

2-3-3: Distribution Strategy:

Distribution strategy is particularly important to exporters and involves a) maintaining quick product delivery to foreign markets b) effectively replenishing foreign inventory c) establishing adequate distribution coverage c) responding promptly to foreign customer orders.

2-3-4: Promotion Strategy:

The promotion strategy involves the promotion mix, and how it is tailored to the foreign market and involves improving/maintaining: sales promotion, public relations, personal selling, advertising and direct marketing in foreign markets.

Lages and Montgomery (2004) have discussed the degree of marketing strategy adaptation used by exporting firms and defined export marketing strategy as "adaptation of product strategy to the degree to which the product differs between the domestic and export market; adaptation of promotion

strategy as the adjustment of domestic promotion program; pricing adaptation refers to the degree to which pricing strategy for a product differ across national borders and adaptation of distribution strategy reflects the readjustment of distribution.” This shows that firms operating in the export market change their marketing strategy such that it is specific to the foreign market and foreign customer demands.

Leonidou, Kasikeas and Samiee (2002) defined exporting marketing strategy as “ the product, price, distribution, logistics and promotional elements that allow the firm to respond to the forces shaping the overseas market and meet its export objectives.”. Implementing a marketing strategy utilizes the firm’s resources and capabilities to reach a competitive advantage.

Leonidou, Katsikeas, and Theodosiou (2011), in their study, stated that resources are “the tangible and intangible assets that enable the firm to conceive and implement strategies to improve its efficiency and effectiveness.” According to Barney (1991) “a viable resource must be valuable in exploiting opportunities, and/or neutralizing threats from the environment, rare among firms current and potential competitors and imperfectly imitable by other firms and difficult to replace with other strategically equivalent substitutes.” If the firm is able to identify, acquire and utilize these strategies in their marketing strategy, they are in a position to achieve superior financial performance (Hult, Ketchen and Slater, 2005).According to the previous studies (Krasnikov and Jayachandran, 2008; Leonidou, Palihawadana, Theodosiou, 2011) if a firm can exploit their resources and capabilities in developing their marketing strategy, it can lead sustainable competitive advantage and superior market performance.

According to Krasnikov and Jayachandran (2008), a firm’s capabilities hold together organizational resources and enables their deployment (implementing the marketing strategy) such that the firm achieves maximum advantage and the firm must possess capabilities such that, it is difficult for other competitors to imitate and match.

Foreign competitors tend to have an advantage over exporters since they have a more direct view of the foreign market in terms of prices, customer preferences, and distribution capabilities. Therefore, it is imperative for firms to realize their resources, capabilities and marketing strategy in such a way that they gain competitive advantage and positively affect market performance.

2-4: Export Competitive Advantage

Competitive advantage is described as when a firm possesses and implements a value-creating strategy not simultaneously offered by any current or potential competitors (Barney, 1991).

According to Kaleka (2002), “competitive advantage reflects the degree to which the firm realizes its export marketing strategy.” This advantage depends on “(1) how well organizational resources and capabilities fit with specific requirements of the foreign market (2) the timely allocation of appropriate resources and capabilities to implement various dimensions of export marketing strategy and (3) the quality of marketing strategy implementation. This definition illustrates that marketing strategy has a positive effect on a firm’s competitive advantage.

Ketchen, Hult and Slater (2007) studied the resource-based view (RBV) in developing firm capabilities, where resources were defined as “an observable (but not necessarily tangible) assets that can be valued and traded.” Capabilities, however, were defined as “a firm’s accumulate knowledge and skills that enable a firm to utilize and enhance the value of resources.” According to Murray, Goa and Kotabe (2011), possessing marketing mix capabilities enables firms to utilize the marketing strategy, creating competitive advantage, therefore positively impacting market performance. Therefore, the firm must possess resources and capabilities that lead to a marketing strategy appropriate for the foreign market and, in turn, create a competitive advantage. Possessing such capabilities, in itself creates a competitive advantage for the firm as well.

Morgan, Vorhies and Katsikeas (2012) have stated that “the correct implementation of the firm’s export strategy can affect three types of export competitive advantage: cost, product and service.”

2-4-1: Export: Cost Competitive Advantage, Product Competitive Advantage and Service Competitive Advantage :

Morgan, Kaleka and Katsikeas (2004) defined export competitive advantages as export cost competitive advantage is related to the low cost of: raw materials, production unit cost, distribution cost, and cost of sales. Export product competitive advantage is related to product differentiation, new product introduction, product line breadth/depth and brand awareness and identification. Export service competitive advantage is related to product availability, speedy/reliable delivery, and pre-/post-sales service.

It is evidenced through the export competitive advantages that advantage relies on various factors related to the marketing mix, so there is a positive link between export marketing strategy and export competitive advantage.

2-5 Export Market Performance

Market performance refers to” the ability of a company to acquire, satisfy and retain current and potential customers by offering products, services and prices suitable to their needs (Moorman and Rust, 1999)”. Following a market orientation, a firm can generate, disseminate and make use of market information to the use of market performance (Kohli and Jaworski, 1990; Narver and Slater, 1990). Leonidou, Palihawadana and Theodosiou (2011) defined export market performance as “developing, satisfying and retaining customers in foreign markets by offering products and services suitable to their needs.” Export market performance was defined as export market performance and export financial performance.

2-5-1: Export Market Performance:

According to Moorman and Rust (1999), export market performance included providing superb value to customers, retaining valued export customers, acquiring new customers, satisfying export customers and the firms' reputations.

2-5-2: Export Financial Performance:

Export financial performance is related to export: sales volume, market share, profitability, sales intensity and the return on investments and return on assets from export. These factors were considered to be subjective and based on the personal opinion of export firm managers.

Therefore, we find that considering both financial and non-financial measures offer an accurate picture of whether or not the firm has achieved market performance success.

Relationships between the Variables:

When studying the relationships between the variables, according to previous studies (Kaleka 2002; Morgan, Kaleka and Katsikeas, 2004; Leonidou, Palihawadana, Theodosiou, 2011; Murray, Goa and Kotabe, 2011; Morgan, Vorhies and Katsikeas, 2012), we find the following:

A manager's international orientation, is positively related to export success (Zhou, Gao, Yang and Zhou, 2004; Leonidou and Katsikeas, 2012; Sorensen and Madsen, 2012). Market orientation (known as the customer "pull") is also positively related to market performance (Murray, Gao and Kotabe, 2009).

Previous studies have also shown that marketing strategy is developed based on a firm's international and market orientation and in turn results in a competitive advantage for the firm (Leonidou, Palihawadana and Theodisiou, 2011; Murray, Goa and Kotabe, 2011). It has also been found that export marketing strategy and export competitive advantage positively and directly

influences export market performance (Leonidou, Palihawadana and Theodisiou, 2011; Murray, Goa and Kotabe, 2011)

Therefore, based on previous research, this study proposes to study the direct effect of export strategic orientation on export competitive advantage, export marketing strategy and export market performance (Lagerak, 2003; Leonidou, Palihawadana and Theodisiou, 2011; Murray, Goa and Kotabe, 2011). It also studies the direct effect of export competitive advantage and marketing strategy on market performance and the indirect effect of export strategic orientation on export market performance through competitive advantage (Zhou, Gang, Yoa and Zhou, 2005).

2-6: Previous Studies:

Cadogan, Diamantopoulos & Sigauw (2002). Export Market-Oriented Activities: Their antecedents and performance consequences

This was a study conducted among 206 exporting firms in the U.S. to develop and test the hypotheses relating to the antecedents to and consequences of market oriented activities in firm's exporting activities. further the knowledge market oriented activities in the exporting sector. They hypothesized export market oriented (EMO) activities were positively related to export experience, export dependence, and export coordination; and in turn EMO was positively associated with export performance.

Lages and Montgomery (2004): Export performance as an antecedent of export commitment and marketing strategy adaptation: Evidence from small and medium-sized exporters

In this empirical research, conducted among 400 small and medium-sized exporters in Portugal, the researchers studied the effects of past export performance on managers' commitment to exportation and their determination of current marketing strategy. It was found that past performance is highly crucial in export commitment and marketing strategy adaptation. This research also showed that marketing strategy adaptation is of more importance to firms exporting to developed markets rather than those exporting to competitive markets.

Zhou, Gao, Yang, and Zhou (2004)Developing strategic orientation in china: Antecedents and consequences of market and innovation orientations:

This study was conducted in China and was based on a survey of 2754 employees from 180 firms.. The researchers found that innovation and market orientations strongly improved employee's attitudes. They also found that a participative organizational culture and senior manager's attitudes are beneficial to developing market and innovation orientations. Furthermore, it was found that charismatic leadership positively impacts employee attitudes and facilitates the effects of market and innovation orientations.

Murray, Gao, Kotabe, Zhou (2007):Assessing measurement invariance of export market orientation: A study of chinese and non-chinese firms in china

The purpose of this investigation was to test whether or not, cross-cultural validation of export market orientation and export market performance changes across different cultures. It was conducted among 491 chinese and non-chinese exporters in China. The results of the findings showed that there is little difference across cross-cultural variants. However, it was found that the

components of export market orientation have differential effects on export performance .

Okpara (2009): Strategic export orientation and internationalization

barriers: Evidence from SMEs in a developing economy

The study was conducted among a sample of 72 SMEs, located in the developing economy of Nigeria and examined the strategic process and export entry choice of small and medium sized manufacturing firms. Results of the study showed that a firm's strategic choice to conduct exporting activities was associated with entrepreneurial orientation. Entrepreneurs with high export orientation were more involved in exporting activities than those with low export orientation.

Leonidou, Palihawadana, Theodosiou (2011): National export-promotion

programs as drivers of organizational resources and capabilities: Effects on strategy, competitive advantage, and performance

The study took place in the U. K where a sample of 100 exporting firms were randomly chosen. The purpose of this study was to empirically test a model that shows the connection between specific government-supported export programs (information, education and training, trade-mobility and financial –related export programs) and its effects on strategy, and in turn competitive advantage and market and financial performance. The authors also studied the mediating effects of firm size and experience on marketing resources and capabilities.

The findings of this study showed that adopting specific national-export programs positively strengthen firm's export-related resources and capabilities. These resources and capabilities were important in realizing the export marketing strategy and, in turn gaining a competitive advantage. Realizing this competitive advantage led to superior market performance.

Murray, Kotabe and Goa (2011):Market orientation and performance of export ventures: The process through marketing capabilities and competitive advantages

This study focused on the internal process through which market orientation influences performance in export markets. The researchers developed a model of market orientation, marketing capabilities, competitive advantages and performance relationships. The study used survey data from 491 exporting firms in China.

Based on the data collected during the study, it was marketing capabilities mediated the market orientation- performance relationship while competitive advantages partially mediated the marketing capabilities – performance relationship.

Agha, Alrubaiee, Jamhourr (2012):Effect of core competence on competitive advantage and organizational performance

The study was conducted in the paint industry of U.A.E and results were obtained from 77 managers. The purpose of the research was to investigate the relationship between core competence, competitive advantage (measured through flexibility and responsiveness) and organizational performance. It was found that core competence had a strong and positive impact on competitive advantage and organizational performance. Competitive advantage was also found to have significant impact organizational performance.

orensen and Madsen (2012): Strategic orientations and export market success of manufacturing firms: The role of market portfolio diversity

This study aimed to investigate that association of international orientation and market orientation and their joint effects on export market success. Additionally it aimed to examine how a firm's foreign market portfolio diversity moderated this association. The study was tested empirically using the results from 249 questionnaire responses from CEO's of exporting firms in Denmark. It was found that international orientation is positively related to export market success and independent of market portfolio diversity. Furthermore, market orientation was found to have different non-linear associations (from that of international orientation) with export market success depending on market portfolio diversity.

2-7: Distinctiveness of the Study

Most past studies have focused on export strategic orientation and its effect on marketing strategy and/or competitive advantage and/or market performance in the export sector. Few studies have studied the relationships among all four variables. This study will contribute to this area, particularly as it focuses on exportation in Jordan, where little prior research has been conducted.

CHAPTER THREE

Method and Procedures

(3-1): Introduction

(3-2): Study Methodology

(3-3): Study Population and Sample

(3-4): Demographic Variables of Study Sample

(3-5): Study Tools and Data Collection

(3-6): Statistical Treatment

(3-7): Validity and Reliability

3-1: Introduction

In this chapter the researcher will describe in detail the methodology used in this study, and the study population and its sample .Next, the researcher will design the study model and explain the study tools and the way of data collections. After that, the researcher will discuss the statistical treatment that is used in the analysis of the collected data. In the final section the validation of the questionnaire and the reliability analysis that is applied will be clearly stated.

3-2: Study Methodology

Descriptive research involves collecting data in order to test hypotheses or to answer questions concerned with the current status of the subject of the study. Typical descriptive studies are concerned with the assessment of attitudes, opinions, demographic information, conditions, and procedures. The research design chosen for the study is the survey research. The survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables .The survey research of knowledge at its best can provide very valuable data. It involves a careful design and execution of each of the components of the research process.

The researcher designed a survey instrument that could be administrated to selected subjects. The purpose of the survey instrument was to collect data about the respondents on study variables.

3-3: Study Population and Sample

The total population of exporting companies in Jordan were (92) according to the Jordan Exporters Association Directory. After distributing (70) questionnaires of the study sample, a total of (67) answered questionnaires were retrieved, of which (6) were invalid, therefore, only (61) answered questionnaires were valid for study.

3-4: Demographic Variables of Study Sample

Tables (3-1) ; (3-2) ; (3-3) ; (3-4) ; (3-5) and (3-6) show the demographic variables of the study sample (Gender; Age; Educational level; Industry in which the company operates; Number of employees within the firm and Position within the firm.

Table (3-1) Descriptive the Gender of the sample study

<i>Variables</i>	<i>Categorization</i>	<i>Frequency</i>	<i>Percent</i>
<i>Gender</i>	Male	49	80.3
	Female	12	19.7
<i>Total</i>		61	100%

The table (3-1) shows that the (80.3%) of the sample is male and (19.7%) is female.

On the other hand, the (8.2%) of the sample range Aged between 25 – 30 Years, (42.6%) of the sample range Aged between 31 – 36 Years, (24.6%) of the sample range Aged between 37 – 44 Years and (24.6%) of the sample range Aged 45 Years and older.

Table (3-2) Descriptive the Age of the sample study

<i>Variables</i>	<i>Categorization</i>	<i>Frequency</i>	<i>Percent</i>
<i>Age</i>	Less than 24 Years	-	-
	From 25 – 30 Years	5	8.2
	From 31 – 36 Years	26	42.6
	From 37 – 44 Years	15	24.6
	45 Years and older	15	24.6
<i>Total</i>		61	100%

Table (3-3) Descriptive the Educational Level of the sample study

<i>Variables</i>	<i>Categorization</i>	<i>Frequency</i>	<i>Percent</i>
<i>Educational Level</i>	Bachelors	10	16
	Master	39	64
	Doctorate	11	18
	Other	1	2
	<i>Total</i>	61	100%

The educational level as clarify in the table (3-3); shows that all members of the study sample have a scientific qualification which is a good sign in adopting the high educational qualifications to accomplish their work.

Table (3-4) Descriptive of the Company Operates Industry

<i>Variables</i>	<i>Categorization</i>	<i>Frequency</i>	<i>Percent</i>
<i>Company Operates Industry</i>	Pharmaceutical	1	1.6
	Technological	=	=
	Cosmetics	4	6.6
	Food & Beverage	22	36.1
	Other	34	55.7
<i>Total</i>		61	100%

Descriptive analysis for the Company Operates Industry in the table (3-4) shows that the (1.6%) Operates in the Pharmaceutical Industry, (6.6%) Operates in the Cosmetics Industry, (36.1%) Operates in the Food & Beverage Industry and (55.7%) Operates in the other Industry. These industries include chemical manufacturing, steel manufacturing, and woodworks.

Table (3-5) Descriptive the Number of employees in the firm

<i>Variables</i>	<i>Categorization</i>	<i>Frequency</i>	<i>Percent</i>
<i>Number of employees in the firm</i>	Below than 50	12	19.7
	From 50 – 100	23	37.7
	From 101 – 150	17	27.9
	More than 150	9	14.8
<i>Total</i>		61	100%

The Number of employees in the firm as clarify in the table (3-5); shows that the (19.7%) of the firm having below than 50 employees, (37.7%) of the firm having From 50 – 100 employees, (27.9%) of the firm having From 101 – 150 employees and (14.8%) of the firm having more than 150 employees.

Table (3-6) Descriptive the Position within the firm

<i>Variables</i>	<i>Categorization</i>	<i>Frequency</i>	<i>Percent</i>
<i>Position within the firm</i>	Manager/Owner	45	73.8
	Marketing Executive	10	16.4
	Other	6	9.8
	<i>Total</i>	61	100%

Descriptive analysis for the Position within the firm in the table (3-6) shows that the (73.8%) Manager/Owner, (16.4%) Marketing Executive and (9.8%) having other Positions within the firm.

3-5: Study Tools and Data Collection

The current study is of two folds, theoretical and practical. In the theoretical aspect, the researcher relied on the scientific studies that are related to the current study. Whereas in the practical aspect, the researcher relied on descriptive and analytical methods using the practical manner to collect, analyze data and test hypotheses.

The data collection, manner of analysis and programs used in the current study are based on two sources:

1. Secondary sources: books, journals, and theses to write the theoretical framework of the study.
2. Primary source: a questionnaire that was designed to reflect the study objectives and questions.

In this study, both primary and secondary data were used. The data collected for the model was through questionnaires. After conducting a thorough review of the literature pertaining to study variables, the researcher formulated the questionnaire instrument for this study.

The questionnaire instrumental sections are as follows:

Section One: *Demographic variables*. The demographic information was collected with closed-ended questions, through (6) factors (Gender; Age; Educational level; Industry in which the company operates; Number of employees within the firm and Position within the firm).

Section Two, Three, Four and Five:

- *Export Strategic Orientation*: This section was measured the Export Strategic Orientation through (10) items on five Likert-type scale, from item (1 – 10) (Sorensen and Madsen, 2012).

- **Marketing Strategy** was measured through (12) items on five Likert-type scale, from item (11 – 22). (Leonidou, Palihawadana, Theodosiou, 2011)
- **Competitive Advantage** was measured through (8) items on a Likert-type scale, from item (23 – 30). (Leonidou, Palihawadana, Theodosiou, 2011)
- **Market Performance** was measured through (8) items on a Likert-type scale, from item (31 – 38). (Leonidou, Palihawadana, Theodosiou, 2011)

The scale is as follows:

Strongly Agree	Agree	Agree to an Extent	Disagree	Strongly Disagree
5	4	3	2	1

3-6: Statistical Treatment

The data collected from the responses of the study questionnaire was used through *Statistical Package for Social Sciences (SPSS)* & Amos for analysis and conclusions. Finally, the researcher used the following suitable statistical methods that consist of:

- *Percentage and Frequency*.
- *Cronbach Alpha reliability (α)* to measure strength of the correlation and coherence between questionnaire items.
- *Arithmetic* to identify the level of response of study sample individuals to the study variables.
- *Standard Deviation* to measure the responses spacing degree about Arithmetic Mean.
- Simple Regression analysis to measure the impact of study variables on testing the direct effects.
- Path Analysis to test the indirect effects

- Relative importance, assigned due to:

$$\text{Class Interval} = \frac{\text{Maximum Class} - \text{Minimum Class}}{\text{Number of Level}}$$

$$\text{Class Interval} = \frac{5 - 1}{3} = \frac{4}{3} = 1.33$$

The Low degree from 1- less than 2.33

The Medium degree from 2.33 – 3.66

The High degree from 3.67 and above.

3-7: Validity and Reliability

3-7-1: Validation

To test the questionnaire for clarity and to provide a coherent research questionnaire, a macro review that covers all the research constructs was thoroughly performed by academic reviewers from Middle East University and Petra University who are specialized practitioners in business administration, marketing, and information system. Some items were added, while others were dropped based on their valuable recommendations. Some others were reformulated to become more accurate to enhance the research instrument. The academic reviewers are (7) and the overall percentage of response is (100%), (see appendix A).

3-7-2: Study Tool Reliability

The reliability analysis applied to the level of Cronbach Alpha (α) is the criteria of internal consistency which was at a minimum acceptable level ($\text{Alpha} \geq 0.60$) suggested by (Sekaran, 2003). The overall Cronbach Alpha (α) = (0.881). Whereas the High level of Cronbach Alpha (α) is to Market Performance = (0.861). The lowest level of Cronbach Alpha (α) is to Competitive Advantage = (0.714).

These results are the acceptable levels as suggested by (Sekaran, 2003). The results were shown in Table (3-7).

Table (3-7)

Reliability of Questionnaire Dimensions

No.	Dimensions	No of items	Alpha Value (α)
1	Export Strategic Orientation	10	0.833
2	Marketing Strategy	12	0.759
3	Competitive Advantage	8	0.714
4	Market Performance	8	0.861
Questionnaire Overall		38	0.881

CHAPTER FOUR

Analysis Results & Hypotheses Test

(4-1): Introduction

(4-2): Descriptive Analysis of Study Variables

(4-3): Study Hypotheses Test

4-1: Introduction

According to the purpose of the research and the research framework presented in the previous chapter, this chapter describes the results of the statistical analysis for the data collected according to the research questions and research hypotheses. The data analysis includes a description of the means and standard deviations for the questions of the study; simple linear regression analysis and path analysis used.

4-2: Descriptive Analysis of Study Variables

4-2-1: Export Strategic Orientation

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-1).

Table (4-1)

Arithmetic mean, SD, item importance and importance level of Export Strategic Orientation

No.	Export Strategic Orientation	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
1	Our desire for growth is a strong motive for conducting export activities.	3.983	0.645	14.947	0.000	1	High
2	The possibility of increasing profits is a strong motive for exporting activities.	3.967	0.706	14.581	0.000	2	High
3	We have a global view of the market.	3.491	0.673	12.554	0.000	8	Median
4	Our organizational culture is characterized by proactive exploration of new export activities	3.426	0.865	12.652	0.000	9	Median
5	We possess strong capabilities to develop new products for international activities	3.950	0.762	8.983	0.000	3	High
6	We continuously monitor level of employee commitment to serving customer needs	3.688	0.786	8.739	0.000	6	High
7	Our business objectives are driven by customer satisfaction.	3.852	0.726	12.206	0.000	4	High
8	High attention is given to after-sales service.	3.557	0.785	9.685	0.000	7	Median
9	Our strategy of competitive advantage is understanding customer needs.	3.819	0.974	10.629	0.000	5	High
10	We do competitor analysis to identify where they have succeeded/failed.	3.082	1.021	7.711	0.000	10	Median
General Arithmetic mean and standard deviation		3.682	0.508				

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.670)

t- Value Tabulate was calculated based on Assumption mean to item that (3)

Table (4-1) Clarifies the importance level of Export Strategic Orientation, where the arithmetic means range between (3.082 - 3.983) compared with General Arithmetic mean amount of (3.682). We observe that the highest mean for the item "*Our desire for growth is a strong motive for conducting export activities*" with arithmetic mean (3.983), Standard deviation (0.645). The lowest arithmetic mean was for the item "*We do competitor analysis to identify where they have succeeded/failed*" With Average (3.082) and Standard deviation (1.021). In general, it appears that the Importance level of Export Strategic Orientation in firms under study from the study sample viewpoint was high.

4-2-2: Marketing Strategy

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-2).

Table (4-2) Clarifies the importance level of Marketing Strategy, where the arithmetic means range between (3.229 - 4.393) compared with General Arithmetic mean amount of (3.682). We observe that the highest mean for the item "*We meet our foreign customers labeling requirements*" with arithmetic mean (4.393), Standard deviation (0.556). The lowest arithmetic mean was for the item "*We maintain our promotion efforts in foreign markets*" With Average (3.229) and Standard deviation (0.668). In general, it appears that the Importance level of Marketing Strategy in firms under study from the study sample viewpoint was high.

Table (4-2)

Arithmetic mean, SD, item importance and importance level of Marketing Strategy

No.	Marketing Strategy	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
11	We meet our foreign customers packaging requirements	4.163	0.778	11.678	0.000	3	High
12	We meet our foreign customers labeling requirements.	4.393	0.556	19.569	0.000	1	High
13	We meet our foreign customers design preferences.	3.836	0.879	7.429	0.000	8	High
14	We offer satisfactory prices to foreign end users.	4.000	0.547	14.259	0.000	5	High
15	We offer beneficial payment terms to import mediators.	3.786	0.608	10.097	0.000	9	High
16	We match the prices of foreign market leaders.	3.590	1.006	4.581	0.000	10	Median
17	We maintain and achieve quick product delivery in foreign markets.	4.032	0.631	12.771	0.000	4	High
18	We have established adequate distribution coverage in foreign markets.	3.541	0.786	5.370	0.000	11	Median
19	We replenish inventory effectively in foreign markets.	3.868	0.670	10.125	0.000	7	High
20	We maintain quick response to customer orders.	4.180	0.718	12.822	0.000	2	High
21	We maintain our personal selling strategy in foreign markets.	3.885	0.877	10.405	0.000	6	High
22	We maintain our promotion efforts in foreign markets.	3.229	0.668	2.683	0.009	12	Median
General Arithmetic mean and standard deviation		3.875	0.727				

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.670)

t- Value Tabulate was calculated based on Assumption mean to item that (3)

4-2-3: Competitive Advantage

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-3).

Table (4-3)

Arithmetic mean, SD, item importance and importance level of Competitive Advantage

No.	Competitive Advantage	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
23	We maintain low cost of materials.	3.688	0.885	6.071	0.000	5	High
24	We maintain low production unit costs.	3.737	0.728	7.914	0.000	4	High
25	We have low distribution costs.	3.885	0.732	9.438	0.000	3	High
26	We emphasize product differentiation strategy.	3.524	0.941	4.351	0.000	8	Median
27	We emphasize new product differentiation	3.655	1.062	4.819	0.000	6	Median
28	We ensure availability of products in foreign markets	4.426	0.865	12.874	0.000	1	High
29	We pride ourselves on speedy and reliable delivery.	4.245	0.745	13.060	0.000	2	High
30	We offer pre- a/or post-sale services.	3.557	0.975	4.464	0.000	7	Median
General Arithmetic mean and standard deviation		3.840	0.405				

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.658)

t- Value Tabulate was calculated based on Assumption mean to item that (3)

Table (4-3) clarifies the importance level of Competitive Advantage, where the arithmetic means range between (3.524 - 4.426) compared with General Arithmetic mean amount of (3.840). We observe that the highest mean for the item "*We ensure high quality products*" with arithmetic mean (4.426), Standard deviation (0.865). The lowest arithmetic mean was for the item "*We emphasize product differentiation Strategy*" with Average (3.524) and Standard deviation (0.941). In general, it appears that the Importance level of Competitive Advantage in firms under study from the study sample viewpoint was high.

4-2-4: Market Performance

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-4).

Table (4-4) clarifies the importance level of Market Performance, where the arithmetic means range between (3.196 - 4.180) compared with General Arithmetic mean amount of (3.579). We observe that the highest mean for the item "*We strive to acquire new customers*" with arithmetic mean (4.180), standard deviation (0.695). The lowest arithmetic mean was for the item "*We feel that our overall performance has met our objectives*" With Average (3.196) and Standard deviation (0.891). In general, it appears that the Importance level of Market Performance in firms under study from the study sample viewpoint was Median.

Table (4-4)

Arithmetic mean, SD, item importance and importance level of Market Performance

No.	Market Performance	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
31	We pride ourselves on having retained loyal customers	3.967	0.752	10.045	0.000	2	High
32	We strive to acquire new customers.	4.180	0.695	13.256	0.000	1	High
33	We export a high sales volume.	3.475	0.868	4.277	0.000	5	Median
34	We retain a high market share in foreign markets.	3.313	0.695	3.743	0.000	7	Median
35	We feel that our overall performance has met our objectives.	3.196	0.891	3.412	0.000	8	Median
36	We believe that our exporting activities have contributed greatly to overall profitability	3.409	0.803	3.983	0.000	6	Median
37	We are satisfied with the firm's export performance.	3.514	0.914	4.436	0.000	4	Median
38	As a firm we have grown due to our exporting activities.	3.580	0.785	4.784	0.000	3	Median
General Arithmetic mean and standard deviation		3.579	0.573				

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.658)

t- Value Tabulate was calculated based on Assumption mean to item that (3)

4-3: Study Hypotheses Test

The researcher in this part tested the main hypotheses, through Simple Linear Regression analysis with (F) test using ANOVA table and path analysis as follows:

H_1 : Export strategic orientation has a positive direct effect on export marketing strategy among Jordanian export companies at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the direct effect of Export strategic orientation on export marketing strategy among Jordanian export companies. As shown in Table (4-5).

Table (4-5) Simple Regression Analysis test results of the direct effect of Export strategic orientation on export marketing strategy among Jordanian export companies

	(R)	(R ²)	F Calculated	DF	Sig*	B	T Calculated	Sig*
Export marketing strategy	0.245	0.060	3.757	1	0.057	0.245	1.938	0.057
				59				
				60				

* the impact is significant at level ($\alpha \leq 0.05$)

From table (4-5) the researcher observes that there is no direct effect of Export strategic orientation on export marketing strategy among Jordanian export companies. The R was (0.245) at level ($\alpha \leq 0.05$), whereas the R^2 was (0.060). This means the (0.060) of export marketing strategy among Jordanian export companies changeability's results from the changeability in Export strategic orientation. As β was (0.245) this means the increase of

one unit in Export strategic orientation will increase export marketing strategy among Jordanian export companies value (0.245). Confirms significant impact F Calculate was (3.757) and it's not significance at level ($\alpha \leq 0.05$), and that confirms the Invalidity of the first hypotheses, and thus ,reject the hypothesis:

Export strategic orientation has no positive direct effect on export marketing strategy among Jordanian export companies at level ($\alpha \leq 0.05$).

H₂: Export strategic orientation has a positive direct effect on export competitive advantage among Jordanian export companies at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the direct effect of Export strategic orientation on export competitive advantage among Jordanian export companies. As shown in Table (4-6).

Table (4-6) Simple Regression Analysis test results of the direct effect of Export strategic orientation on export competitive advantage among Jordanian export companies

	(R)	(R ²)	F Calculated	DF	Sig*	B	T Calculated	Sig*
export competitive advantage	0.123	0.015	0.909	1	0.344	0.123	0.954	0.344
				59				
				60				

* the impact is significant at level ($\alpha \leq 0.05$)

From table (4-6) the researcher observes that there is no direct effect of Export strategic orientation on export competitive advantage among Jordanian export companies. The **R** was (0.123) at level ($\alpha \leq 0.05$), whereas the **R²** was (0.015). This means the (0.015) of export

competitive advantage among Jordanian export companies changeability's results from the changeability in Export strategic orientation. As β was (0.123) this means the increase of one unit in Export strategic orientation will increase export competitive advantage among Jordanian export companies value (0.123). Confirms significant impact F Calculate was (0.909) and it's not significance at level ($\alpha \leq 0.05$), and that confirms the Invalidity of the second hypotheses, and thus ,reject the hypothesis:

Export strategic orientation has no positive direct effect on export competitive advantage among Jordanian export companies at level ($\alpha \leq 0.05$).

H₃: Export marketing strategy has a positive direct effect on export competitive advantage among Jordanian export companies at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the direct effect of Export marketing strategy on export competitive advantage among Jordanian export companies. As shown in Table (4-7).

Table (4-7) Simple Regression Analysis test results of the direct effect of Export marketing strategy on export competitive advantage among Jordanian export companies

	(R)	(R ²)	F Calculated	DF	Sig*	β	T Calculated	Sig*
export competitive advantage	0.570	0.325	28.365	1	0.000	0.570	5.326	0.000
				59				
				60				

* the impact is significant at level ($\alpha \leq 0.05$)

From table (4-7) the researcher observes that there is a positive direct effect of Export marketing strategy on export competitive advantage among Jordanian export companies. The R was (0.570) at level ($\alpha \leq 0.05$), whereas the R^2 was (0.325). This means the (0.325) of export competitive advantage among Jordanian export companies changeability's results from the changeability in Export marketing strategy. As β was (0.570) this means the increase of one unit in export marketing strategy will increase export competitive advantage among Jordanian export companies value (0.570). Confirms significant impact F Calculate was (28.365) and it's significance at level ($\alpha \leq 0.05$), and that confirms valid third hypotheses, and accepted hypothesis:

Export marketing strategy has a positive direct effect on export competitive advantage among Jordanian export companies at level ($\alpha \leq 0.05$).

H_4 : Export marketing strategy has a positive direct effect on export market performance among Jordanian export companies at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the direct effect of Export marketing strategy on export market performance among Jordanian export companies. As shown in Table (4-8).

Table (4-8) Simple Regression Analysis test results of the direct effect of Export marketing strategy on export market performance among Jordanian export companies

	(R)	(R ²)	F Calculated	DF	Sig*	β	T Calculated	Sig*
export market performance	0.603	0.364	33.783	1	0.000	0.603	5.812	0.000
				59				
				60				

* the impact is significant at level ($\alpha \leq 0.05$)

From table (4-8) the researcher observes that there is a positive direct effect of Export marketing strategy on export market performance among Jordanian export companies. The R was (0.603) at level ($\alpha \leq 0.05$), whereas the R^2 was (0.364). This means the (0.364) of export market performance among Jordanian export companies changeability's results from the changeability in Export marketing strategy. As β was (0.603) this means the increase of one unit in export marketing strategy will increase export market performance among Jordanian export companies value (0.603). Confirms significant impact F Calculate was (33.783) and it's significance at level ($\alpha \leq 0.05$), and that confirms valid fourth hypotheses, and accepted hypothesis:

Export marketing strategy has a positive direct effect on export market performance among Jordanian export companies at level ($\alpha \leq 0.05$).

H_5 : Export competitive advantage has a positive direct effect on export market performance among Jordanian export companies at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the direct effect of Export competitive advantage on export market performance among Jordanian export companies. As shown in Table (4-9).

Table (4-9) Simple Regression Analysis test results of the direct effect of Export competitive advantage on export market performance among Jordanian export companies

	(R)	(R ²)	F Calculated	DF	Sig*	B	T Calculated	Sig*
export market performance	0.358	0.128	8.670	1	0.005	0.358	2.944	0.005
				59				
				60				

* the impact is significant at level ($\alpha \leq 0.05$)

From table (4-9) the researcher observes that there is a positive direct effect of Export competitive advantage on export market performance among Jordanian export companies. The R was (0.358) at level ($\alpha \leq 0.05$), whereas the R^2 was (0.128). This means the (0.128) of export market performance among Jordanian export companies changeability's results from the changeability in Export competitive advantage. As β was (0.358) this means the increase of one unit in export competitive advantage will increase export market performance among Jordanian export companies value (0.358). Confirms significant impact F Calculate was (8.670) and it's significance at level ($\alpha \leq 0.05$), and that confirms valid fifth hypotheses, and accepted hypothesis:

Export competitive advantage has a positive direct effect on export market performance among Jordanian export companies at level ($\alpha \leq 0.05$).

H_6 : Export strategic orientation has a positive direct effect on export market performance among Jordanian export companies at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the direct effect of Export strategic orientation on export market performance among Jordanian export companies. As shown in Table (4-10).

Table (4-10) Simple Regression Analysis test results of the direct effect of Export strategic orientation on export market performance among Jordanian export companies

	(R)	(R ²)	F Calculated	DF	Sig*	B	T Calculated	Sig*
export market performance	0.495	0.245	19.127	1 59 60	0.000	0.495	4.373	0.005

* the impact is significant at level ($\alpha \leq 0.05$)

From table (4-10) the researcher observes that there is a positive direct effect of Export strategic orientation on export market performance among Jordanian export companies. The R was (0.495) at level ($\alpha \leq 0.05$), whereas the R^2 was (0.245). This means the (0.245) of export market performance among Jordanian export companies changeability's results from the changeability in Export strategic orientation. As β was (0.495) this means the increase of one unit in export strategic orientation will increase export market performance among Jordanian export companies value (0.495). Confirms significant impact F Calculate was (19.127) and it's significance at level ($\alpha \leq 0.05$), and that confirms valid sixth hypotheses, and accepted hypothesis:

Export strategic orientation has a positive direct effect on export market performance among Jordanian export companies at level ($\alpha \leq 0.05$).

H_7 : Export strategic orientation has a positive indirect effect on export competitive advantage through export marketing strategy among Jordanian export companies at level ($\alpha \leq 0.05$).

From table (4-11) we observe that Export strategic orientation has a positive indirect effect on export competitive advantage through export marketing strategy among Jordanian

export companies. The χ^2 was (14.867) at level ($\alpha \leq 0.05$), whereas the GFI was (0.923) Goodness of Fit Index approaching to one. On the same side the CFI was (0.890) Comparative Fit Index approaching to one, while the $RMSEA$ was (0.029) approaching to zero, as Direct Effect was (0.625) between Export strategic orientation and export marketing strategy, (0.641) between export marketing strategy and export competitive advantage. Also the Indirect Effect was (0.400) between Export strategic orientation on export competitive advantage through export marketing strategy among Jordanian export companies. The T value calculated coefficient effect of the first path (*Export strategic orientation* → *export marketing strategy*) (7.986) which is significant at level ($\alpha \leq 0.05$) while the T value calculated coefficient effect of the second path (*export marketing strategy* → *export competitive advantage*) (5.855) which is significant at level ($\alpha \leq 0.05$). This result indicates that there is the effect of the Export strategic orientation on export competitive advantage among Jordanian export companies through export marketing strategy as mediate variables. Thus, we accept the hypothesis that states:

Export strategic orientation has a positive indirect effect on export competitive advantage through export marketing strategy among Jordanian export companies at level ($\alpha \leq 0.05$).

Table (4-11) Path analysis test results of the indirect effect of Export strategic orientation on export competitive advantage through export marketing strategy among Jordanian export companies

	Chi ² Calculate	Chi ² Tabled	GFI	CFI	RMSEA	Sig.*	Direct Effect	Indirect Effect	Path	T value	Sig.*
Export strategic orientation on export competitive advantage through export marketing strategy	14.867	3.413	0.923	0.890	0.029	0.000	Export strategic orientation on export marketing strategy	0.400*	ESO → EMS	7.986	0.000
							export marketing strategy on export competitive advantage		0.641	ESO → ECA	5.855

GFI: Goodness of Fit Index must Proximity to One

CFI: Comparative Fit Index must Proximity to One

RMSEA: Root Mean Square Error of Approximation must Proximity to Zero

* Indirect effect is multiplied the values of direct effects to variables

ESO: Export Strategic Orientation

EMS: Export Marketing Strategy

ECA: Export Competitive Advantage

H₈: Export strategic orientation has a positive indirect effect on export market performance through export marketing strategy among Jordanian export companies at level ($\alpha \leq 0.05$).

From table (4-12) we observe that Export strategic orientation has a positive indirect effect on export market performance through export marketing strategy among Jordanian export companies. The *Chi*² was (13.507) at level ($\alpha \leq 0.05$), whereas the *GFI* was (0.982) Goodness of Fit Index approaching to one. On the same side the *CFI* was (0.968) Comparative Fit Index approaching to one, while the *RMSEA* was (0.036) approaching to zero, as Direct Effect was (0.625) between Export strategic orientation and export marketing strategy, (0.603) between export marketing strategy and export market performance.

Also the Indirect Effect was (0.376) between Export strategic orientation on export market performance through export marketing strategy among Jordanian export companies. The *T* value calculated coefficient effect of the first path (*Export strategic orientation* → *export*) (7.986) which is significant at level ($\alpha \leq 0.05$) while the *T* value calculated coefficient effect of the second path (*export marketing strategy* → *export market performance*) (5.861) which is significant at level ($\alpha \leq 0.05$). This result indicates that there is the effect of the Export strategic orientation on export market performance among Jordanian export companies through export marketing strategy as mediate variables. Thus, we accept the hypothesis that states:

Export strategic orientation has a positive indirect effect on export market performance through export marketing strategy among Jordanian export companies at level ($\alpha \leq 0.05$).

Table (4-12) Path analysis test results of the indirect effect of Export strategic orientation on export market Performance through export marketing strategy among Jordanian export companies

	Chi ² Calculate	Chi ² Tabled	GFI	CFI	RMSEA	Sig.*	Direct Effect	Indirect Effect	Path	T value	Sig.*
Export strategic orientation on export market performance through export marketing strategy	13.507	3.413	0.982	0.968	0.036	0.000	Export strategic orientation on export marketing strategy	0.376*	ESO → EMS	7.986	0.000
							export marketing strategy on export market performance		0.603	ESO → EMP	5.861

GFI: Goodness of Fit Index must Proximity to One

CFI: Comparative Fit Index must Proximity to One

RMSEA: Root Mean Square Error of Approximation must Proximity to Zero

* Indirect effect is multiplied the values of direct effects to variables

ESO: Export Strategic Orientation

EMS: Export Marketing Strategy

ECA: Export market Performance

H₉: Export strategic orientation has a positive indirect effect on export market performance through export marketing strategy and export competitive advantage among Jordanian export companies at level ($\alpha \leq 0.05$).

From table (4-13) we observe that Export strategic orientation has a positive indirect effect on export market performance through export marketing strategy and export competitive advantage among Jordanian export companies. The *Chi*² was (22.660) at level ($\alpha \leq 0.05$), whereas the *GFI* was (0.964) Goodness of Fit Index approaching to one. On the same side the *CFI* was (0.951) Comparative Fit Index approaching to one, while the *RMSEA* was (0.026) approaching to zero, as Direct Effect was (0.123) between Export strategic orientation and export competitive Advantage, (0.245) between Export strategic orientation and export marketing strategy, (0.373) between Export strategic orientation and export market performance, (0.500) between Export marketing strategy and export market performance and (0.030) between competitive Advantage strategy and export market performance. Also the Indirect Effect was (0.126) between export strategic orientation has a positive indirect effect on export market performance through export marketing strategy and export competitive advantage among Jordanian export companies. The *T* value calculated coefficient effect of the first path (*export strategic orientation* → *export marketing strategy*) (2.991) which is significant at level ($\alpha \leq 0.05$) while the *T* value calculated coefficient effect of the second path (*export strategic orientation* → *export competitive advantage*) (3.011) which is significant at level ($\alpha \leq 0.05$), the *T* value calculated coefficient effect of the third path (*export strategic orientation* → *export market performance*) (3.899) which is significant at level ($\alpha \leq 0.05$), the *T* value calculated coefficient effect of the fourth path (*export marketing strategy* → *export market performance*) (4.331) which is significant at level ($\alpha \leq 0.05$) and the *T* value calculated

coefficient effect of the fifth path (*export competitive advantage* → *export market performance*) (1.981) which is significant at level ($\alpha \leq 0.05$). This result indicates that there is the effect of the export strategic orientation on export market performance among Jordanian export companies through export marketing strategy and export competitive advantage as mediator's variables. Thus, we accept the hypothesis that states:

Export strategic orientation has a positive indirect effect on export market performance through export marketing strategy and export competitive advantage as mediator's variables among Jordanian export companies at level ($\alpha \leq 0.05$).

Table (4-13) Path analysis test results of the indirect effect of export strategic orientation on export market performance through export marketing strategy and export competitive advantage as mediator's variables among Jordanian export companies

	Chi ² Calculate	Chi ² Tabled	GFI	CFI	RMSEA	Sig.*	Direct Effect	Indirect Effect	Path	T value	Sig.*	
Export strategic orientation on export market performance through export marketing strategy and export competitive advantage	22.660	3.413	0.964	0.951	0.026	0.000	Export strategic orientation on export competitive advantage	0.123	0.126*	ESO → ECA	2.991	0.000
							Export strategic orientation on export marketing strategy	0.245		ESO → EMS	3.011	0.000
							Export strategic orientation on export market Performance	0.373		ESO → EMP	3.899	0.000
							Export marketing strategy on export market Performance	0.500		EMS → EMP	4.331	0.000
							Export competitive advantage on export market Performance	0.030		ESO → EMP	1.981	0.000

GFI: Goodness of Fit Index must Proximity to One

CFI: Comparative Fit Index must Proximity to One

RMSEA: Root Mean Square Error of Approximation must Proximity to Zero

* Indirect effect is multiplied the values of direct effects to variables

ESO: Export Strategic Orientation

EMS: Export Marketing Strategy

ECA: Export market Performance

CHAPTER FIVE

Conclusions and Recommendations

(5-1): Conclusions

(5-2): Recommendations

5-1: Conclusions

During the course of this study, the following conclusions have been reached, and will be compared with the results of previous researchers:

1. that with regards to the strategic orientation variable, the desire for growth and possible increase in profits is a strong motive for conducting exporting activities is found to have a high level of importance, while performing competitor analysis is considered to be least important among exporters.
2. The most important dimension in marketing strategy is product strategy, where adapting products to foreign customers requirements.
3. Maintaining low costs and ensuring the availability of goods to foreign customers is crucial to Jordanian exporters.
4. Exporters mostly agree with acquiring and retaining customers as important and true, however, they do not agree with increase in firm profits and growth.
5. As seen with previous research (Sorensen and Madsen, 2012) it is found that export strategic orientation has no positive direct effect on marketing strategy or competitive advantage.
6. Export marketing strategy was found to have a positive direct effect on export competitive advantage and export market performance at significant level ($\alpha \leq 0.05$). This was evidenced in the study by Leonidou, Palihawadana, and Theodisiou (2011).

Adapting marketing strategy variables to the foreign market can positively impact a firm's cost, service and product advantage as well as market performance.

7. Export competitive advantage was found to positively affect export marketing strategy and market performance at significant level ($\alpha \leq 0.05$). This was also found in the study by Leonidou, Palihawadana, and Theodisiou (2011). An exporter's competitive advantage in turn affects how a firm adapts its marketing strategy and the success of a firm's market performance.
8. The study found that export strategic orientation has a positive indirect effect on market performance through export competitive advantage and marketing strategy at significant level ($\alpha \leq 0.05$). This shows that adopting a strategic orientation results in adapting the exporting firm's marketing strategy and in creating a competitive advantage, which in turn affects market performance.

5-2: Recommendations:

Based on the results of the study, the researcher recommends the following to future researchers and managers of exporting firms:

- 1- Encouraging an organizational culture that promotes the active exploration exporting opportunities and to view all foreign as potential customers.
- 2- Monitoring a firm's foreign competitors is crucial to gaining new customers and remaining knowledgeable about possible new product innovations.
- 3- The firm's marketing strategy mix should be adapted to the needs and requirements of foreign customers, particularly the product adaptations.
- 4- In order to acquire and retain new customers, exporters should focus on the promotion mix and ensuring the quick delivery and availability of products.

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Appendix A

Academic Arbitrators:

	Name	University
1.	Professor Mohammad Al Noaimi	Middle East University
2.	Dr. Nidal Al Sallahi	Middle East University
3.	Dr. Saoud Al Mahamid	Middle East University
4.	Dr. Hamza Khreim	Middle East University
5.	Dr. Ahmad Al Zamel	Middle East University
6.	Dr. Zahed Al- Samaraiee	Petra University
7.	Dr. Abdel Monim Shaltoni	Petra University

Appendix B

Dear Sir/Madam,

The researcher is conducting a study titled “ **The Relationship between Export Strategic Orientation, Competitive Advantage, Marketing Strategy and Market Performance**” where the researcher will study the effects of strategic orientation on market performance through competitive advantage and marketing strategy in various exporting firms throughout Jordan.

The researcher appreciates your full cooperation and support in conducting this study.

Section 1: General Information.

Please tick the appropriate response box:

1. Gender:

Male

Female

2. Age:

Less than 24

25 - 30

31 - 36

37 - 44

45 and older

3. Educational Level:

High School/Tawjihi

Bachelors

Other

Masters

Doctorate

4. Industry in which the company operates in:**Pharmaceutical****Technological****Cosmetics****Food and Beverage****Other****5. Number of employees within the firm:****Below 50****50 – 100****101 – 150****More than 150****6. Position within the firm:****Manager/Owner****Sales Representative****Accountant****Marketing Executive****Other**

2. Please tick the appropriate response box.

Statements		Alternative Answers					
		Strongly Agree	Agree	Agree to an Extent	Disagree	Strongly Disagree	
		(1)	(2)	(3)	(4)	(5)	
Export Strategic Orientation: International Orientation							
1.	Our desire for growth is a strong motive for conducting export activities.						
2.	The possibility of increasing profits is a strong motive for exporting activities.						
3.	We have a global view of the market.						
4.	Our organizational culture is characterized by proactive exploration of new export activities.						
5.	We possess strong capabilities to develop new products for international activities.						
Export Strategic Orientation: Market Orientation							
6.	We continuously monitor level of employee commitment to serving customer needs.						
7.	Our business objectives are driven by customer satisfaction.						
8.	High attention is given to after- sales service.						
9.	Our strategy of competitive advantage is understanding customer needs.						
10.	We do competitor analysis to identify where they have succeeded/failed.						

3. Please tick the appropriate response box.

Statements		Alternative Answers					
		Strongly Agree	Agree	Agree to an Extent	Disagree	Strongly Disagree	
		(1)	(2)	(3)	(4)	(5)	
Marketing Strategy: Product Strategy							
11	We meet our foreign customers packaging requirements.						
12	We meet our foreign customers labeling requirements.						
13	We meet our foreign customers design preferences.						
Marketing Strategy: Price Strategy							
14	We offer satisfactory prices to foreign end users.						
15	We offer beneficial payment terms to import mediators.						
16	We match the prices of foreign market leaders.						
Marketing Strategy: Distribution Strategy							
17	We maintain and achieve quick product delivery in foreign markets.						
18	We have established adequate distribution coverage in foreign markets.						
19	We replenish inventory effectively in foreign markets.						

20	We maintain quick response to customer orders.						
Marketing Strategy: Promotion Strategy							
21	We maintain our personal selling strategy in foreign markets.						
22	We maintain our promotion efforts in foreign markets.						

4. Please tick the appropriate response box.

Statements	Alternative Answers						
	Strongly Agree	Agree	Agree to an Extent	Disagree	Strongly Disagree		
	(1)	(2)	(3)	(4)	(5)		
Competitive Advantage: Cost Competitive Advantage							
23	We maintain low cost of materials.						
24	We maintain low production unit costs.						
25	We have low distribution costs.						
Competitive Advantage: Product Competitive Advantage							
26	We emphasize product differentiation strategy.						
27	We emphasize new product differentiation.						
28	We ensure high quality products.						
Competitive Advantage: Service Competitive Advantage							

29	We pride ourselves on speedy and reliable delivery.						
30	We offer pre- and/or post-sale services.						

5. Please tick the appropriate response box.

Statements		Alternative Answers					
		Strongly Agree	Agree	Agree to an Extent	Disagree	Strongly Disagree	
		(1)	(2)	(3)	(4)	(5)	
Market Performance							
31	We pride ourselves on having retained loyal customers.						
32	We strive to acquire new customers.						
33	We export a high sales volume.						
34	We retain a high market share in foreign markets.						
35	We feel that our overall performance has met our objectives.						
36	We believe that our exporting activities have contributed greatly to overall profitability.						
37	We are satisfied with the firm's export performance.						

38	As a firm we have grown due to our exporting activities.						
----	--	--	--	--	--	--	--