

**Manjunatha N**

## **THE RELATIONSHIP OF FIRM, MANAGERIAL & PRODUCT CHARACTERISTICS WITH STANDARDIZATION OF EXPORT MARKETING STRATEGIES IN AUTO COMPONENT MANUFACTURING INDUSTRY**

### **ABSTRACT**

Every manufacturing firm formulates one or the other marketing strategies to capture more market share and revenue. Managers of each firm irrespective of the type of business make export policies to keep competitors away in international markets. The success of a firm's export performance lies in the positive influence of internal and external factors. The objective of the research study is to explore the relationship between a firm's internal factors such as firm's, managerial and product characteristics on export marketing strategy standardisation in the auto component manufacturing industry specially those firms locating in southern parts of India. Descriptive research methodology has been applied for analysing the data. The linear regression model has been used in the present study and tested the significant association among the variables related to internal forces and standardisation of export marketing strategies. The finding shows that, export marketing capabilities, managers export commitment, product characteristics have a significant relationship with product standardisation. Export marketing capabilities, managers export commitment, managers export motivation have positive influence on price standardisation similarly, export marketing capabilities, managers export commitment have significant relationship with distribution standardization. Similarly, firm's internationalisation capabilities manager's export commitment and managers export knowledge and product characteristics have significant impact on promotion standardisation. This research article is confined to the auto component industry which is engaged in export activities and limited to the standardisation of marketing strategies in international business.

*Key Words: Internal factors, Export marketing, Standardisation, Product, Price, Distribution, Promotion.*

**Manjunatha N**

*Department of Commerce and Management Studies, Government First Grade College Srinivasapur*

**Correspondence: Manjunatha N**

*E-mail: manjunatha.mba23@gmail.com*

## INTRODUCTION

Firm characteristics such as annual export sales per employee, firm's R&D spending, human resources, export manager's qualification, type of ownership, technological capabilities, firm age, and size are the factors that have a direct relationship with export success (Cieřlik and Michalek, 2014). Firm's capabilities such as export experience, production size, physical and financial resources, firm's market intelligence, client relationship, and network, pricing capability, distribution system, integrated export communication, process and product development, firm's location are also considered as significant factors for export performance (Ferreira and Simoes, 2016). The firm's technological capabilities enable in offering of innovative and special products which help firm's to gain attractive foreign market share and revenue through charging premium prices (Marmullaku and Ahmati, 2015). Export capability is dependent on the perception of exporting firm towards foreign export policies. If the firm perceives export practice as risky due to tariff and non-tariff barriers imposed by the host country then one could understand the declined in the firm's export performance (Agus Eko Nugroho, 2001). Firm's quality products are considered as influential factors for export performance due to those products fir for customer use in the form of product performance, reliability, and durability (Abd Ghani and Nikmat, 2019). Those firms with strong network relationships, the ability to access required assistance and resources also increases leading to increase in export revenue (Lages,Silva, and Styles, 2009). The ability to consolidate with other firms to meet changing requirements of global OEM's is directly associated with an export performance which also reduces the cost and complexity in international business (Dhawan and Gupta, 2018). Sometimes, a firm's strategic alliances and partnerships with outside companies reducing business risk and increase in offering innovative products with global standards (Salisu, Baker and Julienti, 2018).

A firm should consider both internal and external environments before entering into international markets. The internal factors may be the firm's pricing ability, international experience, firm's decision making system. The external factors may be demand, market uncertainty, regulatory policies, legal factors, economic conditions, foreign currency fluctuations etc, (Dasa Dragnic, 2014). The export

success of the firm is dependent on the ability to incur transactional costs in the international markets. The transactional cost such as search cost of potential clients in international business, cost of negotiation, the cost for the continuation of export agreements, etc. all these costs are varying from one country to another country due to psychic distance (He, Lin, and Wei, 2016).

As the firm shift from one market to another market in the international business, it is very essential to acquire/create/maintain the knowledge base related to export markets. This market intelligence may prevent market failures in the global market environment (Jamshidi and Moazemi, 2016). Employees who expertise in executing international business operations might change the fate of export-oriented companies positively due to the knowledge and type of professionalism that they carry in executing of foreign orders (Upadhyay and Priyanka, 2017). The firm's number of foreign branches, type of export mode, international exposure, ownership pattern are also influential factors for export performance (Schellenberg, Harker and Jafari, 2018). Firm's innovation capabilities generate a high level of export revenue than non-innovative firms due to reduced cost in the form of producing quality products, adapting flexible manufacturing system, R&D, designing testing development, registered patents, product and process innovation (Tavassoli, S, 2018). By setting up R&D centers, the auto component manufacturers can create value added products through innovation by installing the latest and advanced technologies and through backward integration which leads to increase export competitiveness (Chenoy, 2019).

Firm's export marketing capabilities such as well explored international markets, export market intelligence, ability to conduct regular market and customer research, competitor analysis, ability to coping up with market uncertainty, firm's capacity to use ICT in the marketing practices such as online transactions are considered as significant factors for export performance (Abdullah Khan, Usman and Sadia, 2019). The export success of auto component firms is depending upon export marketing capabilities such as product diversification, new destinations, distribution management, new product development, promotional support (Azigbo,2019). There are many numbers of pricing strategies are available for international business. The auto component manufacturing firm should be in a position to understand the changing market conditions with the collaboration of local partners, distributors to have control over the prices in international markets.

The firm should change its pricing decisions rapidly based on environmental changes such as currency flexibility, changes in procurement and supply cost, etc (Snieskienea and Akvile, 2015). The antecedents of managerial characteristics such as managerial perception towards international business, manager's commitment towards firm's financial and human resources, export marketing knowledge, foreign market exposure, have found significant with export performance (Kotorri andKrasniqi, 2018). There are many research having been conducted to explore export performance and managerial export motivation. It is explored that there are positive and negative export motivations are the two dimensions which significantly contribute to export revenue (Anil and Shoham, 2016).

The export performance is also affected by the product characteristics of the auto component industry. exporting of superior/quality products and high-end, technically premium products have a direct association with product standardisation strategy across the global market. (Jeong, Kim, 2018). By following a product standardisation strategy, production and marketing costs can be reduced. The same kind of marketing practices can be followed all over the globe due to similar requirements of OEM's. (Jeong, et al, 2018). Developing countries like India, can take the advantage of foreign exchange because the value of a home currency is lesser than the value of the currency in most advanced counties. Most of the OEM's are locating in advanced countries therefore, exporters can standardise their export prices (Yap, Wei, and Yazdanifard, 2014). Many of the component exporters prefer direct export mode to reduce market risk. The export managers meet clients face to face/personal selling or through online. Sometimes, by setting up of foreign sales offices works better in distributing of components, therefore distribution strategy standardization has a significant relationship with export revenue especially in business-to-business transactions of the auto component manufacturing industry (Puke and, Batraga, 2016). Standardisation of promotion strategy has a positive association with export performance. Using some of the standardized promotion tools such as technical presentations, attending international trade shows, issuing of technical catalogues, dropping visiting cards have a significant relationship with export performance (Grębosz and Otto, 2017).

## **LITERATURE REVIEW**

### **Firm characteristics**

According to (Kaleka and Morgan, 2019), firm characteristics such as the firm's internationalisation capabilities, innovation capabilities, and export marketing capabilities and managerial characteristics such as managers' export commitment, export knowledge, export motivation, characteristics of the product are considered as significant factors for export success.

### **Firm's internationalisation capabilities**

A firm having more export experience in international business can understand the volatility in foreign markets very well and it can use a marketing standardization strategy (Rao, 2017). The firm's indicators of export competitiveness such as physical and financial resources are considered as key factors of export success. Indian auto component manufacturers should manufacture advanced OEM components such as advanced electric parts, critical components, high-end components in addition to existing product lines such as parts for the mechanical purposes, engine components, gear-box, brake components (Kumar and Dubey 2017). There is an ample opportunity to improve export sales of auto components due to India's favorable export policies in the upcoming days (CRISIL Report, 2017). Technical collaborations can be achieved through maintaining international quality standards, it is possible only through low-cost advantage by the Indian companies to capture attractive international market share.

One of the quality mantras that is continuous improvement is only the key indicator to survive in international markets. This is possible because of positive national economic development (Alen, 2017). To earn export profit in the long run, the auto component manufacturing companies should have a strong network relationship, international distribution partnership and substantial investment in advanced and innovative technology (Arora, 2014). As per the changing needs and requirements of customers in the foreign markets, the firm must have well-developed infrastructural facilities within the organization which enables to create space for the customer needs, this is possible through a technological upgrade. Indian auto component manufacturing firms can go for strategic alliances to seek advanced and latest technology to serve global markets with global quality standards.

Firms knowing about concerning to internal and external environment can come out with innovative products. This knowledge can be obtained through experiments, learning through formal and informal network relationships (More and Jain, 2013). In order to source innovation, the firm should communicate with outside companies by having continuous links. It is dependent on the firm's ability to collect process and utilize information to create export knowledge which also helps for technological innovation. Firm's Internationalisation processes have found a negative relationship with export performance due to costly transactional process, scarcity of resources, product decline, financial risk, high accountability for the foreign customers, complex market conditions (Musuva, Ogutu, Zachary, and John, 2013). The firm should have the ability to collect and process foreign market information and sharing the same with needy departments within the company for rational decision making to tune up with fluctuating export market environment. It is found that export market intelligence and export performance have a significant relationship (Battistelli, 2013).

During the early phase of globalization in the year 1991, the auto component manufacturing companies used to export medium quality components to economically underdeveloped countries in a smaller quantity. Critical components were exported to developing countries and high-end products to most developed countries. Nowadays these component manufacturers are able to export components with high quality standards across the globe due to upgraded technology (Kumaraswamy, Mudambi, Saranga, and Tripathy, 2012). In order to sustain in international markets, the headquarters should allow foreign branches which are big in size to formulator export marketing strategies on their own. It is understood that a high degree of liberty should be given to foreign branches to take appropriate decisions related to export operation to gain foreign exchange (Tippie and Martin, 2012).

There is a positive association between export success and the type of mode that the company chooses. Many of the auto component manufacturers chooses direct export as their foreign market entry mode due to reduced market risk, low-cost transactions, an adaptation of marketing strategies, simple way of the process, safety mode, etc (Sadaghiani, Dehghan, 2011). The firm's international exposure, export knowledge, resource base, and a number of years of experience in domestic

operations, mode of export are found significant with export business (Mohamad and Puspowarsito, 2011). A firm's ability to meet export transaction cost has a significant relationship with export performance. The export transaction cost refers to the cost incurred to acquire resources, market failure due to lack of information and cost pertaining to it, time cost, opportunity cost etc (Stoian, 2010). Company's ownership pattern, technological competencies, skilled employees, standardisation marketing strategies have found a positive association with export performance (Anic, Rajh, and Teodorovic, 2009).

### **Firm's innovation capabilities**

There are five kinds of innovation are available for the firm wise., product and process innovation, organizational, managerial, and market innovation. The results disclosed that product and process innovation have found a significant relationship with export revenue (Kim, and Azizi, 2009). The auto component should focus more on the safety of customers in the form of installing the latest technology in the vehicles such as distance control, lane distance, the system for communicating between vehicle to vehicle to improve export performance. For the robust export growth, the firm should focus more on alternative materials to reduce vehicle weight—for example, fiber or plastic materials etc. Usage of advanced technology such as transmission systems in both manual and automatic, engine models and systems, electronic and electric sensors, and locking braking models have found significant with export performance. Nowadays, with the increased awareness about the importance of quality standards for OEM's products, the export of quality products has found a positive association with export performance (Tiwari and Kalogerakis, 2017). In order to introduce new and innovative and advanced products, the Indian manufacturers are setting up their strategic business units closely with OEM's in the form of establishing R&D centers close to the client companies (CII Report, 2016).

A significant relationship has been identified between process innovation and export goals due to enhanced global quality standards. (Mitra and Joshi, 2014), Strong standardisation practices can be found in technology oriented firms such as aircrafts, machineries manufacturing companies, medical equipment manufacturing companies, computer manufacturing etc. It is proved that standardisaton strategies are best suitable for technological oriented industries to achieve the desired level of export performance (Poturak and Duman, 2014). Having R&D capabilities within

the firm, it can meet changing needs of OEM's through reduced cost of manufacturing by implementing innovation in the manufacturing process along with quality products. This can be done by working with the client company closely (Arora, 2014). Firms managing internal and external R&D facilities have found a positive relationship with export growth (More and Jain, 2013). Indian auto component manufacturing firms are improving in the field of exports due to the emergence of advanced software applications in the manufacturing process, for example, the usage of CNC machines in the production process. Exporting of system-built product models also found a significant relationship with exports (Chisthy and Asadullah, 2013). Auto component exports can be accelerated through product and process innovation, setting up of R&D facilities, having subsidiaries in foreign markets, strong resource-based and enhanced strategies with regard to integrated marketing communications in the overseas markets (Aw, Roberts, and Winston, 2007).

#### **Firm's export marketing capabilities**

Marketing capabilities, informational capabilities, marketing differentiation, and a firm's product development abilities have a positive association with export success. (Kaleka and Morgan, 2019). Firms with the well-established market position will have an ability to acquire and process market information, the ability to increase product diversification and capacity to develop products are the factors that support achieving export market goals effectively. It is found that, Firms' resource base and export marketing capabilities on export success of manufacturing companies in various industries in Turkish. It is also important to note that firms' key resources and export marketing capabilities are found to be the key players in achieving export goals (Erdila and Ozdemir, 2016). If an auto component manufacturing firm in India is operating its domestic business more efficiently, it can be understood that the company can earn revenue through export activities also. Manufacturers can explore new markets along with presently exporting destinations such as the US and European countries (Arora, 2014). Instead of excess depending upon these traditional international markets, the Indian auto component manufacturers can explore and target Russia, Brazil, and South Africa as new destinations which enable export achievements.



A Firm's delivery capabilities, distribution management, new product development and export market capabilities of a firm have a positive influence on export performance (Acikdilli, 2013). In export markets the role of marketing representatives of the company is very crucial. At the same time company should provide market support to these channel members in the form of promotional support, allowing independent pricing capabilities (Aali, Lim and Khan, 2013). Besides rising intensity for export in the company also helps in increasing market base across the country. Export marketing capabilities such as promotional, new product development, and pricing capabilities have a positive association with export performance (Murray, Gao and Be, 2011).

### **Managerial characteristics**

Firms can raise their revenue through diversification, sales drives, efficient productivity, and innovation with the help of managerial capabilities (Mion and Opromolla, 2013). Managerial characteristics such as the manager's international experience, education qualification, international language skills and personality traits such as the ability to bear export risk, the extent of involvement in export operations, attitude towards export activities have tested on export performance. The results showed that a manager's personality traits have a significant influence on export performance (Gilaninia and Taleghani, 2013). Manager's personal contacts with clients, continuous relationship with customers and his international experience have proved significant association with the export performance of the company (Katsikea, Dionisis, and Skarmeas, 2003). Manager's other qualities such as the ability to tolerate international risk, innovative attitude, flexibility to manage international business operations, export market commitment and managerial dynamism are the attributes that directly influence the export performance of the company.

### **Managers export commitment**

The export commitment by allocating substantial financial and human resources for export operations with strategic export plans has a positive relationship with export intensity. Export manager's willingness to involve in export operations has a significant relationship with export success (Jalali, 2012). The export commitment by managers is a key area to deciding export success. Careful export planning,

allocation of human resources, and financial resources have been considered as influential factors for the export profitability of the firm (Movaghar and Moghaddam, 2011). Firm characteristics (firm size) and managerial characteristics such as management export commitment manager's attitude, managerial perception to exports, competition intensity, export market potential, the extent of international market risk, and export profitability are the factors that influence the export performance of small scale enterprises (Sohail, 2009). For selecting and executing perfect export marketing strategy, firm need to analyses its strengths and weakness carefully which lead to fulfill managerial expectations with regard to export success (Omotayo, 2009). Managerial commitment towards allocating sufficient financial resources for investing in advanced technology, deployment of human capital, formulating strategic planning, and other resources have identified as key success factors of export performance (Winklhofer and Diamantopoulos, 2003).

### **Managers export knowledge**

Managerial experience and export performance have been considered as the most researchable area. The managers get exposure through their experience while operating international business over the period of time (Koh, Gammohl and Okoroafo, 2014). The manager acquires export knowledge through both formal and informal methods of learning which have a significant impact on export success. The source of the competitive strength of the company comes from the export knowledge that the managers possess leading to wise decision making with respect to overseas markets (Najmeh, Karimi and Danaee, 2013). Managers who have more export knowledge would keep the firm active to face any external challenges in international business. The export market knowledge can be obtained through market research which helps managers to formulate appropriate marketing strategies based on foreign market characteristics. It is understood that a manager without export knowledge may lead to market failures and customer dissatisfaction in overseas markets. Manager's export knowledge enables to carry out some of the international business procedures such as international financing, foreign legislation, logistic activities, export formalities and payment settlements (Garg and De, 2012).

Manager's export knowledge helps to understand the technical environment, infrastructure, foreign customer behavior. The knowledge obtained through

experience enables a firm to face any challenges posed and identify better export opportunities through careful scanning and evaluating of foreign markets. Export managers with qualified and brilliant export knowledge would decide appropriate marketing strategies by performing various roles in export-oriented firms (Zaribaf, 2007). It is understood that managers should have knowledge of pricing strategies to respond to varied customer needs which increases the profitability of the firm in long-run business operations.

### **Managers export motivation**

Managers get motivated to export by the availability of sophisticated infrastructural development, advantage of SEZs, reduced tax rates, provision for rebates etc. Importing duty less raw materials, financial incentives for research and developments, setting up of clusters, positive environment for export investment, a number of employees (Human Capital) have found a positive association with export performance leading to the motive for export business (Nihat Kamil Anil, 2016). There are two shades of managerial export motivation that can be seen with respect to export marketing. Managers who perceive export operations as risky, tend to stop involving in export operations. Those who perceive export operation as sources of motivation, treat that as a proactive approach of the export market environment and tend to commit to formulate export marketing strategies which enable increasing export success (Garg and De, 2012). Sometimes the uninvited export orders become an export motivation for the managers. The main reason for this is the production of quality and differentiated products for a low price by the company. Once this competitive advantage is achieved, the unsolicited orders can be expected from foreign clients. If this kind of transactions is continued, managers get motivated to set-up and design distribution strategy across the export markets to meet the demands of global clients leading to achieve the export goal (Mohamad and Puspowarsito, 2011).

Managerial export motivation is categorized into internal and external export motivation. Managers get motivated by the firm's internal strengths such as excess capacity, diversified business capabilities, and increased business growth are found to be positive with export success. The external export motivational factors are uninvited export orders, export revenue, huge market potential, export market nearness, and enthusiastic distributors who are ready to represent the firm's

products in overseas markets. Based on this internal and external export motivation, most of the small-scale companies have involved in exporting due to external stimuli and most of the large-scale companies are exporting due to internal stimuli (Yannopoulos, 2010).

### **Product characteristics**

The auto component manufacturers in India are finding better export opportunities because of superior quality products and high end/critical components with low cost compared to competitor's countries such as Russia, China, Malaysia, Brazil, Hungary, Poland, South Korea, and Mexico (CRISIL Report, 2017). The Indian auto components are supplied to global OEMs for low cost, and this has been considered as a key factor for boosting exports. The competitor countries are also focusing on exports by lowering manufacturing costs with high quality and technically superior products. Therefore, it is found that there is a positive association between product characteristics and standardisation of export marketing. Production and supply of auto components are connected with production schedules of OEMs cyclically.

The capacity expansion by auto component manufacturers is directly related with a production line of vehicle manufacturers in global markets. In addition to this, the auto component manufacturers should supply components according to the drawings/designs given by the OEMs and also they should be well equipped with the required technology to meet the quality standards at a low price. Therefore, it is understood that product characteristics of the auto component industry have a significant relationship with export success (AFS action, 2014). The product attributes such as product design which is conforming to the specification, product quality and reliability, durability, product uniqueness, the strength of patents, technical specificity, product differentiation advantage to the clients, product performance, services connected with products have been considered as important factors that influence the export performance of the manufacturing companies (O Cass and Julian, 2003). The product characteristics such as new products, product design, customer service, diversified products and product line, product uniqueness, product patents, special features, differentiated attributes have a significant association with export achievement (Lages, 2000). The product characteristics can be measured based on the firm's ability to manufacture and export new products,

create product brand, protected patents, product design and its quality, age of the product, unit value, uniqueness and service requirements have a direct relationship with export performance of manufacturing companies (Lages and Melewar, 1999).

## **EXPORT MARKETING STANDARDISATION**

### **Product standardisation**

The firm uses the uniform product strategy with respect to product quality, similar package design, product name leading to product standardisation (Loukakou, 2012). Industrial products which are connected with high technology-oriented are often standardized their products whereas consumer products are mostly adapted in international markets due to changes in taste and preferences and it requires special modification of marketing strategy in international markets. Therefore, it is found that product standardisation and export performance have got positive association. Product standardisation helps the firm to have substantial cost reduction in its operations through R&D facilities, promotional activities connected to international business (Loukakou, 2012). Standardizing the brand across the globe saves the cost leading to attract export orders due to low prices which are considered as a firm's competitive strength in the world market. The firm which standardizes on one element leads to standardisation of other marketing elements due to the synergy effect. product standardisation consists of a similar brand name, uniform product positioning techniques etc; all these similarities would benefit the firm which lead to better export performance (Sustar, 2007). The extent of standardisation of critical auto components has a significant relationship with export success. The study was being conducted with regard to Brazilian exporters; the results showed that export performance is influenced by product standardisation (Lages, 2000).

### **Price standardisation**

The application of the concept of standardisation of pricing strategy (indicating similar prices as the firm charges in domestic markets) may assist to enter into global markets lead to an increase in export sales (Lages, 2000). With domestic support, greater competition, previous year export performance, government intervention in fixation of price for international business, the prices can be standardized in a greater extent. Managers expect their price to be standardized in the future because more

competition leads to higher pressure on price reductions leading to price standardisation. Each customer knows the price break ups, therefore there is no secrecy in prices therefore price standardisation is advisable. Competitors in international markets have considered one of the economic conditions (because of reduced cost firm lowers the prices in international markets leads to standardize the export prices. The firm's financial stability (more the ability to spend in international markets greater the extent of standardisation) and managerial perceptions (high degree of standardisation lowers the cost than adaptation strategy) leads to price standardisation in international markets (Hise and Choi, 2008).

### **Distribution standardisation**

According to the distribution standardisation approach, firms follow a uniform method of distribution system across the foreign market. Firms which are large in size and a high degree of product similarity would follow distribution standardisation. In this case the firm addresses the homogeneous needs of customers in the global market. It is also noted that standardisation of distribution strategy limits the benefits due to changing target customer needs across the globe. In order to tackle this problem a uniform method of personal selling strategy must be designed since local channel representatives may not support home country exporters in overseas markets. Therefore, the extent of standardisation strategy has found an affirmative association with export success (Helm and Gritsch, 2014).

Auto component manufacturing companies can look forward to entering into the international marketplace in four different alternatives such as direct export, setting up manufacturing plants abroad closely with OEMs, having a strategic alliance with client companies, having sales offices abroad or exporting directly from home country (Nordstrand, 2005). Standardisation of distribution strategy is common in all the countries because the way of distribution is universally accepted. Many of the channels of the distribution falls under standardisation approach accidentally in all the countries because of most of the distribution decisions are similar. There will be only one practical way of distribution of products in any country due to similar expectations in procurement. Distribution seems to be the most standardized compared to the other three marketing mix elements.

### **Promotion standardisation**

The impact of promotion standardisation on export performance of Slovenian firms have been studied by (Sustar, 2007), in his study he found that, the promotion standardisation was not successful since Slovenian companies are not familiar with western markets and are finding it complicated to standardize promotion strategies across the export markets. Promotional strategies are used according to market to market and choose similar marketing attributes where a firm can adopt promotion standardisation in such market conditions for example European countries where promotion activities are designed customer-specific (Sustar, 2007).

### **PROBLEM STATEMENT**

After an intensive literature review, it is understood that there are no research articles published on a firm's internal factors affecting standardisation of export marketing strategies. The internal factors such as firms international, innovation and export marketing capabilities, managers export commitment, managers export knowledge, managers export motivation, and product characteristics are not addressed with specific reference to the auto component industry in India. There is no statistical test that has been done to find out the significant relationship between a firm's internal factors and standardisation of export marketing strategies. There is no evidence of standardisation of product, price, distribution and promotion of auto components manufacturing industry of Indian context. Due to the lack of specific conclusions drawn on standardisation of export marketing strategies, the following research objective has been formulated.

### **OBJECTIVES OF THE STUDY**

1. To study the background of internal factors that impact export marketing standardisation.
2. To analyse the internal factors that influence product standardisation of auto component manufacturing firm's in the export market.
3. To examine the impact of internal factors on price standardisation in export marketing.
4. To understand the influence of internal factors of an auto component manufacturing firm's on distribution standardisation.

5. To evaluate the effect of internal factors on promotion standardisation strategies of an auto component manufacturing firm's in export market.

### **Hypothesis of the study**

*Hypothesis 1: Internal factors of South Indian auto component firm's positively influence product standardisation in export market.*

*Hypothesis 2: Internal factors of South Indian auto component firm's positively influence price standardisation in export market.*

*Hypothesis 3: Internal factors of South Indian auto component firm's positively influence distribution standardisation in export market.*

*Hypothesis 4: Internal factors of South Indian auto component firm's positively influence promotion standardisation in export market.*

### **RESEARCH METHODOLOGY**

The descriptive research methodology was adapted for the study. The survey was conducted by surveying and interviewing export-in-charge/export managers to collect the data required. They were asked to give a clear picture of how the internal environment affect export marketing decisions.

#### **Source of data, materials and methods**

The primary data has been collected from auto component manufacturing firms which are locating in south India. A special focus has been given to those companies who are members of the auto component manufacturers association (ACMA). A Structured questionnaire was issued to the export managers/Export in-charge to fill. The scheduled interview was also conducted to understand the basic details related to export marketing strategies. The secondary data was collected from open access online journals such as infibnet, SAGE, Mysore university online e-resources, annual reports of ACMA and from published research articles. The data has been collected from south Indian auto component manufacturing firms. 3 companies from Andhrapardesh (Vijawada, Kakinada), 30 companies from Karnataka (Hosur, Bommasandra, Bidadi, Peenya) and 55 companies from Tamilnadu (Sriperumbudur,



Annasalai, Coimbatore, Sipcot Industrial Complex, Chennai, Kancheepuram, Ambattur, Royapettah, Arumbakkam, Thirumudivakkam, Padi, etc.).

### **Sampling techniques**

The Census method of sampling technique has been used for collecting the data. In India there are 800 numbers of companies have registered as members in ACMA across India, out of which 380 companies fall in the South Indian region, among them there are 119 companies engaging in export business. All the export-oriented companies are visited to collect the data but only 88 companies have responded and the response rate is 74% which is appropriate for the study. The data has been analysed by using SPSS software tool regression analysis has been applied for testing the significant association between firm's internal factors and standardisation of export marketing strategies.

## **RESULTS**

### **Internal factors influencing product standardisation**

Export marketing capability of South Indian auto component manufacturing firms in identifying international market opportunities, customer segmentation, creating a unique brand image, the capability of identifying early adopters, capacity to provide service after sales, well-designed communication techniques, sophisticated delivery and distribution system, firm's ability to set appropriate pricing leads to product standardisation. It is also noted that, managerial commitment towards export planning, market research, adequate human resources, having separate export departments, willingness to visit export markets lead to product standardisation. Product characteristic includes auto component manufacturing firm's ability to face technical complexities while manufacturing of product with unique features and completely well-protected patents, design-driven manufacturing capabilities, services before and after sales, well-trained employees to handle the products for export business lead to product standardisation. In table 1, the value of R in the analysis indicated that the firm's internal factors & product standardisation have got strong correlation (.984) & R<sup>2</sup> is .968 which means internal factors have been considered as important variables and supports for the data for model fit. The value that is F is lower than 0.05 which means internal factors have found a significant

relationship with product standardisation. Firm internal factors were used to predict product standardisation. All the seven variables were considered to predict product standardisation. In this case export marketing capabilities (t =2.724, p =.008), managers export commitment (t =4.707, p =.000) and product characteristics (t=3.285), (p=.002) have found positive association with product standardisation. Regression model: Product Standardisation Y= bo+b1\*1+b2\*2...+bk\*k+n

**Table:1 Internal factors influencing product standardisation**

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.984 <sup>a</sup>	.968	.965	.18358	.968	347.800	7	80	.000	1.919

a. Predictors: (Constant), Product Characteristics, Managers Export Knowledge, Firms International Capabilities, Managers Export Motivation, Firms Innovation Capabilities, Export Marketing Capabilities, Managers Export Commitment

b. Dependent Variable: Product Standardisation

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	-.275	.074		-3.706	.000
	Firms International Capabilities	.123	.075	.104	1.628	.107
	Firms Innovation Capabilities	-.053	.089	-.056	-.592	.555
	<b>Export Marketing Capabilities</b>	<b>.264</b>	<b>.097</b>	<b>.269</b>	<b>2.724</b>	<b>.008</b>
	<b>Managers Export Commitment</b>	<b>.504</b>	<b>.107</b>	<b>.497</b>	<b>4.707</b>	<b>.000</b>
	Managers Export Knowledge	.099	.058	.101	1.729	.088
	Managers Export Motivation	-.159	.087	-.167	-1.830	.071
	<b>Product Characteristics</b>	<b>.268</b>	<b>.082</b>	<b>.255</b>	<b>3.285</b>	<b>.002</b>

a. Dependent Variable: Product Standardisation

Source: Primary Data

**Product Standardisation = -.275 + (.123×Firms International Capabilities) + (.053×Firms Innovation Capabilities) + (.264×Export Marketing Capabilities) + (.504×Managers Export Commitment) + (.099×Managers Export Knowledge) + (.159×Managers Export Motivation) + (.268×Product Characteristics).**

Since the significant values of export marketing capabilities, managers export commitment, product characteristics are lower than the value of p i.e., 0.005. therefore, the first statement of hypothesis drawn in the study i.e., Internal factors of South Indian auto component firm’s positively influencing product stanadardisation in the export market is *accepted*.

**Internal factors influencing price standardisation**

Along with export marketing capabilities and managers the export commitment, the South Indian auto component manufacturing firms finding better opportunity for marketing due to motivation in terms of spontaneous orders by OEMs, proximity to the export market, reduced tariff rates in international markets, stimuli by competitors, government export incentives, positive attitude toward export markets leading to price standardisation. In the table 2, the analysis shows that the value of R indicates the high degree of correlation co-efficient (.983) between the firm’s internal factors and price standardisation. R<sup>2</sup> measures the variation explained by the regression model is (.967) being high indicating the model fits the data well. F value is lower than 0.05 which means the internal factors have a significant relationship with price standardisation. All the seven variables of the firm’s internal factors were used to predict price standardisation. In this case export marketing capabilities (t = 3.821, p = .000) managers export commitment (t = 5.954, p = .000), managers export motivation (t = -2.372, p = .020) are the factors have significant relationship with price standardisation.

**Table:2 Internal factors influencing price standardisation**

**Model Summary<sup>b</sup>**

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
				R Square Change	F Change	df1	df2		
1	.983 <sup>a</sup>	.967	.21466	.967	332.021	7	80	.000	1.904

a. Predictors: (Constant), Product Characteristics, Managers Export Knowledge, Firms International Capabilities, Managers Export Motivation, Firms Innovation Capabilities, Export Marketing Capabilities, Managers Export Commitment

b. Dependent Variable: Price Standardisation

THE RELATIONSHIP OF FIRM, MANAGERIAL & PRODUCT CHARACTERISTICS WITH  
STANDARDISATION OF EXPORT MARKETING STRATEGIES IN AUTO COMPONENT  
MANUFACTURING INDUSTRY

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	-.557	.087		-6.421	.000
Firms International Capabilities	.107	.088	.080	1.219	.226
Firms Innovation Capabilities	-.029	.104	-.027	-.282	.779
<b>Export Marketing Capabilities</b>	<b>.433</b>	<b>.113</b>	<b>.387</b>	<b>3.821</b>	<b>.000</b>
<b>Managers Export Commitment</b>	<b>.745</b>	<b>.125</b>	<b>.642</b>	<b>5.954</b>	<b>.000</b>
Managers Export Knowledge	.082	.067	.073	1.213	.229
<b>Managers Export Motivation</b>	<b>-.241</b>	<b>.101</b>	<b>-.222</b>	<b>-2.372</b>	<b>.020</b>
Product Characteristics	.074	.095	.061	.770	.443

a. Dependent Variable: Price Standardisation

*Source: Primary Data*

**Price Standardisation** =  $-.557 + (0.107 \times \text{Firms Internationalisation Capabilities}) + (0.029 \times \text{Firms Innovation Capabilities}) + (0.433 \times \text{Export Marketing Capabilities}) + (0.745 \times \text{Managers Export Commitment}) + (0.082 \times \text{Managers Export Knowledge}) + (-0.241 \times \text{Managers Export Motivation}) + (0.074 \times \text{Product Characteristics})$ .

Since the values of significant variables of export marketing capabilities, managers export commitment, managers export motivation are lower than (p) value i.e., 0.05, so that, the second statement of hypothesis drawn in the study i.e., Internal factors of South Indian auto component firm's positively influence price standardisation in the export market is *accepted*.

### Internal factors influence distribution standardisation

Export marketing capability of South Indian auto component manufacturing firms in identifying international market opportunities, customer segmentation, creating a unique brand image, capability of identifying early adopters, capacity to provide service after sales, well-designed communication techniques, sophisticated delivery and distribution system, firm's ability to set appropriate pricing leads to distribution standardisation. It is also noted that, managerial commitment towards export planning, market research, adequate human resources, having separate export departments, willingness to visit export markets lead to distribution standardisation. In table 3, the regression analysis shows that, the value of R indicates the high degree

of correlation co-efficient (.975) between the firm’s internal factors and distribution standardisation. R<sup>2</sup> measures the variation explained by the regression model is (.951) being high which indicates that the model fits the data good. The value of F is lower than 0.05 which means the firm’s internal factors found a positive association with distribution standardisation. The variables selected for the study used for the prediction of distribution standardisation. Marketing capabilities (t = 2.485, p = .015), managers export commitment (t = 2.997, p = .004) are the factor have significant relationship with distribution standardisation.

**Table:3 Internal factors influencing distribution standardisation**

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.975 <sup>a</sup>	.951	.947	.20438	.951	224.198	7	80	.000	2.134

a. Predictors: (Constant), Product Characteristics, Managers Export Knowledge, Firms International Capabilities, Managers Export Motivation, Firms Innovation Capabilities, Export Marketing Capabilities, Managers Export Commitment

b. Dependent Variable: Distribution standardisation

Model		Coefficients <sup>a</sup>		t	Sig.
		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	
1	(Constant)	.429	.083	5.197	.000
	Firms International Capabilities	.063	.084	.060	.754
	Firms Innovation Capabilities	.002	.099	.002	.016
	<b>Export Marketing Capabilities</b>	<b>.268</b>	<b>.108</b>	<b>.303</b>	<b>2.485</b>
	<b>Managers Export Commitment</b>	<b>.357</b>	<b>.119</b>	<b>.390</b>	<b>2.997</b>
	Managers Export Knowledge	.068	.064	.077	1.056
	Managers Export Motivation	.021	.097	.025	.220
	Product Characteristics	.131	.091	.138	1.444

a. Dependent Variable: Distribution Standardiasation

Source: primary Data

$$\text{Distribution Standardisation} = .429 + (.063 \times \text{Firms International Capabilities}) +$$

$$(.002 \times \text{Firms Innovation Capabilities}) + (.268 \times \text{Export Marketing Capabilities}) +$$
$$(.357 \times \text{Managers Export Commitment}) + (.068 \times \text{Managers Export Knowledge}) +$$
$$(.021 \times \text{Managers Export Motivation}) + (.131 \times \text{Product Characteristics})$$

The significant values of variables of export marketing capabilities, managers' export commitment are lesser than the p-value (0.05) which means the third hypothesis statement drawn in the study i.e., Internal factors of South Indian auto component firm's positively influenced distribution standardisation in the export market *is accepted*.

### **Internal factors influencing promotion standardisation**

The ability of firm's market intelligence, its usage, ability to choose an appropriate export mode, firms ability to build relationships & networks, capability to enter early into export markets and capability of flexible to modify firm resource base according to international business needs along with manager's export commitment leads to promotion standardisation. It is also noted that managers working in South Indian auto component manufacturing firms with international marketing knowledge, experience with regard to international management, knowledge about a market place, knowledge of international financial systems, Knowledge of international legislations and manager's knowledge of information communication technology along with product characteristics mentioned on the previous section leads to promotion standardisation.

In table 4, the regression analysis shows that the value of R indicates the high degree of correlation co-efficient (.977) between the firm's internal factors and promotion standardisation. R<sup>2</sup> measures the variation explained by the regression model is (.955) being high which indicates that the model fits the data good. The vales of the significance of the variable selected in this section have lower than 0.05 which means internal factors have a significant relationship with promotion standardisation. All the seven variables of the firm's internal factors were used to predict promotion standardisation. In this case firm's internationalisation capabilities (t = 2.701, p = .008) managers export commitment (t = 3.431, p = .001) managers export knowledge (t = 2.442, p = .017) and product characteristics (t = 2.408, p = .018) have significant relationship with promotion standardisation.

**Table:4 Internal factors influence promotion standardisation**

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.977 <sup>a</sup>	.955	.951	.20785	.955	243.208	7	80	.000	2.027

a. Predictors: (Constant), Product Characteristics, Managers Export Knowledge, Firms International Capabilities, Managers Export Motivation, Firms Innovation Capabilities, Export Marketing Capabilities, Managers Export Commitment, b. Dependent Variable: Promotion Standardisation

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.036	.084		.430	.668
<b><i>Firms International Capabilities</i></b>	<b>.230</b>	<b>.085</b>	<b>.205</b>	<b>2.701</b>	<b>.008</b>
Firms Innovation Capabilities	-.022	.101	-.025	-.220	.826
Export Marketing Capabilities	-.070	.110	-.075	-.640	.524
<b><i>Managers Export Commitment</i></b>	<b>.416</b>	<b>.121</b>	<b>.430</b>	<b>3.431</b>	<b>.001</b>
<b><i>Managers Export Knowledge</i></b>	<b>.159</b>	<b>.065</b>	<b>.170</b>	<b>2.442</b>	<b>.017</b>
Managers Export Motivation	.071	.098	.078	.721	.473
<b><i>Product Characteristics</i></b>	<b>.222</b>	<b>.092</b>	<b>.222</b>	<b>2.408</b>	<b>.018</b>

a. Dependent Variable: Promotion Standardisation

Source: primary Data

$$\text{Promotion Standardisation} = .036 + (.230 \times \text{Firms International Capabilities}) + (-.022 \times \text{Firms Innovation Capabilities}) + (-.070 \times \text{Export Marketing Capabilities}) + (.416 \times \text{Managers Export Commitment}) + (.159 \times \text{Managers Export Knowledge}) + (.071 \times \text{Managers Export Motivation}) + (.222 \times \text{Product Characteristics})$$

Since the significant values of firm’s international capabilities, managers export commitment, managers export knowledge, and product characteristics have less than 0.05, so that the hypothesis statement drew in the study i.e., Internal factors of South Indian auto component firm’s positively influence promotion stanadardisation in the export market is **accepted**.

## RESEARCH FINDINGS

Export marketing capabilities such as (ability to identify export market opportunities, segmentation, brand image, finding early adopters, service after sales,

promotions, delivery system, and price making abilities) and managers export commitment such as (export planning, financial resources, human resources, market research, export-oriented units, export market visits) and also product characteristics such as (technical complexity, product uniqueness, patent protection, product age, customer specification, service/maintenance) have a significant relationship with product standardisation. Export marketing capabilities, managers export commitment, managers export motivation such as (ample opportunity to market, spontaneous orders, market proximity, favorable tariff, export stimuli by competitors, export incentives, management positive attitude) is having a positive influence on price standardisation. Export marketing capabilities, manager's export commitment are having a significant relationship with distribution standardisation. Firm's internationalisation capabilities such as, (market intelligence, information dissemination, mode of export, network relationship, pioneer ability, strong resources). along with the manager's export commitment and managers export knowledge such as (international marketing knowledge, international management experience, global knowledge of international markets, knowledge of international financial management, international legislation knowledge, knowledge of ICT) along with product characteristics are having a significant relationship with promotion standardisation.

## **DISCUSSION**

Auto component manufacturing firms should choose appropriate entry strategy modes to reduce export market risk, physical risk, financial risk. Based on firm size direct exporting or technical collaboration are the two choices available for the firm. A Firm should allocate substantial physical and financial resources to grab export market opportunities. Increased product quality, product design, product innovation can be done through establishing testing, R&D centers within the firm. Process and product innovation can be enhanced through the upgrading of technology in the form of strategic alliances and technological collaborations with external firms. Regular international market research should be conducted to create export market intelligence to have a strong foothold in the international markets. Organizational innovation, managerial innovation and market innovations are strongly recommended for the auto component manufacturing firm. Product diversification,



international pricing capabilities, knowledge of the foreign market and promotional strategies enhance the export revenue. Adequate financial and human resources and seriousness/commitment towards exports helps in achieving export goals. Manager's language proficiency, qualification, foreign market exposure helps in standardisation of export marketing strategies. Managers should grab the export opportunities by considering internal and external motives which encourage export business. Products can be standardized, since the auto component manufacturers supply high-end and critical components for the OEM's. The currency of advanced countries has more value than Indian currency, therefore, standardizing of pricing strategy works in earning export revenue. Distribution standardisation alone cannot workout in international markets, it can adapt as per the changing foreign market conditions. Setting up sales offices abroad is the appropriate strategy for export-oriented companies. By attending international trade shows, manager's technical presentations and issuing of visiting cards, technical catalogues, helps in capture and retain international clients.

## **CONCLUSIONS**

Standardisation approach emphasizes serving international markets where South Indian auto component firms find homogenous market characteristics in terms of OEMs across the international markets to gain considerable benefits in the form of reducing cost and attaining predetermined export goals. Auto component manufacturers use the uniform product strategy with respect to product quality, similar package design, product name leading to product standardization. Most of the studies supported that industrial products which are connected with high technology oriented are often standardized their products. The unstandardized estimates of export marketing capabilities such as B value are 0.264, the standard error is 0.097 and the t value is 2.724 leading to significant value of 0.008. Managers Export Commitment such as B value is 0.504, the standard error is 0.107 and t value is 4.707 leading to significant value i.e 0.000. similarly, Product Characteristics such as B value is 0.268, the standard error is 0.082 and the t value is 3.285 leading to significant value i.e 0.002 have a significant relationship with product standardization.

The application of the concept of standardization of pricing strategy (indicating similar prices as the firm charges in domestic markets) may assist to enter

into global markets lead to an increase in export sales. there is strong competition across the various markets which each day puts more pressure on the companies to have lower prices. Secondly, there are no secrets anymore. Everyone knows the final cost of a product because the suppliers across the industry are the same or very similar. Competitors in international markets consider the economic conditions (firms are to compete on a price basis which would be better achieved through lower costs resulting from a standardization approach), strategic goals (such as firm's low-cost offerings will have an opportunity to earn foreign exchange, etc) firm's financial stability (more the ability to spend in international markets greater the extent of adaptation) and managerial perceptions (high degree of standardization lowers the cost than adaptation strategy) leads to price standardization in international markets. The unstandardized estimates of export marketing capabilities such as B value are 0.433, the standard error is 0.113 and t value is 3.821 leading to significant value of 0.000. The unstandardized estimates of manager's export commitment such as B value is 0.745, standard error is 0.125 and t value is 5.954 leading to a significant value of 0.000. similarly, Manager's Export Motivation such as B value is -0.241, the standard error is 0.101 and t value is -2.372 leading to the significant value of 0.020. have a significant relationship with price standardization. The standardisation approach climes that, the requirements of automotive manufacturing customers are expected to have similar across the global markets. The main reason for using the export marketing strategy standardisation approach is that, similarities in terms of technology and markets. These similarities lower the entry barriers and made auto component manufacturing firms standardize their marketing strategies leading to generate economies of scale in manufacturing and marketing of auto components. Firms that are large in size and a high degree of product similarity would follow distribution standardization. In this case, the firm addresses the homogeneous needs of customers in the global market. It is also noted that standardization of distribution strategy limits the benefits due to changing target customer needs across the globe. In order to tackle this problem a uniform method of personal selling strategy must be designed since local channel representatives may not support home country exporters in overseas markets. The unstandardized estimates of export marketing capabilities such as B value are 0.268, the standard error is 0.108 and t value is 2.485 leading to a significant value of 0.015. managers export commitment

such as B value is 0.357, the standard error is 0.119 and t value is 2.997 leading to significant value i.e 0.004. have a significant relationship with distribution standardization.

The key reason for using standardisation approach in international markets is to create a consistent brand image and reputation in the export market. It decreases the ambiguity among the buyers with respect to quality and design of the components procured, it is also noted that, cost benefit due to uniformity in promotional efforts and economies of scale can be achieved in production and marketing activities through standardisation strategy. The unstandardized estimates of Firms International Capabilities such as B value are 0.230, the standard error is 0.085 and t value is 2.701 leading to a significant value of 0.008. The unstandardized estimates of manager's export commitment such as B value are 0.416, the standard error is 0.121 and t value is 3.431 leading to the significant value of 0.001. Similarly, Managers Export Knowledge such as B value is 0.159, the standard error is 0.065 and t value is -2.442 leading to significant value of 0.017. have a significant relationship with promotion standardization. Similarly, Product Characteristics such as B value are 0.222, the standard error is 0.092 and t value is 2.408 leading to a significant value of 0.018. have a significant relationship with promotion standardization.

The samples selected for the study are very limited as the total population of auto component exporters is 119 in south India out of which 88 companies are able to reach to collect the data. The study is confined to export-oriented firms and may not be applicable to non-exporting firms. The external factors and forces which might be significant for the export performance of the firms are ignored in the present study. This study is relevant for only manufacturing of auto component firms may not be applicable for the other industries. There are many number of other variables affecting standardisation of export marketing strategies that are not taken into consideration. The present research framework can be applied to other industries to test export performance. External factors such as export market characteristics, completion intensity should be tested with standardisation of export marketing strategies. To find out the significant relationship between internal factors and adaptation strategies of export marketing, the researchers can apply the similar methodology used in the present study.

## REFERENCES

- Aali, A.A., J.S Lim, and T. Khan. 2013. Marketing capability and export performance: the moderating effect of export performance. *South African Journal of Business Management* 44 (3): 59 -70.
- AbdGhani, N. H and N.K. Nikmat. 2019. Export performance: the role of product quality and market orientation. *Wseas Transactions on Business and Economics* 16 (1): 215-225.
- Abdullah Khan N.M, G.Usman and A. Sadia. 2019. Effect of export market environment turbulence on firm's export performance: the mediating role of firm's strategic orientation capabilities. *City University Research Journal, Peshawar*: 9 (2): 220-242.
- Acikdilli, G. 2013. The effect of marketing capabilities and export market orientation on export performance. *Interdisciplinary Journal of Contemporary Research in Business* 5 (6): 30-59.
- AFS action. 2014. Industry report: Auto Ancillary Sector, December 10.
- Agus Eko Nugroho. 2001. Trade policies and the export performance of Indonesia. 1983-1997. *Journal The Winners* 2 (1): 38-46.
- Alen, L. 2017. Internationalisation: entering the Russian market, Lahti University of Applied Sciences Ltd Faculty of Business and Hospitality Management Degree Programme in International Trade Bachelor's Thesis.
- Anic, D., E. Rajh, and I. Teodorovic. 2009. Firms' characteristics, strategic factors and firms' performance in the Croatian manufacturing industry. *Ekonomski Pregled* 9 (10): 413-431.
- Arora, V. 2014. Step on the gas, future thought of business. A Wipro Thought Leadership Initiative 5th Edition, June.
- Aw, B. Y., M.J Roberts, and T. Winston. 2007. Export market participation, investments in R&D and worker training, and the evolution of firm productivity. *The World Economy*.

- Azigbo, U. K. 2019. Strategies for new product development in an emerging market. Doctoral Thesis of Business Administration, College of Management and Technology, Walden University.
- Battistelli, B. 2013. Intellectual property rights intensive industries: contribution to economic performance and employment in the European union. *Industry-Level Analysis Report*.
- Chenoy, D. 2019. India manufacturing barometer, building export competitiveness. Indian Chamber of Commerce and Industry Report.
- Chisthy, S. K. and Asadullah. 2013. Issues and challenges in the Indian auto component industry with special reference to Indo Thailand FTA. *Indian Journal of Management Science* 3 (2): 10-21.
- Cieřlik, A. and J.J, Michalek. 2014. The influence of firm characteristics and export performance in central and eastern Europe: comparisons of Visegrad, Baltic and Caucasus states. *Entrepreneurial Business and Economics Review* 2: 4-18.
- CII Report. 2016. Confederation of Indian industry, making India a world class automotive manufacturing hub, E&Y Report, February.
- CRISIL Report, 2017. An S&P Global Company, Research Article on Automotive Components, September.
- Dasa Dragnic. 2014. Impact of internal and external factors on the performance of fast-growing small and medium businesses. *Journal of Contemporary Management Issues* 19 (1): 119-159.
- Dhawan, R and S. Gupta. 2018. The auto component industry in India: preparing for the future, prepared for the 58th annual conference organized by the Automotive Component Manufacturers Association of India (ACMA) September issue. Published by McKinsey & Company, Inc
- Erdila, S.T. and O. Ozdemir. 2016. The determinants of relationship between marketing mix strategy and drivers of export performance in foreign markets: an application on Turkish clothing industry, Social and Behavioral Sciences 12th International Strategic Management Conference, Antalya, Turkey.

- Ferreira, M.P and L. Simoes. 2016. The interrelationships between resources, capabilities, export competitive advantages and export performance. *International Journal of Export Marketing* 1 (2): 142-165.
- Garg, R and K. De. 2012. Impact of dynamic capabilities on the export orientation and export performance of small and medium sized enterprises in emerging markets: A conceptual model. *African Journal of Business Management* 6 (29): 8464-84745.
- Gilaninia, S. And M. Taleghani. 2013. Export incentives and its importance in the export performance. *Arabian Journal of Business and Management Review* 1 (11): 52-57.
- Grębosz, M and J. Otto. 2017. Standardisation versus adaptation – marketing communication strategies of multinational companies on the European textile market. *Fibers & Textiles in Eastern Europe* 25 (3): 8-13.
- He, X, Z. Lin and Y. Wei. 2016. International market selection and export performance: a transaction cost analysis. *European Journal of Marketing* 5 (6): 916-941.
- Helm, R. and S. Gritsch. 2014. Examining the influence of uncertainty on marketing mix strategy elements in emerging business to business export markets. *International Business Review* 23 (1): 480-428.
- Hise, Rand Y.T. Choi. and Are U.S. 2008. Companies employing standardisation or adaptation strategies in their international markets? *Journal of International Business & Cultural Studies* 4 (1): 1-29 [www.aabri.com/manuscripts/08043.pdf](http://www.aabri.com/manuscripts/08043.pdf)
- Jalali, S. H. 2012, Appraising the role of strategy implementation in export performance: A case from middle east. *Business Intelligence Journal* 5 (2): 282-291.
- Jamshidi H and M. Moazemi. 2016. The impact of external environment on export performance. *Journal of Business & Financial Affairs* 5 (4): 1-6.
- Jeong, I, & E. Kim, and E. Seo. 2018. An empirical study of the relationship between marketing standardisation and performance of Japanese firms in international

- markets: the moderating role of product strategy. *International Journal of Marketing Distribution* 2 (1): 15-24.
- Kaleka, A. and N. A. Morgan. 2019. How marketing capabilities and current performance drive strategic intentions in international markets. *Industrial Marketing Management* 78: 108-121.
- Katsikea, E. S., A. Dionisis and D.A. Skarmas. 2003. Organisational and managerial drivers of effective export sales organisations: An empirical investigation. *European Journal of Marketing* 37 (11): 1723-1745.
- Kim, M. M., and Azizi. 2009. The relationship between innovativeness, strategy types, environment and the export performance of small and medium size enterprises (SMEs) of Malaysian manufacturing sector. *The Business Review, Cambridge* 13 (2): 154-145.
- Koh, A. K., B.S. Gammohl and S.C. Okoroafo. 2014. An investigation of export practices and performance across global mindset. *Orientations International Business Research* 7(1): 60-72.
- Kotorri, M and B. A. Krasniqi. 2018. Managerial characteristics and export performance –empirical evidence from Kosovo. *South East European Journal of Economics and Business* 13 (2): 32-48.
- Kumar, A. and S. Dubey. 2017. Manage export-import bank of India, *Working paper The Indian Automotive Industry*. International Trade Perspective.
- Kumaraswamy, A., R. Mudambi, H. Saranga, and A. Tripathy. 2012. Catch-up strategies in the Indian auto components industry: domestic firms' responses to market liberalization. *Journal of International Business Studies* 43 (1): 368–395.
- Lages, L.F and T.C. Melewar. 1999. Determinants of export performance and moderating effects of marketing programme adaptation: a review, conceptual framework and research hypotheses. *Research paper, Warwick Business*.
- Loukakou, M. D. 2012. Product Standardisation and adaptation in international marketing, a case of mcdonalds, *Master's Thesis in Business Administration*, 15 ECTS Department of Economics and IT University West.

- Lages, L. F., G. Silva, and C. Styles. 2009. Relationship capabilities, quality, and innovation as determinants of export performance. *Journal of International Marketing American Marketing Association* 17 (4): 47–70.
- Lages, L. F. 2000. Export marketing standardisation and its influence on export performance: a structural model examination, Doctoral thesis, Marketing and Strategic Management Warwick Business School, Warwick University. <http://webcat.warwick.ac.uk/record=b1368179~S1>
- Marmullaku, B. and F. B. Ahmeti. 2015. Factors affecting marketing strategies: Pricing, channel structure and advertising strategies. *International Journal of Economics, Commerce and Management* 3 (6): 499-509.
- Mion, G. and L. D. Opromolla. 2013. Managers' mobility, trade performance, and wages. *Working Paper series no 1596 / October 2013*, European Central Bank publication.
- Mitra, A. K and B. P. Joshi. 2014. International competitive advantage of India in auto-component 'bumpers and parts thereof (ITC Hs - 870810)' with selected and economically most important countries of the world. *International Journal of Engineering Research & Management Technology* 1 (5): 116-126.
- Mohamad, O. T and R. H Puspowarsito. 2011. Incidence of marketing activities in medium-sized manufacturing firms in Indonesia: Comparing export intenders and non-export intenders. *International Journal of Business and Society* 12 (1): 89-102.
- More, R. Z. and K. Jain. 2013. Innovation and competitiveness among the firms in the automobile cluster in Pune, knowledge forum, Annual International Conference Paper @ Pune.
- Movaghar, F. and Moghaddam. 2011. The influence of export marketing strategy determinants on firm export performance: a review of empirical literatures between 1993-2010. *International Journal of Fundamental Psychology and Social Sciences* 1 (2): 26-34.



- Murray, J. Y., G. Y. Gao, and M. K. Be. 2011. Market orientation and performance of export ventures: the process through marketing capabilities and competitive advantages. *Journal of Academy of Marketing Science* 39: 252–269.
- Musuva, A. M., M. Ogutu, B. Zachary and Y. A. John. 2013. The influence of firm capabilities on the internationalisation and performance of publicly quoted companies in Kenya. *DBA Africa Management Review* 3 (2): 40-58.
- Peyman, N. O. N. Karimi, and H. Danaee. 2013. Investigating the influence of firm characteristics on export marketing strategies and export performance. *International Journal of Business Research and Management* 4 (1): 13-22.
- Anil, N. K. and A. Shoham. 2016. How export barriers, motives, and advantages impact export performance in developing countries. *International Journal of Export Marketing* 1 (2): 117-141.
- Nordstrand, T. 2005. Standardisation vs. adaptation of the marketing program for international markets, case study of Iiko, Department of Business Administration and Social Science, Bachelor thesis, Lulea University of Technology. 120 SHU-ISSN:1404-5508.
- O'Cass, A. and C. C. Julian. 2003. Examining firm and environmental influences on export marketing mix strategy and export performance of Australian exporters, *Working Paper. European Journal of Marketing* 37, (3/4) e-publications@scu, School of Commerce and Management.
- Omotayo, O. 2009. Effect of marketing strategy on export performance: evidence from Nigerian export companies / annals of university of Bucharest. *Economic and Administrative Series* 3: 249-261.
- Poturak, M, and T. Duman. 2014. The role of marketing standardisation/adaptation strategies on managers' satisfaction with export performance: proposal of a conceptual framework. *European Journal of Economic Studies* 10 (4): 252-262.
- Puke, I, and A. Batraga. 2016. Adaptation of international marketing communication mix in exporter companies of Latvia, Proceedings of the 2016 International Conference. *Economic Science for Rural Development No. 43*, Jelgava. Llu Esaf, 21-22 April, 181-188.

- Rao, R. S. 2017. A review on competitive structure of automobile industry. *Asian Journal of Applied Science and Technology* 1 (9): 175-185.
- Sadaghiani, J. S, N. A. Dehghan, and K. N. Zand. 2011. Impact of International Market Entry Strategy On Export Performance. *The Journal of Mathematics and Computer Science* 3 (1): 53-70.
- Salisu, Y, A. Bakar, and L. Julienti. 2018. Strategic alliance and the performance of SMEs in developing economies: the mediating role of innovation strategy. *Asian Journal of Multidisciplinary Studies* 6 (2), 47-56.
- Schellenberg, M, M. J. Harker, and A. Jafari. 2018. International market entry mode – a systematic literature review. *Journal of Strategic Marketing* 26 (7): 601-627.
- Snieskienea, G. and C. Akvile. 2015. Export price: how to make it more competitive, *Social and Behavioral Sciences* 213, 20th International Scientific Conference Economics and Management. 92-98.
- Sohail, M. S. 2009. An analysis of product-market strategy and export performance: evidence from SME's in Saudi Arabia. *International Journal of Entrepreneurship* (13): <http://ssrn.com/abstract=2653551>
- Stoian, M. C. 2010. Internationalisation and international marketing –export behavior, international marketing strategy and export performance in Spanish small and medium sized enterprises, Ph.D. thesis, Department of Business Economics Autonomous University of Barcelona.
- Sustar, R. 2007. Marketing standardisation: to be or not to be, *Ekonomski Pregled* 58 (1&2): 106-124.
- Tavassoli, S. 2018. The role of product innovation on export behavior of firms: Is it innovation input or innovation output that matters?". *European Journal of Innovation Management* 21 (2): 294-314.
- Tippie H. B, and B. Martin. 2012. Auto parts & equipment manufacturing industry, industry rating. The Henry Fund research organization. 1-10.
- Tiwari, R. and K. Kalogerakis. 2017. Innovation pathways and trajectories in India's auto component industry, *Working Paper Number 98*, Hamburg University of

Technology (TUHH) Institute for Technology and Innovation Management  
Am Schwarzenberg-Campus 4.

- Upadhyay, C. S. and R. Priyanka. 2017. International marketing in India- concepts, opportunities and challenges. *International Research Journal of Engineering and Technology* 4 (7): 897-905.
- Winklhofer, H. and A. Diamantopoulos. 2003. A Model of export sales forecasting behavior and performance: development and testing. *International Journal of Forecasting*, 19(2): 271–285.
- Yannopoulos, P. 2010. Factors motivating exports: The Canadian evidence. *The Journal of International Management Studies* 5 (2): 82-88.
- Yap, S, P.Wei and R. Yazdanifard. 2014. The Importance of Managing Customer Service, Safety Quality and Benchmarking of Airports and Airlines to Enhance the Performance and Customer Loyalty. *Global Journal of Management and Business Research E-Marketing* 14 (4): 41-50.
- Zaribaf, M.2007. Pricing challenges in global marketing: A model for export pricing, IJMP, is a publication of International Business and Tourism Society.