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## Determinants of Export Performance: An Empirical Research on Seafood Firms in Viet Nam

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### ABSTRACT

The paper defines and measures key factors regarding to export performance of seafood firms in Viet Nam. This study has used qualitative and quantitative researches: (i) qualitative carried out through focus group discussions with 10 firms, and (ii) quantitative research conducted through direct interviews with 278 firms. The results show that: (i) Export performance has been influenced directly by export marketing strategy, industry characteristics, firms' characteristics and capabilities, characteristics of foreign market, management characteristics, characteristics of domestic market; (ii) Export marketing strategy has been influenced directly by firms' characteristics and capabilities, management characteristics, industrial characteristics.

**Keywords:** Export performances in Viet Nam, statistics export seafood, seafood emerging market in Asian.

### 1. INTRODUCTION

In recent years, Vietnam's exports have been played important roles to economic growth along with consumption, investment and import. Export growth is shown increasing and relatively stable over years (*General Statistics Office of Vietnam, 2017*). It has contributed to macroeconomic stability such as cutting down trade deficit, maintain trading balance and other international trade agreements. Seafoods are one of the main export commodities in Vietnam. Its turnover in 2016 has been reached about \$ 7.05 billion that proportion 4.0% of Vietnam's total export turnover (*General Statistics Office of Vietnam, 2017*).

Currently, Vietnam is in the top three countries in the world (after China and India) in aquaculture production (*Ministry of Commerce and Industry of Viet Nam, 2017*). However, the plague of drought, salinity intrusion from Southern Central to Delta Mekong provinces and tragic marine polluted (Formosa massive issues) against fishermen in the four central provinces have been concerning by environmentalists. It will be affecting to seafood farming directly in raw materials and indirectly in the labor sources. Most fishermen can't easily switch to another occupation as the only skill they know is fishing. In addition, technical barriers and trading protection from importers' countries have been built up. It seems likely there may be less suitable export marketing strategies for exporters from Vietnam. Seafood exporters may have to suffer from those factors very much. They may have to look for a niche market for survival. Therefore, the current issue is to understand and quantify those factors how theirs might be affected the exporters from Viet Nam. On this basis, a number of research implications are proposed to promote fisheries.

## 2. LITERATURE REVIEW

When companies are planning to get exporting any products to foreign countries, they may have to carry out very detail market researches such as evaluation of firms' export capability, key products, customers behaviour in the target markets, supply chain as well as distributors' systems accordingly. After a certain period of time, there are probably some international transactions dealing between buyers and sellers, there will be able to be reflected from clients' feedback as well as exporters' management. It can be said that the export operations is the multi-dimensional aspect of its achievement or disqualification in their businesses.

The export performance was considered as the significant and vital element in order to determine the success of the operations of any business (Nuseir, 2016). Identifying the variables which affect the export performance is a strategic movement and has triggered vital interest for export managers, public policy makers and researchers to study them (Moghaddam et. al., 2012). Several publications have already reviewed the literature of exporting comprehensively and revealed the achievements and limitations in this field (Madsen, 1987; Aaby & Slater, 1989; Gemünden, 1991; Zou and Stan, 1998; Leonidou et. al., 2002; Moghaddam et. al., 2012; Chen et. al., 2016). Study of Madsen (1987) was the first review study of export performance. Later, researchers such as Aaby & Slater (1989), Gemünden (1991), Zou and Stan (1998), Katsikeas et. al., (2000), Leonidou et. al., (2002), Moghaddam et. al., (2012), Chen et. al., (2016).

Export performance is defined as the outcome of a firm's activities in the export market (Shoham, 1996; Katsikeas et. al., 2000; Chen et. al., 2016); as the outcomes from the firm's international activities (Jalali, 2012); as the degree to which the firm accomplishes its goals when selling an item to an international business sector (Navarro et. al., 2010).

Method of measurement of export performance: When studying the export performance, Zou & Stan (1998) divided the criteria for evaluating export performances into two groups: (i) Financial Measures: financial indicators used to measure export performance: Sales measures; Profit measures, and Growth rate measures; (ii) non-financial Measures: Non-financial indicators measure export performance: Perceived success, Satisfaction, and Objectives goal achievement. In this study, the authors conducted a study on the export performance of non-financial exports based on three indicators: pursue of success, satisfaction of business and achieving goals (Zou & Stan, 1998).

In this study, the authors have based on theoretical model of Zou and Stan (1998) to study the case of seafood's enterprises in Vietnam. Thus, export performance is directly affected by seven factors: export marketing strategy, specialization and capabilities of the company, type of industry, management specific, tendency and perceptions management, type of foreign markets, domestic market's attribute.

**Table 1**  
**Seafood's export statistics annually in Vietnam**

<i>Year</i>	<i>Seafood (Billion USD)</i>	<i>Total (Billion USD)</i>	<i>Percentage (%)</i>
2001	1.82	15.03	12.1
2002	2.02	16.71	12.1
2003	2.20	20.15	10.9
2004	2.41	26.49	9.1
2005	2.74	32.45	8.4
2006	3.36	39.83	8.4
2007	3.76	48.56	7.7
2008	4.51	62.91	7.2
2009	4.26	56.60	7.5
2010	5.02	72.24	6.9
2011	6.11	96.91	6.3
2012	6.09	114.53	5.3
2013	6.69	132.03	5.1
2014	7.83	150.22	5.2
2105	6.57	162.02	4.1
2016	7.05	175.94	4.0

*Source:* General Statistics Office of Vietnam, 2017.

### **Export Marketing Strategy**

Export marketing strategy is the means by which a firm respond to the interplay of internal and external forces to meet the objectives of the export venture (Cavusgil & Zou, 1994; Moghaddam *et. al.*, 2012). It involves all aspects a conventional marketing plan (Cavusgil & Zou, 1994), including: products, pricing, promotion, and distribution (Aaby & Slater, 1989; Cavusgil & Zou, 1994; Katsikeas *et. al.*, 2000; Leonidou *et. al.*, 2002; Craig, 2003; Ayan & Percin, 2005; Lages *et. al.*, 2008; Chen *et. al.*, 2016; Erdil & Ozdemir, 2016). In addition, the research by Madsen (1987), Aaby & Slater (1989), Cavusgil & Zou (1994), Zou & Stan (1998), Katsikeas *et. al.*, (2000), Ayan & Percin, (2005), Lages *et. al.*, (2008), Miltiadis *et. al.*, (2008), Beleska-Spasova (2014), Chen *et. al.*, (2016), Erdil & Ozemir (2016) show that firms's export marketing strategies effects on the export performance. Therefore, the authors have hypothesized H<sub>1</sub> as follows:

**H<sub>1</sub>:** Export marketing strategies of firms effects on export performance (+).

### **Characteristics and Capabilities of Firms**

The characteristics and capabilities of the firms are very important factors affecting export performance of firms (Zou & Stan, 1998; Chen *et. al.*, 2016) which include: the firms's size (Zou & Stan, 1998;

Katsikeas *et. al.*, 2000; Nazar & Saleem, 2009; Adu-Gyamfi & Korneliusson, 2013; Erdil & Ozdemir, 2016; Chen *et. al.*, 2016), export experience (Chen *et. al.*, 2016), international competence (Zou & Stan, 1998), age (Zou & Stan, 1998), the technology (Zou & Stan, 1998; Nazar & Saleem, 2009), foreign contacts and networking (Nazar & Saleem, 2009), export market knowledge (Nazar & Saleem, 2009), exporting planning (Nazar & Saleem, 2009), and export market orientation (Chen *et. al.*, 2016). Hence, the authors have hypothesized H<sub>2</sub> as follows:

**H<sub>2</sub>:** A firm of characteristics and capabilities effects on export performance (+).

### **Industrial Characteristics**

Industrial characteristics are one of direct factors influencing the export firm's performance (Cavusgil & Zou, 1994; Zou & Stan, 1998; Chen *et. al.*, 2016). Industry characteristics are reflected in the level of market stability, the level of competition among firms in the industry and the level of technological development of enterprises (Zou & Stan, 1998). Therefore, the authors have proposed H<sub>3</sub> as follows:

**H<sub>3</sub>:** Industrial characteristics effects on export performance (+).

### **Management Characteristics**

Management characteristics are assessed through the experience and qualifications of its company's management board in export activities. Their authority is to handle enterprises' capital in export operations. Their proficiency is to analyze and forecast market volatility (Zou & Stan, 1998; Leonidou *et. al.*, 2002; Beleska-Spasova, 2014). Once, the study by Zou & Stan (1998), Katsikeas *et. al.*, (2000), Leonidou *et. al.*, (2002), Ayan & Percin (2005), Lages *et. al.*, (2008), Nazar & Salem (2009), Moghaddam *et. al.*, (2012), Beleska-Spasova (2014), Chen *et. al.*, (2016) also have showed that management characteristics have an impact on the export performance. Therefore, the authors have proposed H<sub>4</sub> as follows:

**H<sub>4</sub>:** Management characteristics effects on the export performance (+):

### **Management Orientation and Perceptions**

These are assessed through engagement in export prospects, recognize its advantages and challenges for export activities. The research in export barriers, and motive force for export activity (Zou & Stan, 1998). The study by Zou & Stan (1998) have showed that: Key perspective and management perceptions in the company are one of factor affecting the exporters' results. Hence, the authors have proposed the H<sub>5</sub> hypothesis as follows:

**H<sub>5</sub>:** Orientation and management recognition effects on the export performance (+).

### **Characteristics of Foreign Market**

These are assessed through the assessment of winning awards in seafood from international markets. The share market compares with competitors of the fishery industry. The barriers to export fishery products, and the grade of stability of foreign markets for fishery products (Zou & Stan, 1998), the study by

Cavusgil and Zou (1994), Gemünden, (1991), Zou & Stan (1998), Katsikeas *et. al.*, (2000), Beleska-Spasova (2014), Chen *et. al.*, (2016) have shown that the characteristics of foreign markets have an impact on export performance. Thus, the authors have hypothesized H<sub>6</sub> as follows:

**H<sub>6</sub>:** Characteristics of foreign markets effects on export performance (+).

### **Characteristics of the Domestic Market**

The characteristics of the domestic market are assessed through analysis of the fluctuation in the market; State supports for export activities according to international's policy, trade promotion activities, and access to information on foreign fishery markets (Zou & Stan, 1998; Craig, 2003; Beleska-Spasova, 2014). Research by Zou & Stan (1998), Gemünden (1991), Katsikeas *et. al.*, (1996), Katsikeas *et. al.*, (2000), Ayan & Percin (2005), Chen *et. al.*, (2016) have shown that the domestic market has an impact on the export performance. So, the authors hypothesize H<sub>7</sub> as follows:

**H<sub>7</sub>:** Domestic market characteristics effects on the export performance (+).

Moreover, the results of studies has shown that export marketing strategies are affected by characteristics and capabilities (Cavusgil and Zou, 1994; O'Cass & Craig, 2003; Erdil & Ozdemir, 2016; Chen *et. al.*, 2016), industry characteristic (Cavusgil and Zou, 1994; Chen *et. al.*, 2016), management characteristics (Chen *et. al.*, 2016). Therefore, the authors have hypothesized H<sub>8</sub>, H<sub>9</sub>, H<sub>10</sub> as follows:

**H<sub>8</sub>:** Characteristics and capabilities of firms effect on export performance (+).

**H<sub>9</sub>:** Industry characteristics effects on export performance (+).

**H<sub>10</sub>:** Management characteristics effects on export performance (+).

## **3. METHODOLOGY OF THE RESEARCH**

**Research process:** This study has been combined qualitative and quantitative research methods. Qualitative research method has been conducted by interviewing 10 exporters in November 2016 to modify observational variables that have been used to measure research concepts. Quantitative research has been conducted through direct interviews with 300 exporters in the Mekong Delta region from 01/2017 to 04/2017 by convenient sampling using a detailed questionnaire to test model and research hypotheses.

**Data processing techniques:** Collected data was evaluated by means of Cronbach's Alpha reliability analysis, EFA, CFA, and SEM to test and verify suggested models and hypotheses.

## **4. RESULT AND DISCUSSION**

### **Description of Research Sample**

Among 300 respondents, 22 people were declined because of too many inappropriate respondents. Data is used by SPSS software 20.0 with 278 validity respondents (included 92.7% in all questionnaires), there were 143 private enterprises (51.4%), 75 joint stock (27%), 60 other types (21.6%); 118 enterprises in the Mekong Delta (42.2%), 27 in Southeast (9.7%), 92 in North Central Coast and Central Coast (33.1%) and 41 in the Hong River Delta (14.7%).

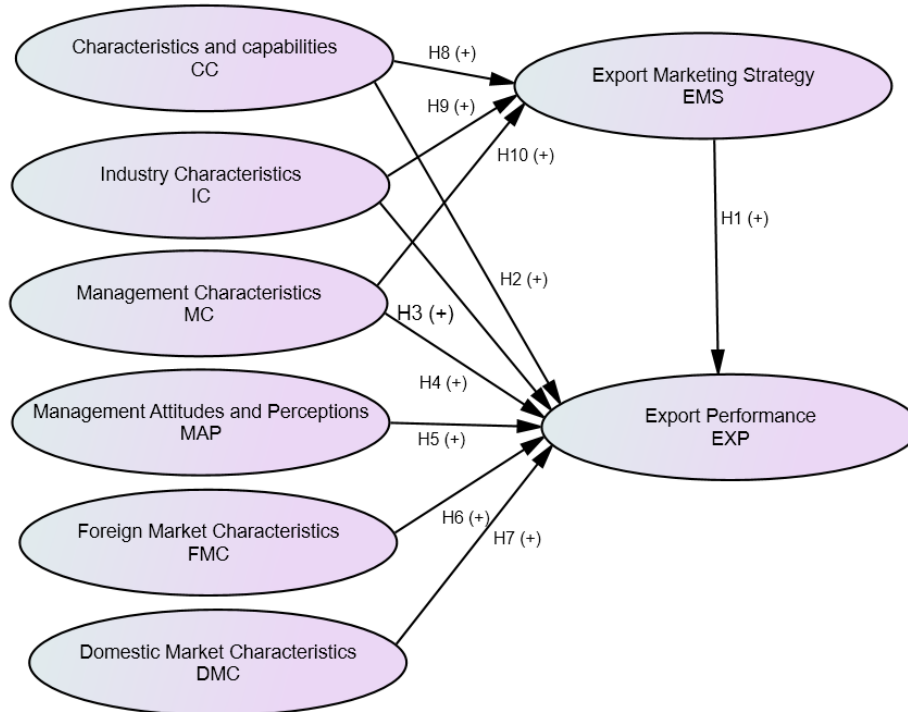


Figure 1: Models and hypotheses proposed by authors

### Results Analysis of Scales' Reliability

The results presented in Table 2 shows that in the 34 observation variables has been used to measure research concepts, only the ESM5, ESM6 (Promotion and Distribution) observational variables had a correlation coefficient less than 0.3 should be eliminated, while the remaining 32 variables satisfy the conditions in the reliability analysis of the scale via the Cronbach's Alpha coefficient (Cronbach's Alpha coefficient > 0.6 and correlation coefficient – total > 0.3, Nunnally & Burnstein, 1994).

Table 2  
Review studies of export performance

Study	Year	Determinants of export performance
Madsen (1987)	Review of 17 studies from 1964 to 1985.	(i) external environmental factors, (ii) organizational elements of the business, and (iii) strategic elements of the business.
Aaby & Slater (1989)	Review of 55 studies from 1978 to 1988.	(i) external environmental factors; (ii) enterprise capacity, (iii) corporation characteristics, (iv) marketing orientation, (v) corporation strategy.
Gemünden (1991)	Review of 50 studies from 1964 to 1987.	(i) company characteristics, (ii) Domestic market, (iii) corporation governance capacity, (iv) exporters' activities, and (v) type of foreign markets.
Zou and Stan (1998)	Review of 50 studies from 1987 to 1997.	(i) export marketing strategy, (ii) management attitudes and perceptions, (iii) management characteristics, (iv) firm's characteristics and competencies, (v) industry characteristics; (vi) foreign market characteristics; and (vii) domestic market characteristics.
Katsikeas et. al., (2000)	Review of 103 studies in 1990s	(i) managerial factors, (ii) organizational factors, (iii) environmental factors, (iv) targeting factors and (v) marketing strategy factors.

(Contd...)

<i>Study</i>	<i>Year</i>	<i>Determinants of export performance</i>
Leonidou et. al., (2002)	Review 36 studies from 1960 to 2002.	(i) management characteristics (ii) organizational factors, (iii) environmental factors, (iv) enterprise's export performance, and (v) type of industry.
Moghaddam et. al., (2012)	Review of studies from 1989 to 2009.	(i) export commitment and support, (ii) management international orientation, (iii) management customer orientation, (iv) perception toward competitiveness, (v) perception about export threats and opportunities, (vi) export experience, (vii) foreign language proficiency, and (viii) education level of manager.
Chen et. al., (2016)	Review 124 studies from 2006 to 2014.	(i) firm characteristics/capabilities, (ii) management characteristics, (iii) industry-level characteristics, (iv) country-level characteristics (foreign market characteristics and domestic market characteristics), and (v) export marketing strategy

*Source:* Summary by authors.

### The Results of EFA

The results of EFA presented in Table 3 and Table 4 show suggested scales have been satisfied the standard. EFA factors affecting the export performance are respectively extracted into 07 factors corresponding to observe variables from 07 concepts with a total obtained variance of 67.558% at the Eigenvalue of 2.436. EFA export results have been extracted into 1 factor with an extracted variance of 73.056% at the Eigenvalue of 2.922. The EFA results are analyzed by Varimax rotation method.

**Table 3**  
**Results of the reliability analysis of research concepts**

<i>Concepts</i>	<i>Cronbach's alpha</i>	<i>Source</i>
<i>Export Performance EXP</i>		
EXP1: Perceived success	0.827	Zou & Stan (1998)
EXP2: Satisfaction		
EXP3: Goal achievement		
<i>Export Marketing Strategy EMS</i>		
EMS1: General export strategy	0.842	Zou & Stan (1998)
EMS2: Export planning and Market research utilization		
EMS3: Product strategy		
EMS4: Price strategy		
<i>Characteristics and Competencies CC</i>		
CC1: Firm's size	0.865	Zou & Stan (1998)
CC2: Firm's age		
CC3: Firm's international competence		
CC4: Firm's characteristics		
CC5: Firms technology and Firm's capabilities/competencies		
<i>Industry Characteristi IC</i>		
IC1: Industry's level of instability	0.811	Zou & Stan (1998)
IC2: Industry's technological intensity		
IC3: The level of competition among seafood enterprises		
IC4: There are incentive policies for exporting seafood		

*(Contd...)*

<i>Concepts</i>	<i>Cronbach's alpha</i>	<i>Source</i>
<i>Management Characteristics MC</i>		
MC1: International experience	0.842	Zou & Stan (1998); Beleska-Spasova (2014)
MC2: Education/experience		
MC3: The ability to analysis and forecast the seafood market		
MC4: The ability to attract and manage capital for export activities		
<i>Foreign Market Characteristics FMC</i>		
FMC1: Export market attractiveness	0.842	Zou & Stan (1998); Beleska-Spasova (2014)
FMC2: Export market competitiveness		
FMC3: Export market barriers		
FMC4: Environmental hostility/turbulence		
<i>Domestic Market Characteristics DMC</i>		
DMC1: Domestic market conditions	0.803	Beleska-Spasova (2014)
DMC2: Export assistance		
DMC3: Environmental hostility		
<i>Management Attitudes and Perceptions MAP</i>		
MAP1: Export commitment and support	0.865	Zou & Stan (1998)
MAP2: International orientation		
MAP3: Proactive export motivation		
MAP4: Perceived export advantages		
MAP5: Perceived export barriers		

Source: Author's survey data, 2017.

**Table 4**  
**EFA results of factors affecting export performance**

	<i>Component</i>						
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>
CC3	.807						
CC2	.807						
CC5	.797						
CC1	.758						
CC4	.721						
MAP4		.827					
MAP3		.805					
MAP1		.801					
MAP2		.774					
MAP5		.766					
FMC3			.829				
FMC4			.801				
FMC2			.789				
FMC1			.787				
MC2				.813			
MC3				.804			

(Contd...)



	<i>Component</i>						
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>
MC4				.798			
MC1				.744			
IC4					.824		
IC2					.785		
IC3					.775		
IC1					.714		
EMS1						.731	
EMS2						.720	
EMS3						.713	
EMS4						.659	
DMC3							.830
DMC2							.811
DMC1							.799
Eigenvalue	3.388	3.211	2.831	2,789	2.653	2.482	2.237
% of variance	11.683	10.074	9.762	9.617	9.150	8.557	7.715
Cumulative %	11.683	22.757	32.519	42.136	51.286	59.843	67.558
KMO						.863	
Bartlett's Test		Chi square				3616.911	
		df				406	
		Sig.				.000	

Source: Authors' survey data, 2017.

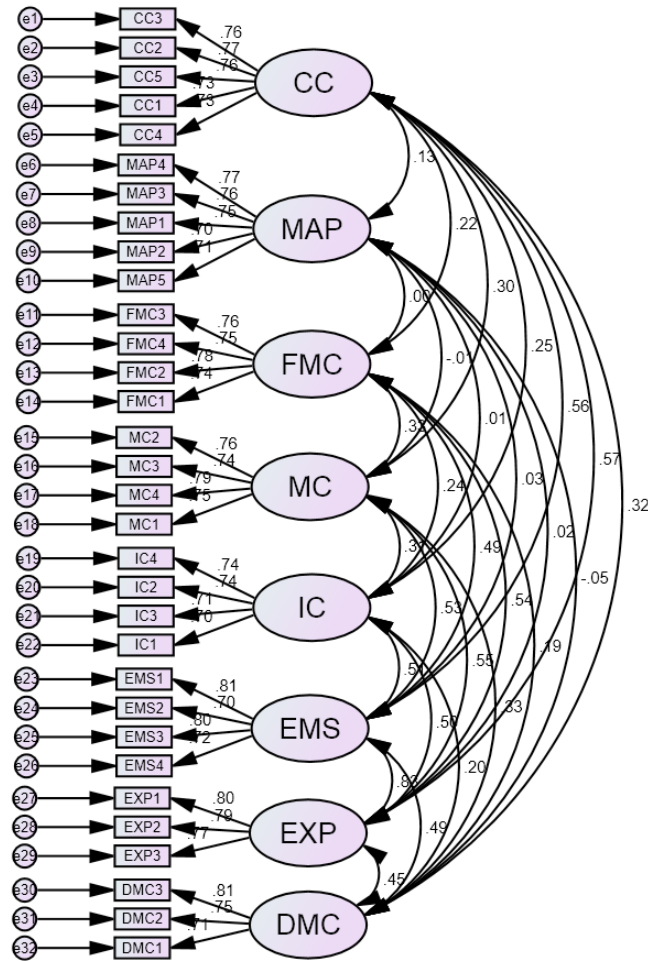
### Results of CFA

The CFA results presented in Table 5 and Figure 2 show that all scales meet the requirements for reliability, average variance extracted, convergent validity, discriminant validity and unidirectional.

**Table 5**  
**EFA results of export performance**

	<i>Component</i>	
	<i>1</i>	
EXP3	0.866	
EXP1	0.866	
EXP2	0.853	
Eigenvalue	2.228	
% of variance	74.273	
KMO	.722	
Bartlett's Test	Chi square	304.192
	df	3
	Sig.	.000

Source: Authors' survey data, 2017.



Chi-square=468.914;df=436;CMIN/df=1.075;p=.133;  
TLI=.990;CFI=.992; RMSEA=.017

Figure 2: Results of study test  
Source: Authors' survey data, 2017

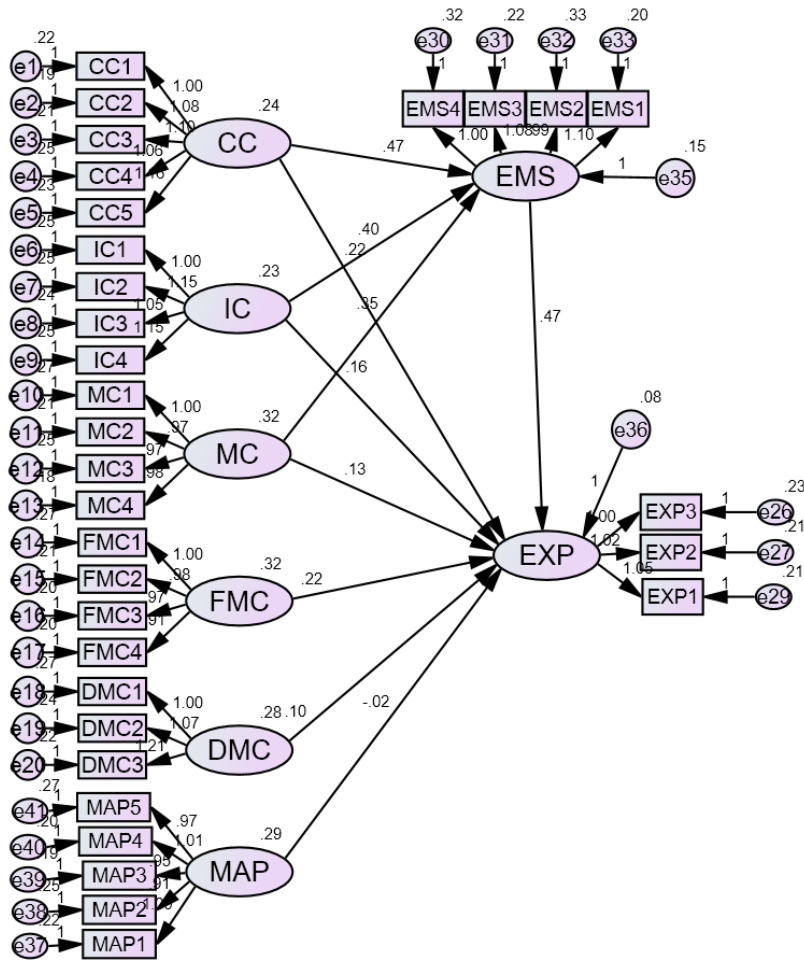
Note: Coefficients measure figures is  $\chi^2/d.f.$  ratio < 5 (Schumacker & Lomax, 2004), TLI > 0.90 (Hair et. al., 2006), CFI > 0.95 (Hu & Bentler, 1999), RMSEA < 0.07 (Hair et. al., 2006), p - value > 0.05 (Hair et. al., 2006)

### The Results of the Testing Model

The results of the testing model presented in Figure 3 show that the model has  $\chi^2 = 629.564$ ; Df = 454; Cmin/df = 1.387 with p-value at 0.000 (< 0.05) was not appropriate due to the size of the sample (only 278 seafood exporters surveyed). However, other appropriate measures such as TLI = 0.951; CFI = 0.955 and RMSEA = 0.037 are consistent. Thus, it is still possible to conclude that this model is consistent with data collected from the market.

### The Results of the Test Hypotheses

The results of the test hypotheses presented in Table 6 show that all hypotheses are acceptable at significance (alpha) level of 0.05, the corresponding confidence level of 95% as following.



Chi-square=629.564;df=454;CMIN/df=1.387;p=.000;  
TLI=.951;CFI=.955;RMSEA=.037

Figure 3: Results of study test  
Source: Authors' survey data, 2017

Table 6  
CFA results of factors

Concept	Abbreviation	Observed variables	$P_c$	$P_{vc}$	Convergence validity, discriminant validity and unidimensionality
Export Performance	EXP	3	0.6138	0.8267	Acceptable
Domestic Market Characteristics	DMC	3	0.5778	0.8036	
Export Marketing Strategy	EMS	4	0.5779	0.8451	
Industry Characteristic	IC	4	0.5176	0.8109	
Management Characteristics	MC	4	0.5730	0.8429	
Foreign Market Characteristics	FMC	4	0.5725	0.8426	
Characteristics and Competencies	CC	5	0.5634	0.8657	
Management Attitudes and Perceptions	MAP	5	0.5357	0.8565	

Source: Authors' survey data, 2017.

## 5. DISCUSSION AND CONCLUSION OF THE RESEARCH

### Discussion

**Firstly**, exporters results are affected by export marketing strategy (EMS); characteristics and competencies (CC); industry characteristic (IC); management characteristics (MC); domestic market characteristics (DMC); foreign market characteristics (FMC) as following

$$\mathbf{EXP} = 0.471 \times \mathbf{EMS} + 0.219 \times \mathbf{CC} + 0.158 \times \mathbf{IC} + 0.135 \times \mathbf{MC} + 0.103 \times \mathbf{DMC} + 0.219 \times \mathbf{FMC}$$

This means that:

- (i) When firms have reasonable export marketing strategies through having a plan to study export markets, the products have competitive advantages and are accepted by the market. Having competitive pricing strategies and distribution chains in the export markets, it will be increased the company's export performance (businesses will increase cognizance of success, enlarge business satisfaction, and grow their reach). These factors have the strongest impact on the export result with coefficient  $\beta = 0.471$ ;
- (ii) As the attractiveness of foreign markets expand, the rate of competition of the seafood market is substandard, export barriers for fishery products in foreign markets are going to be lifted up, and having less fluctuating foreign fishery markets will probably be supplement the export performance and this is the second most powerful factor to export results with coefficient  $\beta = 0.219$ ;
- (iii) When the size, age, and experiences of the enterprise are met certain standards the characteristics of the business may be fitting for exports. Business people may expand investment to qualify their export activities. It will be widened the export results and this is the third factor impact to the export results with coefficient  $\beta = 0.219$ ;
- (iv) When the fishery market is getting steady; seafood exporters may put more investment in technological development; the level of competition of the low-grade enterprises and the state-oriented fisheries development will obviously be grown to the export performance with the impact coefficient  $\beta = 0.158$ ;
- (v) When the enterprise gets experiences in exporting seafood, board management may gain solid experience in seafood operations. Business people may have enough clients' networks, whose are ready to have commitments their orders annually, are to plan resources and forecast the volatility of the fishery market. The ability to mobilize and organize capital for export activities will be heightened the export performance with coefficient  $\beta = 0.135$ ;
- (vi) Finally, when the subsidiary from government for the export of fisheries in terms of policy, trade promotion activities for export; access to information on foreign fisheries markets; domestic market is less volatile, which will be increased the export performance and this is the weakest factor affecting the export result with coefficient  $\beta = 0.103$ .

**Secondly**, Export marketing strategy has been influenced directly by firms' characteristics and capabilities, management characteristics, industrial characteristics as following:  $\mathbf{EMS} = 0.471 \times \mathbf{CC} + 0.405 \times \mathbf{IC} + 0.352 \times \mathbf{MC}$ .

This means that: Seafood firms with their characteristics and capabilities, industry characteristics, management characteristics suitable for export performance, all contribute to enhancing their export marketing strategy.

**Table 7**  
**Test hypothesis test results**

			<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>	<i>Label</i>
EMS	< ---	CC	.471	.075	6.248	***	Supported H <sub>8</sub>
EMS	< ---	IC	.405	.078	5.222	***	Supported H <sub>9</sub>
EMS	< ---	MC	.352	.064	5.533	***	Supported H <sub>10</sub>
EXP	< ---	EMS	.471	.089	5.292	***	Supported H <sub>1</sub>
EXP	< ---	CC	.219	.070	3.135	.002	Supported H <sub>2</sub>
EXP	< ---	IC	.158	.069	2.281	.023	Supported H <sub>3</sub>
EXP	< ---	MC	.135	.058	2.341	.019	Supported H <sub>4</sub>
EXP	< ---	DMC	.103	.052	1.982	.047	Supported H <sub>7</sub>
EXP	< ---	FMC	.219	.051	4.308	***	Supported H <sub>6</sub>
EXP	< ---	MAP	-.018	.049	-.360	.719	Rejected H <sub>5</sub>

*Source:* Authors' survey data, 2017.

## 6. CONCLUSION

The research has identified and measured factors affecting the export performance of seafood enterprises in Vietnam. This study has used qualitative and quantitative researches: (i) qualitative carried out through focus group discussions with 10 firms, and (ii) quantitative research conducted through direct interviews with 278 firms. These results show that firms's export performance has been influenced directly by export marketing strategy, industry characteristics, firms' characteristics and capabilities, characteristics of foreign market, management characteristics, characteristics of domestic market; (ii) firms's export marketing strategy has been influenced directly by firms' characteristics and capabilities, management characteristics, industrial characteristics. However, the research subject has certain limitations: (i), due to limited resources in conducting research, the sampling in regarding only 278 exporters. Thus, the results might not be able to be represented for a large scale nationwide; (ii) This study has been conducted a convenient sampling technique using direct interview methods from the respondents. Therefore, the reliability of the research scale may be higher if random sampling would be chosen.

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