

Chair in Behavioral International Management
Scientific Project in Behavioral International Management
Winter 2024/2025

**Strategic orientations and export performance:
Unraveling the link**

In the Winter term 2024/2025 the BIM chair presents a scientific project on the compelling topic of strategic orientations and their influence on export performance. This seminar will explore key strategic orientations, including market orientation, entrepreneurial orientation, and learning orientation, and their crucial role in determining a firm's export success. Together, we will investigate how these orientations shape actual strategies and actions, ultimately impacting export performance.

The primary objective of this seminar is to gain a comprehensive understanding of what drives export performance by examining a wide array of influential factors. While resources and international experience are vital, we recognize that firm-level strategic orientations also play pivotal roles in shaping a firm's success in international markets. Our investigation will cover aspects such as strategic orientations, market strategies, positioning, and the interplay with various moderators like home country market conditions to uncover additional crucial elements influencing export performance outcomes.

Teams of three students will work together, each focusing on a specific strategic orientation and its interactions with moderators. The specific topics and team members will be assigned the week before the scientific project starts. Each team will develop a list of keywords to search the literature and identify eligible existing quantitative studies. In the second step, these studies will be coded (i.e. identify the necessary information in the study and put it in an excel sheet) based on a coding protocol (e.g., sample size, study country, industry, effect sizes). The coded data will then be meta-analytically synthesized, and hypotheses tested alongside exploratory research questions. Based on the findings, the teams will formulate theoretical and practical implications.

The first four weeks of the project are dedicated to developing an understanding of the project topic and building the foundation for the literature search and meta-analytic techniques. Identifying relevant studies is crucial to the research process. Given the vast and rapidly growing body of literature, participants will need efficient tools to analyze and synthesize relevant studies. This scientific project offers an introduction to tools and techniques that help students navigate large bodies of literature and design search strategies that yield manageable samples. We will use open-access Excel tools and Internet-based tools for the meta-analysis. Weekly/bi-weekly Q&A sessions will provide opportunities for teams to clarify open issues, and an elearning forum will be available for questions, with responses provided within two working days. Each team will receive starting literature tailored to their specific topic, along with general readings related to each part of their paper (introduction, theory, method, results, and discussion).

At the end of the project, each team will submit a paper (about 25 to 30 text pages) and present their findings to the other teams (15-minute presentation and 10-minute discussion) in week 14 of the teaching period. The grading of the scientific project will be based on the presentation (20%) and the final paper (80%).

**Join this scientific project and let's decode
the strategic orientations driving export success!**

IMPORTANT: Participation in all session of the project is mandatory! Students that do not show up will be excluded from the project, resulting in a grading of 5.0.

Starting literature:

The following literature should spark interest in this topic and the methodology. Please see the references below for landmark papers that summarize the topic. The methodological papers provide a basic overview of the meta-analytic approach we will use. **Carefully read the papers to make an informed decision whether you pick this SP. If you apply for the project, use the material to prepare yourself in advance.**

Starting literature related to the topic

Pehrsson, A. (2016). Firm's strategic orientation, market context, and performance: Literature review and opportunities for international strategy research. *European Business Review*, 28(4), 378-404.

Hakala, H. (2011). Strategic orientations in management literature: Three approaches to understanding the interaction between market, technology, entrepreneurial and learning orientations. *International Journal of Management Reviews*, 13(2), 199-217.

Gupta, P., & Chauhan, S. (2021). Firm capabilities and export performance of small firms: A meta-analytical review. *European Management Journal*, 39(5), 558-576.

Bıçakcıoğlu-Peynirci, N., Hizarci-Payne, A. K., Özgen, Ö., & Madran, C. (2020). Innovation and export performance: a meta-analytic review and theoretical integration. *European Journal of Innovation Management*, 23(5), 789-812.

Starting literature related to the methodology

Grewal, D., Puccinelli, N., & Monroe, K. B. (2018). Meta-analysis: integrating accumulated knowledge. *Journal of the Academy of Marketing Science*, 46(1), 9-30.

Hansen, C., Steinmetz, H., & Block, J. (2021). How to conduct a meta-analysis in eight steps: a practical guide. *Management Review Quarterly*, 1-19.

Exemplary topics for the different teams in this scientific project

1. International orientation and export performance
2. Technological orientation and export performance
3. Learning orientation and export performance
4. Market orientation and export performance
5. Entrepreneurial orientation and export performance