

EXPORT SALES UNIT EFFECTIVENESS: THE INFLUENCES OF EXPORT SALES ORGANIZATION DESIGN, MANAGEMENT CONTROL, AND MANAGERIAL CHARACTERISTICS AND BEHAVIORS

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ABSTRACT

In light of certain important gaps in the international marketing literature, this study examines the profile characteristics of highly effective export sales organizations and how they differentiate from other export units regarding key sales management aspects. Following a review of the extant literature, certain organizational elements and managerial factors were identified as potentially important discriminators between high- and low-effectiveness export sales units. The results suggest that, compared to poorly performing export units, highly effective export sales organizations are characterized by higher levels of export sales management control and organization design. They also have export managers exhibiting superior behavioral attributes, such as export sales planning, presentation, adaptive selling, sales support, and technical knowledge; and distinctive characteristics, including professional competence and customer orientation. The implications of the study findings for business practitioners are discussed and future research avenues identified.