
Export Promotion

An annotated bibliography

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1 Introduction

This bibliography seeks to summarize existing knowledge about the phenomena “Export Promotion”. The literature in this bibliography are presented according to the publishing date and besides the bibliographical data described according to the following themes:

- *What* is export promotion?
- *How* to do export promotion?
- *Why* export promotion?
- *Where* (countries) is a need for export promotion?
- *Which types of organizations* are included in export promotion programs (including definitions of SMEs)?

The goal with this bibliography is to collect citations in a clear and well-arranged form so the student, researcher, consultant and other individuals with interests in export promotion have the possibility to create a holistic view of the phenomena.

The investigation took its starting point in the literature search in article databases ABI / Inform; DADS; Emerald Library with key words as “export assistance”, “export promotion” and “export policy”.

In common for all the included publications is that they contain conceptual considerations and/or empirical investigations. In other words, descriptions of export promotion programs export related Internet sources and articles from newspapers and magazines are not included.

It is always difficult to justify if a bibliography is adequate or not. Therefore is the reader highly requested to contact the authors (mr@morten-rask.dk) if you are aware of additional literature not included in this bibliography?

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2 Understanding the Role of Export Marketing Assistance: Empirical Evidence and Research Needs

Publishing date

1993

Author(s)

Diamantopoulos, A., Schlegelmilch, B.B. & Tse, K.Y. Katy

Author affiliation

University of Wales, Swansea, UK

Publisher

European Journal of Marketing, 27 (4), 5-18

Abstract

Uses a response-hierarchy approach as an integrative framework for a review of key issues and research in the field of export assistance. Following a discussion of the concept and role of export assistance proposes a framework depicting a company's adoption and evaluation of export assistance services and subsequently uses this as a basis for a discussion of empirical findings. Concurrently, emphasis is placed on associated methodological problems and the development of future research directions.

Keywords

Export, Marketing, Promotion

2.1 What is export promotion?

...export promotion refers to all public policy measures that actually or potentially enhance exporting activity either from a firm, industry or national perspective. (p. 5)

...direct export promoting measures are designed to enhance a firm's export competitiveness, and include: (1) government departments and offices that supply standardized and customized market information and give advice on exporting in general and export marketing in particular; (2) programs which render assistance to firms, ranging from awareness-creating to actual market entry; and (3) programs

which attempt to cover firms' financial risks through insurance and financing arrangements. (p. 7)

2.2 How to do export promotion?

Essentially, export promotion programs should seek to influence firms in three phases. In the first phase, companies are motivated to become involved in exporting through awareness of export opportunities and benefits to be derived from pursuing such opportunities.... In phase two, assistance programs aim to understand and meet the companies' needs relative to export involvement. This mean supplying the right information to the right firms at the right time and involves not only satisfying objective information requirements but also providing assistance in the planning and preparation of the export involvement process; services such as market visits, aimed at improving managerial expertise and knowledge through learning and direct experience are equally important. The third phase generally addresses the process of introducing a firm's products in a foreign market. This involves support services such as export marketing research schemes, trade fairs or overseas missions. (p. 7-8)

...export promotion includes the creation of awareness of exporting as a growth and market expansion option; the reduction of removal of barriers to exporting; and the creation of promotion incentives and various forms of assistance to potential and actual exporters. (p. 7)

...ensure a portfolio of services, appropriately differentiated and aimed at the right user segments. Put differently, government programs or services must be portrayed as an instrument that can tackle and resolve a firm's particular export marketing problem. (p. 8)

...matching programs to specific firm needs. (p. 16)

If future research could demonstrate more clearly that government support can in fact assist in satisfying the firm's informational requirements and facilitate the development of export marketing experience, more firms may be willing to draw on available export assistance services and view the latter as an integral part in their export development process. (p. 16)

2.3 Why export promotion?

...export promotion services should be seen as a resource to business for enhancing its international competitiveness. (p. 5)

From a government's point of view, offering export support programs is intended to improve the international competitiveness of domestic firms and thus the country's trade balance. (p. 5)

...reduce uncertainty in the process of decision making. (p. 7)

...small and medium-sized firms may lack the knowledge of support services offered by various institutions, reflecting the scarcity of qualified employees in such firms (p. 10)

...customized information plays an important role in that firms are seeking specific marketing assistance for specific marketing opportunities. (p. 11)

2.4 Where is a need for export promotion?

UK, North America.

2.5 Which types of organizations?

General Agreement on Tariffs and Trade (GATT) (p. 5)

British Overseas Trade Board BOTB (p. 7)

North of England Development Council (p. 9)

Export Marketing Research Scheme (EMRS) (p. 10)

3 Government-Business Relations - Towards a Partnership Model

Publishing date

1994

Author(s)

Sørensen, Olav Jull

Author affiliation

Center for Internationale Studier, Aalborg Universitet, Denmark

Publisher

Aalborg University, International Business Economics, Working Paper Series (9)

Abstract

The role of the nation state and especially the relationship between the government and the business community is on the agenda worldwide both theoretically and in practice. The aim of this paper is to present some basic models of the relationship between government and business followed by an in-depth study of what is termed the “Partnership Mode of Organizing Government-Business Relationship”. An institutional approach is adopted in order to focus on the formation of public and private institutions, on the actors comprising the institutions, and on the interaction among the institutions, and their attempt to resolve problems of specific or common interest. In the Partnership model, the institutional arrangement is seen as a multi-centered power structure without unified decision-making. Ideally, the structure is characterized by interdependence, trust, cooperation, mutuality, and a positive-sum game. The Partnership model has a number of common features with the government-business relationship in the Scandinavian countries whereas more corporate type of organizing the relations between government and business can be found in East Asia.

Keywords

Partnership, Government-Business Relationship

3.1 What is export promotion?

Networking and interaction relationship between government and business are the main important factors concerning successful internationalization and export promotion.

3.2 How to do export promotion?

In general, to create positive synergy, assure consensus, and establish procedures and a learning process by analyzing how do relations evolve and how are they organized.

...the Scandinavian countries tend to favor a partnership-like model. (p. 14)

The Scandinavian countries have some resemblance with the private sector driven model although they also have a lot in common with the partnership model emphasizing interdependence. (p. 21)

The essential features of the Partnership model are:

- The actors interact through the interaction, intensive and often personal and long-term relations are developed.
- The actors are not seen as unified decision makers but are characterized by a multi-centered power structure.

In its pure form, the Partnership model is characterized by interdependence, trust, cooperation, and mutuality in the relations between government and business.

Being political/economic institutions, the activities within the institutions aim at fulfilling ideological, strategic, and practical objectives. The activities comprise: Policy formulation activities; Campaigning activities; Discourse activities; Dialogues and negotiations, and implementation activities.

In short, the Partnership model represent an institutional arrangement between the government and the business community which is able to handle a multiplicity of interests through interaction involving dialogue, negotiations and actions. The interaction process is essentially a learning process the outcome of which is new worldviews and new ways of doing things. The learning process is not always smooth but paved with conflicts and power struggles. (p. 23)

The close interaction turn the institutions and the relations between the government and business in general into a learning process, i.e. the institutions can be looked upon as knowledge generating units opting for a plus-sum game instead of a zero-sum game. (p. 23)

3.3 Where is a need for export promotion?

East Asia, USA, Europe, Scandinavia

3.4 Research Design

...in-depth study of what is termed the “Partnership Mode of Organizing Government-Business Relationship”. (p. 2)

In this paper, an institutional approach will be used to analyze the relationship between government and business. (p. 3)

4 Differences in Perceptions of Exporting Problems Based on Firm Size and Export Market Experience

Publishing date

1994

Author(s)

Katsikeas, Constantine S. & Morgan, Robert E.

Author affiliation

University of Wales, Cardiff, UK

Publisher

European Journal of Marketing, 28 (5), 17-35

Abstract

There is a lacuna of empirical research in the international marketing literature pertaining to problems and issues encountered by exporting firms, particularly in relation to the Western European context. In addressing this gap, reports the findings of an ethnocentric study, which focused on the problems confronting the ongoing export activities of indigenous Greek manufacturing firms within the trading sphere of the European Community. Examines specifically the extent to which there are significant differences in perceptions of exporting problems based on the organizational characteristics of firm size and export market experience. Tests two hypotheses, and identifies a number of such differences. Provides conclusions and implications, which furnish both managers and public policy makers with an awareness of scenarios where exporting problems may arise. Considers the research limitations, and also appends suggestions for avenues of future research on which these have some influence.

Keywords

Export, Greece, International marketing, Medium-sized business, Problem identification, Small firms

4.1 What is export promotion?

...national governments tend to formulate export-oriented trade strategies and

develop assistance programmes to encourage export sales to flourish. (p. 17)

... governmental inducements such as preferential interest rates for export, credits, protection against exchange rate fluctuations, tax rebate systems and such like, all assist exporting firms to minimize the financial constraints on expanding their export operations (p. 30)

4.2 How to do export promotion?

...national governments tend to formulate export-oriented trade strategies and develop assistance programmes to encourage export sales to flourish. (p 17)

Government assistance and export promotion programmes are seldom perceived to be crucial problems to exporting firms. One reason which may explain this comes from the fact that there is often a low awareness of the existence and type of governmental services available to exporters. (p 29)

As the main beneficiaries of Government services are more experienced (often larger) exporting firms, then it is not surprising that less experienced exporters identify this as a problem area. (p 29)

The results from this study have some legitimacy in providing guidance to public policy makers, where the purpose is to stimulate export activity at the firm level within a country. Primarily, attempts should be made to reduce export pricing constraints which impose a great burden on all firms. (p 30)

There are a number of issues which underly this concern, but they can be fundamentally distilled to competitive pricing problems in the overseas market, and more crucially, the capital infrastructure argument where charges levied on loan capital are so great as to limit, or even halt, potential export expansion. This latter point is of particular importance to those firms possessing relatively high levels of export market experience. (p. 30)

... governmental inducements such as preferential interest rates for export, credits, protection against exchange rate fluctuations, tax rebate systems and such like, all assist exporting firms to minimize the financial constraints on expanding their export operations (p. 30)

... less experienced firms appear to suffer more so, and often fall victim to problems with national export policy and perceived procedural complexity in the exporting practices. (p. 30)

Government initiatives pertaining to export assistance and export promotion programmes need to be examined more closely, in order to ensure that they capture the attention of less experienced exporters. (p. 30)

4.3 Why export promotion?

...national governments tend to formulate export-oriented trade strategies and

develop assistance programmes to encourage export sales to flourish. (p 17)

The results from this study have some legitimacy in providing guidance to public policy makers, where the purpose is to stimulate export activity at the firm level within a country. Primarily, attempts should be made to reduce export-pricing constraints which impose a great burden on all firms. (p 30)

4.4 Where is a need for export promotion?

... this article reports the findings of an ethnocentric study, which focused on the problems pertaining to the ongoing exporting activities of indigenous Greek manufacturing firms within the trading sphere of indigenous Greek manufacturing firms within the trading sphere of the EU. (p 17)

... indigenous food-exporting manufactures in Greece trading with overseas distributors in the EC. (p. 21)

4.5 Which types of organizations are included in export promotion programs?

Confederation of Greek Exporters (p. 21)

The Hellenic Export Promotion Organization (p. 21)

5 An Attitudinal Model to Determine the Export Intention of Non-exporting, Small Manufacturers

Publishing date

1994

Author(s)

Jaffe, Eugene D. & Pasternak, Hanoch

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Volcani Institute, Beit Dalan, Israel

Publisher

International Marketing Review, 11 (3), 17-32

Abstract

Proposes and tests a model for determining export intention among non-exporting small and medium-sized manufacturers. The model posits that export intention is a function of three constructs: perceived competitive advantage, organizational readiness and perceived risk. Testing was done on a probability sample of Mexican firms. The results show that intention is explained only by organizational readiness. Explains the use of the organizational readiness concept both as a screening and as a diagnostic

Keywords

Export, International business, Manufacturing industry

5.1 What is export promotion?

Among non-exporting firms, which have intention to export, assistance may be in the form of market information, finding and selecting channels of distribution, and promotional and financial aid. What is important is that government assistance be differentiated for proactive and reactive firms according to the needs of both groups of non-exporters (page 29).

5.2 How to do export promotion?

Export promotion or assistance must take into account that:

...managerial attitudes towards exporting are a key to assistance planning by government agencies (page 29).

...it is the manager's willingness to take risk (or aversion) that determines export intention, rather than risk perception (page 29).

5.3 Why export promotion?

It shows that among small and medium-sized entrepreneurs there is realization that firm growth can be achieved through exporting (page 29).

The larger parameter estimate for the Proactive dimension in the case of non-exporters shows that export intention is associated more strongly with positive motives to export. Putting this another way, those having higher proactive motives are likely to have higher intention to export, while those having higher reactive motives are less likely to have intention to export. For past exporters, the opposite was true. This can be explained by the fact that this group had exported in the past but ceased because of the reasons (mainly lack of marketing prowess) shown in Table IV. Since this group did not meet whatever expectations they may have had for exporting in the first place, it may be expected that their intention to resume exporting in the future is based more on reactive than proactive motives (page 27).

Management can determine where its strengths and weaknesses lie; exploiting the former while receiving advice on how to overcome the latter. While firm differential advantage may be a prerequisite for competing abroad, managerial perception of it apparently does not influence the export intention of both non-exporters and previous exporters. It may very well be that environmental variables, such as foreign-market potential, foreign-market opportunity and anticipated government assistance, interact with perceived competitive advantage to determine export intention. In the same context, risk perception of doing business abroad as compared with domestic markets only influences export intention of past exporters. A possible explanation for this finding is that for non-exporters, it is the manager's willingness to take risk (or aversion) that determines export intention, rather than risk perception. (p. 28-29)

5.4 Where is a need for export promotion?

Germany, Mexico, USA, Canada.

5.5 Which types of organizations?

Non-exporting small and medium-sized manufacturers/firms.

6 An investigation into the targeting of UK export assistance

Publishing date

1995

Author(s)

Crick, Dave

Author affiliation

DeMontfort University, Leicester, UK

Publisher

European Journal of Marketing, 29 (8), 76-94

Abstract

Discusses the results of an empirical study undertaken in the UK using a modified six-stage version of the Bilkey and Tesar model to investigate the usefulness of the internationalization process as a method of categorizing firms for the targeting of export assistance. The findings suggest that although statistical differences exist between firms in the six stages of the model, many similarities are present in the major firm characteristics under study. Consequently, the results indicate that in pragmatic terms the UK government is correct in using a three-stage model of the internationalization process to target export assistance.

Keywords

Export, Government, International marketing, United Kingdom

6.1 What is export promotion?

It is a well-established practice of many governments, both in developed and less developed countries, to provide export promotion help to assist their exporting firms... Unfortunately, there is no single agreed method by which governments can differentiate between firms for the targeting of export promotion policies. It is therefore apparent that unless studies are carried out into both the characteristics of groups of firms and the ways in which they differ, generic rather than specific export promotion policies may be adopted by policy makers. Consequently, respective governments run the risk that resources will not be correctly targeted, since different

firms may require particular forms of assistance. (p. 76)

6.2 How to do export promotion?

Interviews with British Overseas Trade Board (BOTB) officials, in the course of this study, established that a three-stage model for categorizing SMEs is used by the UK Government. Different criteria are used for larger firms in particular cases, where, for example, it is believed only large firms have the resources to manage major projects. The model used by the BOTB considered the following categories: non-exporters, passive exporters and regular/active exporters. (p. 81)

Non-exporters:

UK government officials should raise manager' awareness of the advantages and potential benefits of exporting as opposed to concentrating effort on the domestic market... They could point out the potential risks of concentrating on the domestic market - for example, not diversifying an organization's market portfolio - and indeed, could emphasize the importance of the learning curve of entering foreign markets, stressing that experimental exporting may be a useful way of doing this. Officials should also establish the exact fears that managing directors hold about exporting and try to counteract them. (p. 90)

...give examples of the benefits of exporting such as industrial trade figures and brief stories of export achievement. (p. 90)

Passive exporters:

...make managers more aware of what is provided...need to stress the actual benefits of exporting over a dependence of domestic market, together with a need to reduce the worry over associated risks. (p. 91)

It should be easier to contact the government department responsible for particular information services.... officers concerned should be quicker in supplying the information and this might be implemented by reviewing the bureaucratic structure operating at present. (p. 91)

Active exporters:

...need for more detailed information on such things as legislation, standards etc., since these more experienced exporters already have basic knowledge gained from practical experience. ...This could be achieved by encouraging attendance at exhibitions, seminars and overseas trade missions. Further research needs to be carried out into the exact information requirements of firms...(p. 91)

6.3 Why export promotion?

Reduce dependence of domestic market. (p. 90-91)

6.4 Where is a need for export promotion?

United Kingdom

6.5 Which types of organizations?

UK government officials.

The research looked at small and medium-sized firms within the UK rubber and plastic processing industry and clothing industry. Although the criteria for classifying SMEs vary between studies, making comparisons difficult, a cut-off point of less than 200 employees was used in the study under consideration here, based on the UK Department of Trade and Industry's criteria. (p. 84-85)

7 Export assistance. Another look at whether we are supporting the best programmes.

Publishing date

1995

Author(s)

Crick, Dave & Czinkota, Michael R.

Author affiliation

De Montfort University, UK

The School of Business Administration at Georgetown University, USA

Publisher

International Marketing Review, 12 (3), 61-72

Abstract

Provides comparative empirical evidence drawn from studies carried out in the USA and the UK respectively. Indicates that even allowing for the time period between studies, differences exist in how managers from both US and UK exporting companies rate three sets of attributes in their international marketing effort. These sets of attributes are: those that are believed to be desired by importers; the possibility for improving performance of these factors by a change in emphasis by executives in the exporting firms; and the support required by firms in order to assist export activities. An implication of this research is that even allowing for the time difference between the two studies, the respective governments were not offering the type of assistance required by exporters within their countries. Questions the provision of export promotion programmes and suggests that policy makers must recognize that in order to make the best use of their limited resources, assistance should be focused on helping exporters meet the requirements of importers.

Keywords

Export; Government; Policy; United Kingdom; USA

7.1 What is export promotion?

...policy makers should be aware of the assistance firms require in order to satisfy the needs of importing companies...these forms of assistance generally comprise:

- Export service programmes, e.g. seminars for potential exporters, export counseling, how-to-export handbooks and export financing;
- Market development programmes, e.g. dissemination of sales leads to local firms, participation in trade shows, preparation of market analysis, and export news letters...(p. 61)

7.2 How to do export promotion?:

...provide informational knowledge typically through “how-to” export assistance, workshops and seminars, while experiential knowledge would be imparted through the arrangement of foreign buyers or trade missions, trade and catalogue shows, or participation in international market research. (p. 61)

...need for assistance to increase export activities rather than just to concentrate on the issue of firms’ profitability, otherwise policy makers are addressing the symptom rather than the problem. Consequently, for programmes to be more marketing oriented, they need to be aimed at satisfying customers’ needs and therefore increasing export trade. In doing so, policy makers must determine what are the needs of importing companies and assist exporters in satisfying these needs. (p. 62)

Perceived to be of value to the customer: ...physical product was rated the most important attribute...second, third and fifth positions are the three aspects of customer service, which implies that on the whole, managers perceive that this is the most important area to customers outside the physical product itself...communication is rated fourth and sales effort sixth, suggesting that communication and the building of sale relationships are deemed to be important. (p. 65)

Perceived performance improvement possibilities: ...interesting...that physical product has dropped in rank order suggesting that managers are concentrating much effort on this task already. Equally interesting is the move of sales effort and communication to first and second places respectively, implying that these areas are in need of most internal improvement by managers. A further point of interest is that providing technical advice, parts availability, and repair service occupied ranks 3,4 and 6. ...even though marketing research activities may not be perceived as adding direct value to the customers, exporters themselves believe that they could and should increase their marketing research. (p. 65)

Need for government assistance: An interesting observation is...large differences...between Table I, i.e. attributes ranked for their perceived value to the customer and Table III, the same attributes ranked in order of assistance desired from the government. This suggests that the government may need to place more emphasis

on assistance that is perceived by managers to be important to their customers ...marketing research activities occupy the top positions...(p. 67)

Another interesting consideration is the dramatic fall in the ranking of the physical product and related activities. This result could be due to managers being uneasy about outside bodies getting involved in anything to do with product-related factors. A final observation, though perhaps not surprising, is that financing is rated highly, although it could be argued that any financial support is usually welcome. (p. 67)

The US study suggested that, although the government appears to be providing what firms request, the causality is not fully clear, because firms may simply be requesting what the government currently has to offer. (p. 70)

UK exporters were unsure about what schemes were on offer and although managers could recall the names of some programmes in several cases, on the whole, awareness was quite poor. Exporters tended to continue using services that they were aware of, rather than investigate using new schemes. (p. 70)

Overall, the assistance being requested is of some use to the exporters, but of little importance in some cases to the needs of customers. Arguably, by following this myopic stance, exporters are potentially damaging their long-term international relationships by not concentrating on customers' needs via a marketing orientation. (p. 70)

Implications... ...if government policy makers are looking to allocate scarce resources efficiently, they may not be wise in just continuing to offer support that is already available or providing what managers request. It appears that policy makers should be more concerned with determining what assistance might be more useful in helping firms become more marketing oriented in satisfying customers' needs and amend their programmes accordingly. (p. 71)

A further implication is that exporters must be more willing to let government policy makers know exactly what support is required to enhance export performance. Although it is recognized that individual managers may not want to get involved in discussions with government officials, more communication via industrial trade associations and employers' organizations would be useful. (p. 71)

7.3 Why export promotion?

...profitability and reduce risks...(p. 62)

...the concentration on schemes already available does not consider whether the support is actually of need to exporters in order to meet customers' needs (p. 62)

...managers perceive that importers require a quality product at a reasonable cost... ...communication and the building of sales relationships are deemed as important...(p. 67)

...managers recognized the importance of a quality product and some back-up services which supported the results. With several of the service-related activities, managers believed that improvements were limited, since their firms were already offering good support facilities. Even so, quality control was rated fourth suggesting this is still in need of improvement even if some related back-up services are not. (p. 69)

An overall observation is the low aggregate mean values for all the factors under consideration. This suggests that in aggregate terms none of the factors were rated by managers as in great need of government support, and interviews suggested managers were uneasy about any outside assistance in case it brought about a loss of control. (p. 69)

Interviews established that managers were very uneasy at the thought of outside bodies getting involved in anything to do with product-related activities, which were judged to be the total responsibility of firms. A final point was that financing was rated highly and, not surprisingly, managers suggested that any financial support is usually welcome. (p. 69)

7.4 Where is a need for export promotion?

USA and UK.

7.5 Which types of organizations?

In the US study, these industries were: materials handling, avionics and aviation support, and industrial instruments. These industries were selected for two reasons: first, at the time of the study, their industrial products were less susceptible to influences such as changes in consumer preference; and second, the US Department of Commerce listed them as US industries with high export potential. In the UK study, the industries were clothing, and plastics and rubber processing. These were selected for two reasons: first, they were mature low-to-medium technology industries and so were not influenced by high export growth created by the demand for high technology products; and second, each industry contained a large enough sampling frame of small and medium-sized companies to allow statistical tests to be carried out. (p. 63)

7.6 Research Design

...empirical data from the USA and UK...asking exporters about managers' perceptions of the needs of their foreign importers...in-depth interviews with managers. (p. 62)

The pre-tests involved personal interviews and test mailings...with response rates of 30 per cent (US) and 41 per cent (UK). (p. 63)

...need for a multi-country approach; the frequent lack of available accurate data overseas; unreliable mail service; difficulty in translation; the expense of personal interviews; and interpretation errors produced by differing cultures...(p. 62)

Recommendations for further research: ...it is important that more research is carried out to determine the needs of importers and the assistance necessary to meet these requirements. ...It is important to determine by further research how best to target these limited funds more effectively and efficiently. This could be done in a number of ways such as multi-country comparative studies or even by building up profiles of successful exporters to determine how support has been used by managers of these firms. (p. 72)

8 Export practices in the UK clothing and knitwear industry

Publishing date

1995

Author(s)

Crick, Dave & Katsikeas, Constantine S.

Author affiliation

De Montfort University, Leicester, UK.
University of Wales, Cardiff, UK.

Publisher

Marketing Intelligence & Planning, 13 (5), 13-22

Abstract

Reports on the findings from an exploratory study investigating the export practices of UK clothing and knitwear manufacturing firms. Attempts to examine several key export marketing factors relating specifically to export development and performance characteristics, international market information requirements, export marketing mix, and the future importance of overseas markets. Suggests that, to a large extent, managers rely on their sales forces and intermediaries to carry out marketing research. When considering factors associated with firms' marketing mixes, an alarming percentage of managers were not prepared to make adaptations. Prices were generally perceived as competitive, as were product design and quality, and managers had an overall good relationship with intermediaries. The main elements of the promotion mix used by firms were personal selling followed by advertising, although these varied between particular markets. Discusses these findings, which have important implications for business practitioners and public policy makers, together with a number of directions for future research.

Keywords

Clothing industry; Export; International business; Marketing; United Kingdom

8.1 What is export promotion?

...managers are mainly concerned with primary information originating from either

“field” operatives or intermediaries rather than secondary sources of information, for example, from government departments, chambers of commerce and the like. Even so, the finding that approximately half of firms do use government departments was surprising and contradicts previous work, such as Crick (1992), which found a low usage of such information by firms. However, Crick’s (1992) research advocated the introduction of a better co-ordination of government support, including the provision of information which was hitherto confusing for managers. The subsequent introduction of Business Link (the one-stop shop for information provision) may be a reason for more usage by firms of government information. However, the low usage of information provided by the chambers of commerce and trade associations raises questions about both the usefulness and the method of provision of information from these organizations. Therefore, it appears that these organizations should review the information and provision of services to managers in the industry in order to service their requirements more effectively. (p. 20)

If exporters are to be competitive, it is important that an effective public-private sector interaction takes place and policy makers, together other interested organizations, assist exporters to achieve success in overseas markets. (p. 21)

8.2 How to do export promotion?

...understand managers' perceptions and practices in relation to the export activities of firms in the UK clothing and knitwear industry. (p. 13)

...need to carry out export marketing research... (p. 15)

...need to consider modifying all marketing mix elements when engaging in exporting activities. (p. 16)

...important to ascertain the extent to which firms actually do adopt an adaptation strategy in exporting. (p. 16)

...the main perceived benefits of visiting the overseas markets tend to concentrate on two broad issues: (1) relationship building with customers and identifying future prospects; (2) liaising with intermediaries and sorting out logistical issues (p. 18)

...concentrate on several key export marketing factors: export development and performance; - information requirements; - the export marketing mix; and - the future importance of overseas markets (p. 19)

...managers must be persuaded to concentrate on ways of making export sales profitable and not exhibit myopic tendencies of viewing it as a way to sell the surplus from the domestic market. (p. 20)

...introduction of a better coordination of government support... (p. 20)

...it appears that these organizations should review the information and provision of services to managers in the industry in order to service their requirements more effectively. (p. 20)

...government departments and trade associations may offer a more useful service as information providers to industry. (p. 20)

...need to consider adapting the whole of the marketing mix when carrying out business overseas. (p. 20)

...importance of regular visits to the market in this industry. (p. 21)

8.3 Why export promotion?

...the downturn in demand caused by both the recent recession and the increase in import competition... (p. 13)

...a lack of distribution networks and problems in selecting a reliable distributor as major obstacles in exporting (p. 18)

With the majority of firms stating that the proportion of profit, which comes from export as compared to home sales is either equal or lower, the implication is that firms will not try to increase export and will concentrate effort on the domestic market (p. 19)

...many managers are not prepared to adapt their export practices in line with the differing requirements of overseas customers (p. 20)

...some managers finding it difficult to work with smaller production runs for export customers (p. 20)

If exporters are to be competitive, it is important that an effective public-private sector interaction takes place and policy makers, together with other interested organizations, assist exporters to achieve success in overseas markets (p. 21)

8.4 Where is a need for export promotion?

UK, the clothing and knitwear industry.

8.5 Which types of organizations?

British Clothing Industry Association (BCIA)

...a maximum of 200 personnel appears consistent with the small and medium-sized enterprises (SME) criteria of the Department of Industry (p. 14).

...firms in excess of 100 employees are considered large employers in this particular industry.(p. 14)

8.6 Research Design

...exploratory study...postal questionnaire (p. 13)

...pre-study interviews (p. 14)

9 Export stimulation: a non-exporter's perspective

Publishing date

1995

Author(s)

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Publisher

European Journal of Marketing, 29 (8), 17-36

Abstract

Investigates empirically the perceptions of non-exporters regarding factors stimulating export initiation. Draws on research based on a representative sample of 112 Cyprus-based manufacturers. Reveals that stimuli relating to the fulfillment of the firm's traditional objectives exhibited the highest motivating impact, followed by factors aiming at minimizing domestic market-related risks. These findings generally contrast with the results of previous research on export stimulation. Analysis of perceptions on stimulating factors according to certain organizational determinants showed the firm's size to have the greatest discriminating effect, followed by the type of goods produced and exposure to export activities; the age of the firm had no differentiating role whatsoever. Finally, classification of the stimuli according to internal/external and proactive/reactive taxonomies demonstrated that factors of an internal and proactive nature provided the strongest stimulating impact, denoting a positive predisposition towards exporting.

Keywords

Cyprus, Export, Manufacturing

9.1 What is export promotion?

The fact that the majority of non-exporters in this study were motivated more by internal-proactive factors, which are indicative of a positive predisposition towards exporting implies that policy makers should first try to maintain and even enhance the impact of these stimuli. (p. 33)

9.2 How to do export promotion?

From the managerial point of view, non-exporting firms (particularly those of a smaller size and those with no prior export experience) should seek the assistance of external experts; such as management consultants and advisers; in overcoming several structural and attitudinal constraints inhibiting the activation of the perceived export stimuli. Participation in special management training/development courses, the use of marketing advisory services and other similar types of external assistance could successfully contribute to this end. The international orientation of managers in non-exporting firms could also be enhanced by a number of educational measures, such as by attending international business executive programmes, becoming familiar with foreign languages/cultures and undertaking visits to overseas markets (p. 33)

...formulation of sound export promotional programmes, such as seminars, workshops and trade meetings that would have two basic aims. The first would be to build an awareness and appreciation of this type of stimuli, by emphasizing, for example, the financial benefits associated with exporting, the lucrative foreign market opportunities, and the usefulness of using exporting as a means of spreading business risks. The second and perhaps the most difficult aim should be to facilitate the effective activation of these stimuli by cultivating, for example, a more positive feeling towards exports among managers of non-exporting firms. One way of achieving this is by providing basic information about foreign markets, explaining the mechanics of exporting and publicizing successful cases in export marketing. A key precondition for the success of these programmes would be to tailor them to the specific needs of non-exporting firms, with particular attention being paid to companies of smaller size, as well as to manufacturers of industrial goods which were found to underestimate the role of certain stimuli (p. 33)

9.3 Why export promotion?

...potential for extra sales, potential for extra growth, achievement of economies of scale, potential for extra profits, production of goods with unique qualities, need to reduce dependence/risk of domestic market, possession of exclusive information on foreign markets, intense competition in domestic market etc. (p. 31)

9.4 Where is a need for export promotion?:

In terms of geographic focus, studies were categorized as American, that is those conducted in the USA and Canada, and non-American, covering mainly European countries (p. 22)

In addition, Greece and Cyprus are mentioned (p. 24)

9.5 Which types of organizations?:

In terms of size, the majority of the non-exporting firms employed less than 25 persons and had a sales turnover not exceeding half a million US dollars. Finally, two-thirds of the companies were manufacturing mainly consumer products, whereas the remainders were producers of industrial goods (p. 23)

9.6 Research Design

Regarding research method, ...aggregate analysis (p. 19)...the first phase was exploratory in nature (p. 23)...use of telephone interviews proved to be a relatively cost-effective method (p. 23)...fully structured questionnaire...For analytical purposes, a number of statistical techniques were employed, such as the Z-test, ANOVA test and t-test (p. 24)

The primary source of information was top executive officers directly involved in export operations, such as the managing director, the marketing manager or the export officer. Most of the studies adopted probability-sampling designs, in the form of simple random or stratified random samples (p. 18)

...with regard to future research, the study findings showed that the export stimulation process is at work long before the firm's debut in overseas markets and that non-exporters are in one way or another receptive to stimulating factors. This implies that more research should be channeled into this area of investigation, namely the pre-engagement phase of the export development process. For a more detailed analysis, it would be advisable to break down this stage into other sub-stages, such as domestic-oriented firms, passive non-exporters and active non-exporters. A multicultural study, which would include countries of different sizes, stages in economic development and so forth, would eliminate the effect of country-specific factors. Moreover, it would be interesting to examine any variations in non-exporters' perceptions of export stimuli over a long period of time, using longitudinal research. Furthermore, it is also recommended that the effect of other non-organizational factors, such as managerial factors (e.g. management characteristics, managerial attitudes and management capabilities) and environmental factors (e.g. state of the economy, cultural traits and marketing infrastructure), with a possible discriminating effect on stimuli perceptions, be examined. Last, it would be useful to investigate the relationship between stimulating factors and other export parameters affecting pre-export behavior, such as impediment forces and information availability (p. 34)

10 The Internet for Small Businesses: An Enabling Infrastructure for Competitiveness

Publishing date

1995

Author(s)

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Publisher

INET'95, Internet Society's 1995 International Networking Conference

Abstract

This paper discusses the opportunities, which the Internet makes available to small and medium enterprises (SMEs), building on both the still comparatively limited research available in this area and on the resources currently existing within the Internet itself to draw conclusions about just what a typical SME can hope to achieve from its use. The paper summarizes the range of activities, which are available for SMEs, and considers the additional benefits, which may be obtained from "virtual alliances" with other small (or large) organizations. We discuss the need to align the organization's existing business strategy with its Internet usage strategy and look at the impetus which government initiatives in information infrastructure are providing for the SME group, summarizing the whole-of-government approaches being taken in Australia, Canada, the European Union and the U.S. Finally, the paper concludes with a discussion of the most effective approaches which small businesses wishing to make use of the Internet might consider.

Keywords

Small businesses; Internet Australia; SME

10.1 What is export promotion?

Government policies from the major industrialized countries simultaneously recognize the importance of allowing small businesses to use such information infrastructures for collaboration and information sharing purposes. These initiatives of building the information infrastructure have been given a very high priority compared with other agenda items in these governments' activities. Small businesses should exploit such opportunities to gain know-how in conducting business within a different environment. The only way to achieve this is by means of 'learning by doing' and small businesses need to be committed to capitalizing on such changes. Although all other channels of doing businesses will still be available despite the imminent changes to the national information infrastructure, it is almost certain that doing business will never be the same again.

10.2 How to do export promotion?

Specific information related to trade regulations and marketing are provided online with the latest updates. Such initiative allows small businesses to access timely information with minimal access costs. (p. 4)

New kinds of small business Network (Virtual Alliance)... cooperative alliances, strategic alliances and networks. Members of such groups may share trade information, specific advice concerning a particular issue important to the industry, joint research and advertising efforts, or transportation costs. (p. 6)

10.3 Why export promotion?

...the need to remain flexible and innovative are the criteria for survival and success for SMEs. (p. 4)

...new ideas and opportunities are often freely accessible on the Internet with little time delay. (p. 4)

...the internet allows small businesses to contact a large number of suppliers and buyers individually. (p. 4)

...speedier delivery ...lower connection costs. (p. 5)

...even small businesses can afford to set up mailing lists to solicit customer needs and provide user support via the Internet...provide answers for customers for frequently asked questions...general accessibility and vast geographic reach. (p. 5)

...need for national information infrastructure. (p. 8)

The current driving force for small businesses to use the Internet lies in the competition among internet service providers to offer cost effective access and expert support to small business groups...return on investment. (p. 8)

...to gain a competitive advantage against their less entrepreneurial competitors (and even, where they take full advantage of the opportunities available, a longer-term strategic advantage)...gain increased market share and attract prospective customers in a way equal to or better than those which large corporations have been able to access - but with only a fraction of the cost...gain know-how.... (p. 10)

10.4 Where is a need for export promotion?

Australia, USA, Canada, European Community.

10.5 Which types of organizations?

Broadband Services Expert Group, Bureau of Transport and Communication Economics, Australian Science and Technology Council. (p. 7)

Australian Trade Commission, Austrade, Computer Science and Telecommunications Board (CSTB), National Science Foundation (NSF), Canadian Network for the Advancement of Research, Industry and Education (CANARIE). (p. 8)

Small business... suffer from the additional problem of limited resources - financial technological and human (p. 1)

11 Exporting and non-exporting small firms in Great Britain - A matched pairs comparison

Publishing date

1995

Author(s)

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Publisher

International Journal of Entrepreneurial Behavior & Research, 1 (2), 6-36

Abstract

...this article focuses on identifying similarities and differences between new small firms which export a proportion of their total sales abroad and those non-exporting firms which do not export any of their sales. (p. 7)

Keywords

Export, Multivariate analysis, Policy, United Kingdom

11.1 What is export promotion?

11.2 How to do export promotion?

...government should become more proactive and provide greater financial assistance to those firms which desire growth and wish to surmount financial constraints. Additional financial assistance could be targeted to those firms desiring to enter export markets for the first time. (p. 29-30)

11.3 Why export promotion?

...seize opportunities...improve export performance.... (p. 6)

...growth...surmount financial constraints. (p. 30)

...higher levels of job generation. (p. 30)

Maintain position; UK is the world's fifth largest exporter.... (p. 6)

Regarding H7e (During the start-up period, founders of non-exporting firms will perceive the availability of a wider range of support services)...this hypothesis is NOT supported: ...over 64 per cent of founders indicated that business advisory services, courses in new business management and low-cost consultancy services were available.... (p. 28)

...exporters had considerably more experience of previously establishing a new venture. (p. 29)

...there is no evidence to suggest non-exporting firms are particularly disadvantaged in the raising of equity. Overall, most non-exporting and exporting firms are risk-adverse, preferring to generate and reinvest their own profits rather than attract external sources of financial investment. (p. 29)

...exporting firms have followed sales policies which make them less dependent on the changing fortunes of their immediate local market. (p. 30)

...because of a dearth of local market opportunities and resources, some exporting firms may have been "pushed" rather than "pulled" into exporting their sales. (p. 30)

...main founders who perceive a local environment where there is considerable competition for scarce resources....policy makers designing support measures to increase the number of exporting firms should be aware of the importance of negative motivations to engage in exporting. (p. 31)

11.4 Where is a need for export promotion?

Great Britain

11.5 Which types of organizations?

Society of Associated Researchers on International Entrepreneurship (SARIE)
Rural Development Commission. The Highlands and Islands Development Board in Scotland and the Development Board for Rural Wales and the Welsh Development Agency in Wales

...the sample is of particular interest because it focuses exclusively on new manufacturing and "producer services" ventures, which are deemed to be of particular significance in studies of wealth creation. (p. 15)

...the larger the firm is, the easier it starts exporting and runs international business. (p. 10)

...probability of being an exporter increased with firm size when measured by employment or sales turnover...younger firms were less likely to be exporters and manufacturing firms had a significantly greater propensity to be exporters. (p. 29)

...exporting firms are more likely to be large in employment size, to be older and to be manufacturers. (p. 31)

12 Export marketing: conceptual and empirical developments

Publishing date

1995

Author(s)

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Department of Marketing, University of Strathclyde, Glasgow, UK

Publisher

European Journal of Marketing, 29 (8), 7-16

Abstract

Provides an overview of the special issue of the European Journal of Marketing on "Export marketing". Five basic questions to be answered in the export marketing area are identified. The articles in this special issue should provide a significant stimulus to further conceptual thinking addressed at these export decisions. Discusses policy implications. Developments in policy models await parallel developments in models of export decisions and processes.

Keywords

Export, Marketing, Policy

12.1 What is export promotion?

Export support of a practical nature, such as assistance to develop and maintain foreign contacts, appears to be well regarded; and targeted as opposed to undifferentiated support programmes are called for. (p. 15)

12.2 How to do export promotion?

Export support of a practical nature, such as assistance to develop and maintain foreign contacts, appears to be well regarded; and targeted as opposed to undifferentiated support programmes are called for. (p. 15)

...importance of accessing buyers' network or following the leading exporters in different circumstances is suggested.... (p. 15)

The emphasis is placed on information for active exporters, especially making managers aware of what is available, how to access the information and the speed and cost of doing so. For passive exporters, raising the profile of the benefits of exporting, and the provision of assistance with information activities and operational matters is advocated. For non-exporters, finally, ...the significant motivating role assumed for peer group influence (trade associations and export clubs) and success stories. (p. 15)

12.3 Why export promotion?

Potential for extra sales resulting from exporting emerged as the most frequently cited factor, followed by the potential for export-led corporate growth, and the achievement of economies of scale from exporting. (p. 8)

Most frequent and most influential factor in export initiation: receipt of unsolicited export orders. (p. 8)

...most do not have the opportunity of obtaining fortuitous orders from foreign customers, for reasons such as non-registration in directories, wrong addresses etc. (p. 9)

In respect of the internationalization process, the evidence indicated that software firms internationalized very quickly, rather than in small incremental steps as suggested by conventional models. The author concludes that "stage' theories do not adequately reflect the internationalization process of small computer software firms". (p. 11)

12.4 Where is a need for export promotion?

Norway, Finland, Ireland, UK, USA, Cyprus.

12.5 Which types of organizations?

..small computer software firms. (p. 10)

12.6 Research Design

The objective of this special issue of the European Journal of Marketing was to publish stimulating and thought-provoking contributions to the literature in the field of export marketing. Particular emphasis was to be given to articles which attempted some integration of the subject area which, historically, has lacked unifying frameworks and synthesis, and articles which challenged conventional wisdom. The "Call for papers" was publicized through the EJM and other fora, and submitted

articles were blind refereed by two or three reviewers. Sincere thanks are due to the reviewers for their insightful comments. (p. 7)

Five basic questions to be answered in the export marketing area, namely: (1) Should expansion be achieved through domestic or export markets? (2) If through exporting, which markets should be targeted? (3) How should these markets be entered? (4) How should marketing and selling operations in these markets be managed? (5) What export performance level is achieved in these markets? (p. 7)

13 Network analysis of a new export grouping scheme: The role of economic and non-economic relations

Publishing date

1996

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Publisher

International Journal of Research in Marketing, 13 (5), 463-477

Abstract

Export grouping schemes can be viewed as an attempt to manage network development. This article examines a new Australian export-grouping scheme in terms of its role and impact on the industrial network of which it is a part. The role played by non-economic exchange relations as well as economic, buyer-seller, exchange relations are emphasized, including competitive and potential interfirm relations and the way informal interpersonal relations, spawned initially by formal grouping processes, were found to play an important part in group functioning and in outcomes from group activities.

Keywords

Industrial networks; Industrial policy; Australia; Export promotion

13.1 What is export promotion?

An independent and credible body such as Austrade was a necessary catalyst...some recognition of the need for processors to work together, their own attempts to do so had been unsuccessful. (p. 471)

13.2 How to do export promotion?

...processor-processor relationships have become closer, the actors have developed personal bonds and trusting relations which did not exist before. (p. 472)

...greater willingness to share information about processing techniques and market intelligence and to assist each other in meeting customer demands when supplies are short. (p. 473)

...generating...positive market outcomes. (p. 474)

Individual network participants must be committed to their development. No amount of government incentive, encouragement and exhortations will substitute for a clearly perceive logic of relationship formation by the parties involved and beneficial outcomes. However, there is a role for governments to play to generate the framework that permits the self organizing process to operate effectively and, based on network knowledge... to selectively use Trade Promotion Policy activities to assist exports.... as an important aspect of network development. (p. 475)

While informal networks can be facilitated, they can never be controlled. Indeed, any attempt to control them may negate their effectiveness. (p. 475)

...establishment of industrial/technology parks and free trade zones. (p. 476)

Network developments can provide a foundation for achieving long term market outcomes...

...focus for network intervention and management strategies.

...requires a careful examination of preexisting network relations..

...intervention strategies should be chosen to permit self-organizing and self-sustaining processes to develop.... (p. 476)

...maximize the chances of constructive group interaction and to permit the results of group processes to translate into action and not just reports. (p. 476)

13.3 Why export promotion?

...companies should be able to achieve far more impact in a foreign market by acting in combination rather than singly, with resources being pooled and costs, information and experiences being shared. (p. 464)

...companies are loath to surrender independence, but this is required to some degree in joint activity. (p. 464)

...companies are unaware of their potential, or due to other barriers to their development. (p. 465)

Enhance cooperative relationships among competitors in an industrial network with the objective of improving international performance. (p. 465)

Going together to Japan has its advantages. Going by yourself is pretty daunting. (p. 467)

...extend their contact networks into other states, to develop a better feeling for what was happening in the industry as a whole and to more effectively do business. (p. 467)

...more interaction...The increased flows of information and the growth in personal linkages between members interacted with each other to increase the solidarity of the network structure over time. (p. 468)

...become close to companies who are closer to the end-user...getting a relationship with the end-user. (p. 469)

...spread the risk of supply problems.... (p. 470)

13.4 Where is a need for export promotion?

Australia, Japan.

13.5 Which types of organizations?

Australian Trade Commission, Joint Action Group (JAG)

13.6 Research Design

...evaluation study... (p. 466)

The case study research strategy involved semi-structured interviews and documentation analysis, allowing for data triangulation. (p. 467)

In-depth interviews...semi-structured format was used.... (p. 467)

14 Handelshindringer for danske eksportvirksomheder

Publishing date

1997

Author(s)

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Author affiliation

Erhvervsfremme Styrelsen, København, Danmark

Publisher

Erhvervsfremme Styrelsen

Abstract

Gallup har for Erhvervsfremme Styrelsen gennemført en undersøgelse vedrørende omfanget af handelshindringer i og udenfor EU. Undersøgelsen viser, at der er opnået store fremskridt i realiseringen af Det Indre Marked, idet virksomhederne møder færrest handelshindringer i EU sammenlignet med eksportproblemer uden for EU. 45% af virksomhederne svarede ja til at de havde handelshindringer ved eksport. Undersøgelsen baserer sig på svar fra 600 ud af 2000 virksomheder, der blev spurgt. En stor del drejer sig om problemer i EU, Which types of organizations? t skyldes at 2/3 af dansk eksport går til EU. Men i forhold til eksporten hidrører flere problemer udenfor EU blandt andet Østeuropa. De fleste handelshindringer skyldes nationale krav til standarder eller prøvninger af et produkt. Undersøgelsen viser at de største problemer opstår i Tyskland, Frankrig, Norge og Spanien. Undersøgelsen viser, at de største virksomheder møder flest problemer.

Keywords

Handelshindringer, Tekniske, handelshindringer, Varenes frie bevægelighed, Det Indre Marked, EU, Handelsbarrierer, Eksportbarrierer, Støvsugerbanden, Tekniske krav, Standarder, Markedsføringsforbud, international

14.1 What is export promotion?

Virksomheders valg af kanaler til at løse problemer omkring handelshindringer...virksomheder først og fremmest vælger følgende tre kanaler i

tilfælde af, at de har brug for assistance: "ambassader/konsulater/Udenrigsministeriet", "brancheorganisationer og erhvervsorganisationer" samt "samhandelspartnere i udlandet/kolleger i branchen". Det er i øvrigt markant, at de større virksomheder i højere grad end de mindre virksomheder bruger nogle af de ovennævnte kanaler til at løse problemer omkring handelshindringer. (p. 42)

14.2 How to do export promotion?

Undersøgelsens resultater siger ikke noget om, How to do export promotion? de overvandt disse handelshindringer, udover Which types of organizations? kanaler de har brugt til at løse problemerne. Eksempelvis har nogle virksomheder aktivt overvundet problemerne, mens nogle problemer har løst sig uden at virksomhederne har bidraget aktivt. (p. 45)

14.3 Why export promotion?

Indenfor EU skyldes mange handelshindringer eksempelvis, at der mangler standarder inden for adskillige produktgrupper, og danske virksomheder derfor bliver mødt med krav om at skulle gennemgå nationale tests på udenlandske markeder. (p. 3)

For at begrænse økonomisk betydning af handelshindringer, herunder de forøgede omkostninger samt mistede omsætning for virksomheder. (p. 22)

Blandt de godt 50% af virksomhederne, der har problemer på dette område er det først og fremmest manglende tid og ressourcer i virksomheden, der er den største barriere i forhold til at overvinde problemer med handelshindringer. Dette problem er særlig udpræget for de mindre virksomheder. (p. 25)

Et stort antal virksomheder giver i undersøgelsen udtryk for, at danske myndigheders krav og langsommelige sagsbehandling er en væsentlig handelshindring...navnlig toldvæsenets sagsbehandling.... (p. 26)

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Et stort antal virksomheder giver i undersøgelsen udtryk for, at danske myndigheders krav og langsommelige sagsbehandling er en væsentlig handelshindring...navnlig toldvæsenets sagsbehandling.... (p. 26)

14.4 Where is a need for export promotion?

...problemet med handelshindringer er størst inden for transportmiddelindustrien, bygge- og anlægsvirksomheder og elektronikindustrien. (p. 19)

14.5 Which types of organizations?

Ambassader/konsulater/Udenrigsministeriet, brancheorganisationer og erhvervsorganisationer... (p. 42-43)

Alle virksomhedsstørrelse er inkluderet, hvor der skelnes mellem små med en årlig omsætning, der er under 10 mio. kr., mellemstore med en omsætning på mellem 10 og 100 mio. kr. og store virksomheder, der har en omsætning på over 100 mio. kr. (p. 36)

14.6 Om undersøgelsen

Undersøgelse baseret på skriftligt spørgeskema... gennemført for Erhvervsfremme Styrelsen i samarbejde med et konsortium bestående af Gallup, Oxford Research samt Rønne & Lundgren. (p. 3-4)

Undersøgelse foretaget blandt danske eksportvirksomheder... specifikt blevet spurgt til Norge, Schweiz, Ungarn, Tjekkiet, de Baltiske lande og Polen. (p. 1 og 2)
Desuden Spanien, Frankrig, Storbritannien, Italien og Øvrige lande. (p. 18)

15 Internationaliseringsprogrammer: Facts, debat og design

Publishing date

1997

Author(s)

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Publisher

Aalborg University, International Business Economics, NEP-publication (4)

Abstract

Formålet med denne artikel er dels at give et overblik over og diskutere programmer til fremme af SM-virksomheders internationalisering og dels at fremlægge en række principper for design af sådanne programmer.

Keywords

international eksportfremme

15.1 What is export promotion?

Ved støtteprogrammer forstås offentlig indsats mod og støtte til virksomheders internationalisering (p. 3)

Den offentlige indsats sker på 3 niveauer: (1) På makroniveauet, hvor det drejer sig om generel handelspolitik, valutapolitik etc. Dette niveau berøres ikke i det følgende. (2) På sektor- og brancheniveau, hvor programmet fokuserer på støtte til udvalgte virksomhedsgrupper, som har et særligt problem eller internationalt potentiale. (3) Endelig er der virksomhedsniveauet, hvor støtten enten rettes mod virksomhedens internationalisering som sådan (virksomhedsudvikling) eller en speciel problemstilling, som måske virker som en barriere for virksomhedens internationalisering. Da kernen i en virksomheds internationalisering består af samspillet mellem "produkt", "marked" og "international operationsform", fokuserer støtteprogrammer ofte på een eller flere af disse kernefunktioner. (p. 3)

Fokus i denne artikel er på den enkelte virksomheds internationalisering (niveau 3), men problemstillingen om støtte til udvalgte grupper af virksomheder (niveau 2) berøres også. (p. 4)

15.2 How to do export promotion?

Specielt nævnes, at (1) da der ikke findes en enkelt og simpel formel for SM-virksomheders internationale succes, skal støtteprogrammerne have brede rammer, således at de kan rumme mangeartede projekter genereret af virksomheder og institutioner. Ligeledes peges på, at (2) der er en spænding mellem SM-virksomheders handlingsorientering og støtteprogrammernes fokusering på planlægning. Endelig nævnes, at (3) problemer, der som f.eks. markedsudvikling, er tilbagevendende i den enkelte virksomhed og således i SM-populationen som sådan, kan hensigtsmæssigt institutionaliseres, således at der kan opbygges et tillidsfuldt forhold mellem virksomhed og institution. Gennem en sådan institutionalisering opnås også en erfaringsophobning i modsætning til mange kortvarige støtteprojekter, hvor den genererede erfaring ofte går tabt. (p. 1)

1. Den planlæggende virksomhed (Planning Man)
2. Den handlingsbaserede virksomhed (Action Man)
3. Den netværksbaserede virksomhed (The Networker) (p. 5)

Which types of organizations? af disse 3 modeller beskriver bedst SM-virksomheder?? Såvel litteraturen som faktiske eksportfremmeprogrammer har været domineret af “den planlæggende virksomhed”. Ideen med præsentationen af de 3 modeller er dog ikke at pege på én bestemt forståelse, som den der beskriver SM-virksomhederne bedst. Tværtimod synes det vigtigt som et første trin i arbejdet med en SM-virksomhed at finde ud af, Which types of organizations?n af de 3 modeller, der passer bedst. Praksis viser ofte, at omend een af modellerne dominerer virksomhedens måde at fungere på, så er der som oftest elementer fra alle 3 modeller i een og samme virksomhed. Dog synes der at være en tendens til, at de fleste SM-virksomheder er handlings- og personorienterede (p. 6-7)

“Planlægning-implementeringsformlen” er ret så ofte i modstrid med virksomheders måde at agere på (p. 14)

De 3 modeller er generelle og der er behov for at udbygge dem, således at de opfanger de særlige forhold, der gør sig gældende omkring eksport og internationalisering af SM-virksomhederne. Dette vil blive gjort i punktform med vægt på de forhold, som har særlig betydning for design og implementering af eksportfremmeprogrammer: (1). *Helhedsbetragtning*... (2). *Procesbetragtning*... (3). *Ressourcesvaghed*... (4). *Kundeorientering*... (5). *Internationaliseringsforløb*... (p. 7-9)

Profil af SM-virksomheder og implikationer for internationaliseringsfremme...
Den Planlæggende Virksomhed: Fokus på markedsinformation, v.h.a. systematiske markedsanalyse, diagnoser og strategisk planlægning af internationale aktiviteter...
Den Handlende Virksomhed Fokus på handlingsmuligheder i markedet, f.eks.

salgsudstillinger, faktiske markedsoperationer. kontaktmøder, matchmaking, markedstest, etc.... Netværksvirksomheden: Fokus på identifikation af som en udvidelse af netværket, hvor udenlandske partnere og etablering af relationer. Støtteprogrammer skal fungere som matchmakers. (p. 16)

...et forsøg på at udkrystallisere et sæt af principper eller måske snarere dimensioner, som man skal overveje ved design af støtteprogrammer... SM-virksomhedsforståelse (Planlægnings-, handlings- eller netværksorienterede virksomheder; Kortsigtet problemløsning eller kontinuerlig rådgivning)... Tilgang til støtteprogrammernes design (Brede fleksible rammeprogrammer som basis for konkrete projekter og institutionalisering af støtteprogrammerne; Konkret problemløsning eller kompetenceopbygning; Generel markedsorientering eller personorientering)... Pædagogisk opbygning (Projekt eller institutionsorienteret; Kursus- eller dialogorienteret; Fokus på enkeltvirksomhed eller fællesaktiviteter) (p. 28-29)

15.3 Why export promotion?

Vurderingen er således, at danske SM-virksomheder i stor udstrækning selv må skabe eksporten, Which types of organizations? giver støttefaciliteter- både private og offentlige en vigtig rolle. (p. 14)

15.4 Where is a need for export promotion?

I det omfang virksomhederne har egen udviklingskapacitet kan støtteprogrammerne designes og implementeres af virksomhederne selv. I de fleste tilfælde er der dog behov for at trække på eksterne ressourcer, d.v.s. på infrastrukturinstitutioner og -programmer. Det kræver igen, at der forefindes en infrastruktur, som er kvalificeret til at designe og implementere støtteprogrammer. (p. 29)

15.5 Which types of organizations?

Målgruppe: Infrastrukturinstitutioner eller SM-virksomheder... Alle SM-virksomheder eller udvalgte erhvervsgrupper (p. 28)

16 Den globale udfordring - Danske underleverandørers internationalisering.

Publishing date

1998

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Publisher

Erhvervsfremme Styrelsen

Abstract

I bogen analyseres fremherskende mønstre i danske underleverandørers internationale orientering. Rapporten efterfølger en undersøgelse Erhvervsfremme Styrelsen udgav i 1992. Forfatterne tegner konturerne af de internationale markedsvilkår for underleverancer. På den baggrund analyseres de danske underleverandørers internationale aktivitetsmønstre. I rapporten identificeres tre grupper af underleverandører med forskellig international orientering.

Keywords

Underleverandører, internationalisering, indkøb, underleverandør typologi, forsyningskæder, systemleverandører, underleverandørpolitik, leverandørsammenslutninger.

16.1 What is export promotion?:

Rådgive og støtte danske underleverandører med henblik på at modstå, afhjælpe eller tilpasse sig de problematiske konsekvenser ved internationaliseringsudviklingen... (p. 4)

For at hente inspiration til eventuelle danske initiativer undersøges nogle udvalgte underleverandørprogrammer i andre lande... Programmerne kommer fra Irland, Japan og Wales... Der er en lang række nationer, som har gennemført mindre

programmer med henblik på at udvikle landets underleverandørbase. De er ofte karakteriseret ved at være kortvarige og indarbejdet i større programpakker. Der er få programmer, der er målrettet mod udviklingen af underleverandørbasen og direkte søger at stimulere underleverandørernes internationale aktivitetsudvikling. De lande, som her er undersøgt, er alle kendetegnet ved, at programmerne er direkte rettet mod underleverandører, og at de er præget af en stærk kontinuitet. (p. 10)

16.2 How to do export promotion?

Tilbyde programmer er direkte rettet mod underleverandører og at programmerne er langsigtede. De programmer, som har succes, satser på både et vertikalt og et horisontalt snit i støtteprofilen. Hermed menes, at man giver samarbejdet mellem underleverandørerne retning ved at knytte dem sammen med en eller flere ordregivende virksomheder. (p. 131)

Inddrage ordregivende virksomheder (Parent companies) til at medvirke til at fremme kvalitet og effektivitet hos deres underleverandører (evt. ved lovgivning)... Ordregiverne pålægges således at forbedre deres metoder for ordreafløsning. Til underleverandørerne gives støtte til nyt udstyr, teknologisk opdatering, udvikling af konkrete samarbejdsprojekter underleverandører imellem, tilskud til forbedring af kalkulationsmetoder og inspektionsmetoder, fremme af underleverandørernes organisation og ledelsesforhold etc. (p. 136)

Rådgive og støtte vedrørende

- on-line netværksdannelse m.h.p. at fremme underleverandørtransaktioner,
- tilvejebringelse af information om internationale underleverancemuligheder,
- formidling af større projektleverancer og rammeaftaler,
- opdyrkelse af nye ordrer,
- afholdelse af seminarer, træningsprogrammer, konsultationer og interessentmøder med henblik på at effektivisere underleverandør/ordregiver relationer,
- udarbejdelse af manualer for og studier af effektive underleverandørrelationer. (p. 137)

...lette mindre underleverandørers omstilling til nye produkter og markeder... give støtte, skattebegunstigelser, særligt favorable lån og forsikringsbetingelser for mindre kriseramte virksomheder, som udvikler nye samarbejdsformer, produkter eller ønsker at ekspandere i udlandet.. (p. 137)

...styrkelse af relationerne mellem underleverandører og "parent companies", støtte til spredning af mindre underleverandørers kundeportefølje, nedbringe afhængigheden af underleverancer gennem øget støtte til udvikling af 1) egne slutprodukter og 2) nye markeder. Støtte til udviklingen af horisontalt samarbejde mellem underleverandører med henblik på at højne evnen til at virke som systemleverandører (p. 138)

Tilbyde forskellige programmer såsom:

- ”Benchmarking Programme”, hvor underleverandører får lejlighed til at vurdere egen praksis i forhold til bedste praksis...herefter
- Strategic Direction Programme, som hjælper med udviklingen af en realistisk forretningsstrategi eller projektplan.
- Manufacturing Improvement Networks, hvor underleverandører bringes sammen for at skabe leverandørforbedringer i et samarbejde på tværs af traditionelle forretningsområder og virksomhedsgrænser.
- Time to Market, hvor virksomhedernes produktudviklingsledelse eksamineres med henblik på at nedbringe produktudviklingstider og -omkostninger.
- Supplier Associations Programme, for at styrke det langsigtede, udviklingsorienterede samarbejde mellem underleverandører og større - ofte udenlandsk ejede - ordregivere. Formålet er også at styrke samarbejdet mellem underleverandører... at skabe fælles læreprocesser og innovation gennem deltagernes samvirke. Visionen er at udvikle stærkere industrielle og regionale klynger gennem en styrkelse af leverandørkæder og virksomhedssamarbejde. (p. 139)

...fremme samarbejdet mellem små og mellemstore virksomheder, fx gennem etablering af centrale elektroniske registre... Formålet med disse registre er at lette adgangen til information om potentielle samarbejdspartnere, kunder og leverandører. (p. 141)

...afholde messer/seminarer organiseret af en eller flere slutproducenter med henblik på at informere underleverandører og diskutere et eventuelt samarbejde. (p. 141)

...reducere barrierer (relateret til harmoniseringen af markederne i EU) ved hjælp af flere initiativer, bl.a.:

- udvikling af fælles sektorspecifikke fagterminologier,
- etablering af registre over mæglere mellem underleverandører og aftagere,
- etablering af en dokumentationsenhed i EU-regi, som kan give beslutningstagere overblik og formidle informationsmateriale til interesserede (p. 142)

...det kan overvejes, om mindre underleverandørers samarbejde om at positionere sig i forhold til udenlandske ordregivere kan støttes. Sigtet kan bl.a. være at positionere danske underleverandører som systemleverandører eller som leverandører af delsystemer til større systemleverandører. I det irske program gives fx. støtte til udvikling af værktøjer og udstyr, som udvikles sammen med ordregivere, men forbliver underleverandørens ejendom. (p. 146)

16.3 Why export promotion?:

...danske underleverandører (må hjælpes til at, red.) modstå, afhjælpe eller tilpasse sig de problematiske konsekvenser ved internationaliseringsudviklingen, herunder

bl.a.

- mere tendentielt lukkede underleverandørsystemer;
 - ordregiverne bruger i stigende grad systemleverandører.
 - flere og flere ordregivere udvikler læringsbaserede relationer med nogle få, udvalgte underleverandører.
 - underleverandørernes bidrag til ordregivernes produktudvikling og tekniske effektivitet har fået større betydning.
- stigende adgangsbarrierer;
 - ordregiverne stiller flere krav til deres underleverandører. De kræver en omfattende dokumentation.
 - ordregiverne kræver i stigende grad, at deres underleverandører behersker EDI og kan gøre brug af Internettet.
 - ordregiverne investerer i deres underleverandører. Omkostningerne ved at skifte stiger.
 - alliancelignende relationer udvikles. De er svære at bryde. (p. 4)

Det er væsentligt med kontinuitet i den erhvervspolitiske støtte til underleverandører, bl.a. fordi det tager tid, før nytten af nye programmer bliver synlig. Indtrængningsbarriererne på de internationale markeder er stigende for mindre danske underleverandører. Det kan overvejes, hvorledes de mindre danske underleverandører kan støttes i at overkomme dem. Internettet kan bruges til fælles dokumentation og markedsføring af sammenhørende klynger af underleverandører. Standardiseringsarbejdet i EU er af central betydning også for mindre danske underleverandører. Da de danske underleverandører er små, er samspillet med forsknings-, udviklings- og designinstitutioner væsentligt. (p. 143)

...væsentligt, at slutproducenter lokaliseret i Danmark gives incitamentet til at bidrage til udviklingen af den danske underleverandørbase og udviklingen af det danske underleverandørnetværk gennem forsøg med underleverandørsammenslutninger. (p. 144)

I løbet af få år kan det påregnes, at et stort antal af de store internationale ordregivere bruger Internettet i deres indkøbsmarkedsføring, herunder også som en aktiv del af præevalueringsprocessen. Det må forventes, at Internettets faciliteter vil overflødiggøre de traditionelle leverandørkataloger og underleverandørbøger. Til gengæld rummer Internettet mulighed for en fleksibel og bredt tilgængelig dokumentation af underleverandørernes kompetencer. Derfor er det af stor betydning, at danske underleverandører behersker informationssøgning på Internettet. Problemet er imidlertid ofte at afsætte ressourcer til vedligeholdelse og overvågning. (p. 145)

Danske underleverandører har en afgørende force ved specialiserede leverancer og et stabilt samvirke med ordregiverne omkring udvikling af nye produktgenerationer. Denne force bør understøttes. Mange af disse virksomheder er små, nicheorienterede virksomheder, som kun i begrænset omfang kan løfte større forsknings- og udviklingsopgaver selv. Uden at foruddiskontere effektiviteten heri

understreger dette behovet for at styrke samvirket mellem danske forskningsinstitutioner, laboratorier, designere og danske underleverandører. (p. 147)

16.4 Where is a need for export promotion?

Danmark. (Undersøgelse af programmer fra) Irland, Japan og Wales. (p. 131)

16.5 Which types of organizations?

Japanese Ministry of International Trade and Industry (MITI) samt diverse organisationer og virksomheder i Japan. (p. 1) Den Nationale Sammenslutning for Underleverandør Fremme "The National Association for Subcontracting Enterprises Promotion" (NASEP). (p. 136) National Business Partners Information Centre.. (p. 137)

Små (under 200 ansatte) og store danske industrielle underleverandører. (p. 33)

16.6 Research Design

...arbejdet med 2 større specialiserede databaser om danske underleverandører...udviklet en række særkørsler på det danske materiale. Det er baseret på en enquete undersøgelse ved samtlige industrivirksomheder i Danmark med 10 ansatte og derover...endvidere gennemført 26 strukturerede interviews hos danske underleverandør-virksomheder, ligesom en række ordregivende virksomheder har været kontaktet. Derudover bygger rapporten på omfattende internationale litteraturstudier, som belyser aktuelle internationale træk i brugen af underleverandører.

En række multinationale virksomheders praksis for indkøbsmarketing og leverandørsøgning er søgt sporet ved hjælp af undersøgelser på Internettet. Endelig har forfatterne studeret udviklingen i det japanske underleverandørsystem under indtryk af globaliseringen af de japanske slutproducenter. Dette er sket ved besøg hos Ministry of International Trade and Industry (MITI) samt diverse organisationer og virksomheder i Japan. (p. 1)

17 A framework for creating an export society in South Africa

Publishing date

1999

Author(s)

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Faculty of Administration, University of Ottawa, Ontario, Canada

Publisher

International Journal of Social Economics, 26 (7/8/9), 915-925

Abstract

How do you create a strong and growing cadre of successful exporters? As will be demonstrated in this article, the current direction towards more open trading policies provides a small part of the solution, but does little to stimulate non-exporters or develop new exporters. This article proposes a framework which could help all exporters reach their maximum potential and in doing so lay the groundwork for economic growth and prosperity. To ensure that South Africa's economy reaches its fullest potential requires that the government follow up on the RDP and the DTI White Papers focus on exports with solid action. This would require a concerted effort on the part of the government to develop, manage, execute and evaluate programmes to the different needs of the firms at different stages of export development. By using the proposed framework, programmes can be created to help non-exporters to become exporters, help new exporters to become committed exporters and eliminate the barriers to achieve more export successes.

Keywords

Export, Government, International business, International trade, Policy, South Africa

17.1 What is export promotion?

... any government, could be creating comprehensive policies and export

programmes that would enable firms to progress from the status of non-exporters to that of aggressive successful exporters and multinational enterprises. (p. 922)

17.2 How to do export promotion?

Programmes must be created which recognize that different firms have different needs at different stages of export development (p. 922)

Non-exporter:

Company need: Heighten awareness of opportunities
Government role: Provide motivational inducements

Considering exporting/experimental:

Company need: Information on opportunities
Government role: Information and motivation on selected opportunities

Active exporter:

Company need: Resource, Assistance, Information
Government role: Market research, Trade missions, Resources

Committed Exporter:

Company need: Information, Resource, Market entry
Government role: Insurance/finance, Sales leads, Networks, Help overcome market entry barriers. (p. 923)

...framework for creating programmes that help non-exporters become exporters (Initiator), help new exporters become committed exporters (Developer), and eliminate the barriers to export success (Eliminator). Each role has a unique target group, each role has unique objectives and each role has unique outcomes

The integrated export development programme model: taking firms from non-exporter to committed exporter status:

Public sector role - Initiator - Find orders, Help with forms, Mentoring, Selected training, Credit guarantee, Bridge financing

Targeted firms: Domestic marketing/Uninterested, Partially interested, Pre export

Intended results: Will fill unsolicited export orders, Explores feasibility of exporting

Public sector role - Developer - Trade shows/missions, Information, Mentoring, Training, Market investigation, Financial assistance

Targeted firms: Pre export, Partially interested, Experimental, Active
Intended results: Increased involvement, Experimental, Active, Committed

Public sector role: - Eliminator - Financing assistance, Tariff reductions, Trading treaties, Non-tariff barrier reductions

Targeted firms: All firms but benefits will be most felt with active and committed exporters

Intended results: Export success (p. 923)

17.3 Why export promotion?

The first step in what will be a long but rewarding road must be a concerted effort to assess the extent to which current private and public sector programmes, programme-delivery systems, programme officers, and export and non-export government policy are effectively assisting with the initiator, developer, and eliminator roles. Appropriate steps must be taken if gaps are identified. This article has laid out both the theoretical framework and evaluative framework to help identify these gaps. Whether the gaps are filled by private or public sector organisations will be a policy choice, but the gaps must be filled if economic growth through exports is to be assured. (p. 923-924)

17.4 Where is a need for export promotion?

South Africa

17.5 Which types of organizations?

SMEs

18 Export Promotion Via Official Export Insurance

Publishing date

2000

Author(s)

Abraham, Filip & Dewit, Gerda

Author affiliation

Center for International Business Education and Research, Michigan State University, USA

Publisher

Open Economies Review, 11 (1), 5-26

Abstract

Proponents of free trade argue that export promotion distorts competition and undermines the multilateral trade system. In most countries export insurance is provided by the government and, consequently, is driven more by a broad range of policy objectives than purely insurance principles. This paper, however, shows that export promotion does not necessarily imply trade distortions and that most export destinations do not benefit from insurance premium subsidies. A significant policy implication of these findings is that the WTO and the EU are correct not to banish completely official export insurance.

Keywords

Export promotion; subsidies; risk; trade distortion; WTO

18.1 What is export promotion?

...insurance activity stimulates trade by providing coverage against political and commercial risk of default for exporters operating on high-risk markets. (p. 6)

One important finding is that export promotion does not necessarily imply trade distortion. A key objective of official export insurance agencies is to insure the risk of default in high risk markets. (p. 23)

18.2 How to do export promotion?

...a thorough understanding of export promotion through official export insurance requires a full grasp of the objectives that drive official export insurance agencies and the policy instruments at their disposal. (p. 10)

...risk reduction can be achieved without subsidization by charging a fair premium. (p. 23)

18.3 Why export promotion?

...strengthen the competitive position of domestic exporters on international markets. (p. 7)

...official export insurance agencies strengthens the competitive position of the exporting company by a reduction in the premium rate because a lower premium is translated in a decrease of the export price leading to an expansion of exports. (p. 12)

Risk reduction yields positive effects on trade. (p. 24)

18.4 Where is a need for export promotion?

Belgium, United Kingdom, Japan, France, Germany

18.5 Which types of organizations?

Japanese Ministry of International Trade and Industry (MITI), World Trade Organisation (WTO), OECD, Belgian Nationale Delcredere Dienst (NDD)

19 Not yet annotated literature

19.1 UK Export Assistance: are we Supporting the Best Programmes?

Publishing date

1992

Author(s)

Crick, Dave

Author affiliation

DeMontfort University, Leicester, UK

Publisher

Journal of Marketing Management, 8, 81-92

Abstract

This article provides empirical evidence to show that differences exist in how UK exporters rate factors in their export marketing effort between: (1) those that are believed to be desired by importer; (2) the possibility for improving performance of these factors by a change in emphasis by people in the exporting firms; and (3) what international business assistance is actually requested by firms. It then looks at differences between firms based on their level of involvement in exporting, i.e. stage of internationalization, and the extent to which they are successful. It therefore substantially builds upon previous research by showing that there are differences between the factors that firms believe are desirable to importers and how their performance could improve with the emphasis and assistance of internal and external change agents. Furthermore, it shows that exporting firms should not be seen as homogeneous and that significant differences exist between firms based on their level of internationalization and their level of success.

19.2 Export Competitive Advantages. The Relevance of Firm Characteristics

Publishing date

1994

Author(s)

Katsikeas, Constantine S.

Author affiliation

Cardiff Business School, University of Wales, Cardiff, UK

Publisher

International Marketing Review, 11 (3), 33-53

Abstract

In drawing attention to certain important gaps in the exporting literature, reports on a systematic study of the export competitive advantages of indigenous manufacturers in a small European country. The focus is on the examination of potential differences in perceptions of export competitive advantages with regard to firms' size, export involvement and export market experience. The research findings suggest the existence of significant differences in perceived export competitive advantages between different exporter groups in terms of company size and degree of export involvement. However, no relationship is established between perceptions of competitive advantages and export market experience. Discusses managerial and public policy implications of these findings and outlines directions for future research.

Keywords

Competitive advantage, European Union, International trade, Manufacturing industry

19.3 The Internal Change Agent Approach to Export Training in Small Firms

Publishing date

1994

Author(s)

Rosa, Peter, Scott, Michael & Gilbert, Robin

Author affiliation

Scottish Enterprise Foundation, University of Stirling, UK.

Publisher

Journal of European Industrial Training, 18 (3), 17-22

Abstract

Government assistance to exporting small firms in the UK tends to be passive, providing information, contacts, access to subsidized consultancy and credit guarantees, rather than direct training. The system favors the larger company, and does little to address problems faced by many small and medium-sized enterprises (SMEs) whose owners have less clear strategic goals, react entrepreneurially to opportunities and have access to limited resources. The education system too has done little to promote vocational training in export management for SMEs. Graduates, particularly language graduates, from universities and colleges, have the potential to be good export managers, but seldom get the opportunity. Many end up unemployed, a considerable waste of human resources. Since the late 1980s the Scottish Enterprise Foundation, University of Stirling, has run programmes providing export management training for language graduates, involving project placements in small and medium-sized companies, and leading to a diploma in Small Firms Exporting. Examines the impact of this course on participating firms and graduates. Results of a follow-up survey show that, despite some problems, the overall effectiveness of the programme is promising, both in "e;capturing"e; language skills for industry, and in developing an international focus in companies.

Keywords

Entrepreneurs; Export; Foreign languages; Marketing information; Small firms; Small- to medium-sized enterprises; Students; Training; Work experience

19.4 Successful Export Practice. The UK Experience

Publishing date

1994

Author(s)

Styles, Chris & Ambler, Tim

Author affiliation

London Business School, London, UK

Publisher

International Marketing Review, 11 (6), 23-47

Abstract

Aims to update a previous study into the marketing practices of successful UK exporters. Finds that the majority of success factors identified over a decade ago are still valid today. In addition, finds some support for the emerging relational approach to export marketing. Concludes that exporters should place greater emphasis on relationship factors to improve their performance. Revises an earlier model of export performance as the basis for future research.

Keywords

Export, Information, International business, Marketing research, United Kingdom

19.5 Export barriers: non-exporters' perceptions

Publishing date

1995

Author(s)

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Author affiliation

University of Cyprus, Nicosia, Cyprus

Publisher

International Marketing Review, 12 (1), 4-25

Abstract

Provides an empirical assessment of non-exporters' perceptions on the factors that hinder the initiation of export activities. The research investigation, which was conducted among a representative random sample of 112 Cypriot manufacturing concerns, revealed that the increasing competitive pressures in the world market constituted the most severe impediment to the export initiation process. A number of organizational determinants exhibited a discriminating effect on certain export barriers. Specifically, there was a tendency by firms with no prior export experience, of small size and with relatively few years in business, to overstress some of the export barriers addressed. However, the type of goods manufactured did not exhibit any differentiating impact. An attempted classification of the export barriers according to internal/external and domestic/foreign typologies revealed no significant differences in the inhibiting impact of the resulting groups.

Keywords

Barriers, Competition, Cyprus, Export

19.6 Success factors in going international: experiences from small firms in southeastern USA

Publishing date

1996

Author(s)

Davis, Elynor & Keys, Bernard

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Center for Managerial Learning and Business Simulation, Georgia Southern University, Georgia, USA.

Publisher

European Business Review, 96 (2), 3-10

Abstract

Reviews the individual experiences of many small southeastern US firms as they attempted to meet the challenge of overseas markets, sometimes in response to market saturation at home or to smooth out the seasonality of product demand. Although many small firms were initially reluctant to "go global", those who did so found that they were able to work through the hurdles and build strong overseas markets. Reviews the variety of measures and techniques which individual firms used to turn obstacles into a successful global venture. Explores the most important lessons which these firms learned in the process.

Keywords

Globalization, International trade, Small firms, USA

19.7 Ongoing export motivation: differences between regular and sporadic exporters

Publishing date

1996

Author(s)

Katsikeas, Constantine S.

Author affiliation

Cardiff Business School, University of Wales, UK

Publisher

International Marketing Review, 3 (2), 4-19

Abstract

In addressing certain important gaps in the export marketing field, reports on a systematic study of the factors stimulating the current exporting activities of manufacturing firms from a small European country. Investigates potential differences in ongoing export motivators between two distinct groups of exporters differentiated by level of export development. Suggests that both proactive and reactive factors stimulate these firms' decisions to continue and maintain exporting, and also identifies certain significant differences in export stimuli between the two exporter categories. Discusses the implications of the study findings for business practitioners and public policy makers, and considers future research directions alongside the limitations of the study.

Keywords

Cyprus, Development, Export, International marketing

19.8 Business information: its sources and role in globalization

Publishing Date

1996

Author(s)

Siriginidi, Subba Rao

Author affiliation

Central Leather Research Institute, Madras, India.

Publisher

New Library World, 97 (1), 22-28

Abstract

Discusses the role and importance of business information in international marketing. Outlines the business techniques to achieve this, with particular reference to developing countries including India. Lists generating and disseminating agencies, sources including printed and non-printed media (namely online and CD-ROM) searching and acquiring major types of business information. Concludes that there is a need to train information specialists to reduce the information gap in view of liberalization by various countries following the signing of the General Agreement on Tariffs and Trade (GATT).

Keywords

Corporate planning, Information services, International marketing

19.9 Export marketing and the Internet Experiences of Web site use and perceptions of export barriers among UK businesses

Publishing date

1997

Author(s)

Bennett, Roger

Author affiliation

Publisher

International Marketing Review, 14 (5), 324-344

Abstract

A survey of the characteristics and experiences of 148 UK exporting businesses which possessed sites on the World Wide Web was completed and respondents' perceptions of the contributions of Internet use to their firms' export marketing efforts assessed. Another group of exporters - comparable to the initial sample in

terms of firm size and product/ industry sector but without Web sites - was also surveyed in an attempt to establish their reasons for not using the Web. All respondents were questioned about the major barriers they regarded as constraining the export activities of their firms. Five significant clusters of export barrier variables emerged (psychic distance, practical export problems, resource constraints, trade restrictions and market risk) matching closely variables suggested by previous research in the export marketing field. A logit regression was undertaken to appraise the plausibility of explaining whether an exporting business would operate a Web site. This used degree of IT competence, employment of foreign agents, and respondent executives' cost consciousness and sense of psychic distance from foreign markets as independent variables.

Keywords

International Export; Global marketing; Internet

19.10 Small businesses' motives

Publishing date

1997

Author(s)

Crick, Dave & Chaudhry, Shiv

Author affiliation

De Montfort University, Leicester, UK

Publisher

Journal of Marketing Practice: Applied Marketing Science, 3 (3), 156-170

Abstract

Provides empirical findings concerning the motives for exporting of UK small and medium-sized enterprises (SMEs) in different stages of the internationalization process. Findings are based on a large scale sample of UK SMEs, and MANOVA is employed to establish that statistical differences exist between the groups of firms in relation to their motives for undertaking export activities. Provides a contribution to the literature, since it questions whether current export assistance and targeting procedures are suitable for addressing the stimuli perceived as important by managers within different stages of export development.

Keywords

Export; Globalization; Small-to-medium-sized-enterprises; UK

19.11 Export problems and Government assistance required by UK exporters

Publishing date

1997

Author(s)

Crick, Dave & Chaudhry, Shiv

Author affiliation

Publisher

International Journal of Entrepreneurial Behaviour & Research, 3 (1), 3-18

Abstract

Reports on one aspect of a government funded study which provides comparative empirical evidence concerning selected aspects of the behaviour and government export assistance requirements of Asian and indigenous (white)-owned small and medium-sized enterprises (SMEs) in the UK. Provides a contribution to the literature since, although a limited body of literature exists on both the areas of export assistance, and the business practices of ethnic minority-owned firms, there is a need to bring these two research topics together in the form of a single study to establish whether current export assistance and targeting procedures are suitable for managers from different sub-cultures. The rationale for such a study is that if managers from particular sub-cultures differ in their requirements towards government assistance, where pragmatic to do so, policy makers may need to reconsider the way in which services are provided to avoid wasting scarce resources. With this in mind, discusses findings which examine whether differences exist between firms from particular sub-cultures in relation to perceived export problems and their assistance requirements.

Keywords

Asia; Export; United Kingdom

19.12 Profiling managers to improve export promotion targeting

Publishing date

1997

Author(s)

Gray, Brendan J

Author affiliation

University of Otago, Dunedin, New Zealand

Publisher

Journal of International Business Studies, 28 (2), 387-420

Abstract

One of the major criticism of government export promotion schemes in many countries is that they tend to be poorly targeted. Awareness levels about export

schemes among managers of companies at exporting or pre-exporting stages of internationalization are quite often low, and the perceived usefulness of schemes may decline as companies internationalize and their needs become more specific. One solution may be to develop a better understanding of the needs of managers who make export market development decisions, and to target segments of managers who share similar strengths and weaknesses. A typology of senior international marketing managers is devised in an attempt to address these concerns. The most senior marketing decision makers in a broad, multi-industry sample of New Zealand exporting firms were surveyed. The results of the cluster analysis suggest that groups of managers who share similar characteristics can be identified and profiled, based on shared international business attitude and similar levels of knowledge and skills. This appears to be a useful method for segmenting international marketing managers to determine what sort of educational and export assistance particular groups may require.

Keywords

Studies; Cluster analysis; Exporters; Trade promotion; Target markets

19.13 Trading worldwide with the World Wide Web

Publishing date

1997

Author(s)

Herman, David

Author affiliation

Publisher

Mechanical Engineering, 119 (4), 34-

Abstract

The World Wide Web can prove highly valuable for engineering firms that want to export their products. The Web's speed and scope has increased its use as an information source on international trade, bringing details from the US and Malaysian departments of commerce to computer desktops with equal ease. Resources offered by the Web Sites of the Trade Information Center, the Small Business Administration's Office of International Trade, and the International Trade Association are described.

Keywords

World Wide Web; Web sites; International trade; High tech industries; US exports; Electronic commerce; Exports; Engineers

19.14 Export stimuli and export barriers: evidence from empirical research studies

Publishing date

1997

Author(s)

Morgan, Robert E.

Author affiliation

Publisher

European Business Review, 97 (2), 68-79

Abstract

Explores two theoretical constructs evident in the exporting area of the international marketing literature: export stimuli and export barriers. Takes account of the manner in which these explanatory variables can predict export behaviour among small and medium-sized firms. Discussion centres primarily on the tenet that a significant degree of dormant export potential tends to lie at the pre-export phase of export development; that is, encouraging non-exporters to become exporters is perhaps a more fertile area of interest for government than attempting to increase the export activity of marginal exporters. Uses classificatory schemas as a basis for conceptualizing export stimuli and export barriers for non-exporters, so as to provide a platform to establish the ingredients of these constructs. Conducts an evaluation of the advances in empirical research regarding export stimuli and export barriers in the form of a critique.

Keywords

Export, International marketing, Small to medium-sized enterprises

19.15 An Export Promotion Model for India: Implications for Public Policy

Publishing date

1997

Author(s)

Naidu, G. M.

Author affiliation

Center for International Business Education and Research, Michigan State University, USA

Publisher

International Business Review, 6 (2), 113-125

Abstract

India's export position has steadily deteriorated over the years since her

independence. In spite of a huge bureaucracy to facilitate exports, the effects have been dismal. However, the 1991 reforms signal a change from an inward oriented, import-substitution paradigm to one that is outward oriented. However, there is much to be learnt from the experiences of other countries that have adopted an outward-oriented perspective in their export drive. Drawing on existing knowledge, this paper develops a export promotion framework that could be useful to Indian policy makers.

Keywords

Export promotion; India; Public policy

19.16 The determinants of export performance: a review of the empirical literature between 1987 and 1997

Publishing Date

1997

Author(s)

Zou, Shaoming & Stan, Simona

Author affiliation

Department of Marketing, University of Missouri, Columbia, USA

Publisher

International Marketing Review, 15 (5), 333-356

Abstract

Export performance research has proliferated in the last decade. Significant progress has been made in developing better theory and knowledge of the export performance of firms. However, the field of inquiry is characterized by a diversity of conceptual, methodological, and empirical approaches that inhibit the development of clear conclusions regarding the determinants of export performance. In this article, an updated review and synthesis of the empirical literature on determinants of export performance between 1987 and 1997 is offered. Using a combination of the narrative and vote-counting approaches, 50 studies were identified, reviewed, and synthesized. Major directions for future research are also discussed.

Keywords

Company performance, Export, International marketing, Marketing research

19.17 Improving export marketing intelligence and planning with the aid of a teaching company scheme

Publishing date

1998

Author(s)

Bell, Jim & Demick, David

Author affiliation

University of Ulster at Jordanstown, Newtownabbey, Northern Ireland

Publisher

Marketing Intelligence & Planning, 14 (5), 31-38

Abstract

Describes the implementation of an SERC export marketing teaching company scheme (TCS) involving a small Northern Ireland firm and marketing staff from the University of Ulster. Outlines how a mutually-beneficial, tri-partite relationship was formed to harness additional human and financial resources in order to improve the export marketing intelligence and planning activities of the case firm. Evaluates and discusses the outcomes of the TCS from the perspective of the firm, the teaching company associates, participating academics - and their institution - and the Teaching Company Directorate. Finally, commends teaching company schemes to other small firms faced with similar resource constraints.

Keywords

Export, Marketing, Planning, Small firms, Teachers

19.18 Export information providers: are they meeting the needs of SMEs?

Publishing date

1998

Author(s)

Chaudhry, Shiv & Crick, Dave

Author affiliation

De Montfort University, UK

Publisher

Marketing Intelligence & Planning, 16 (3), 141-149

Abstract

This study provides empirical evidence concerning the perceived usefulness of sources of export information together with types of data required by Asian and indigenous (white)-owned small and medium-sized enterprises (SMEs) in the UK. Findings are primarily based on a large-scale sample of UK firms and multivariate analysis is employed to establish that statistical differences exist between the groups of firms. Also reported are selected findings from a series of in-depth interviews.

Keywords

Central government, Ethnography, Export, Small-to-medium-sized enterprises,

United Kingdom

19.19 Perceived obstacles of Saudi- Arabian exporters of non-oil products

Publishing date

1998

Author(s)

Crick, Dave, Obaidi, Mansour Al & Chaudhry, Shiv

Author affiliation

De Montfort University Business School, Leicester, UK,

University of Leicester Management Centre, Leicester, UK

University of Central England Business School, Birmingham, UK

Publisher

Journal of Marketing Practice: Applied Marketing Science, 4 (7), 187-199

Abstract

Reports on one part of a study which investigates selected aspects of the export behaviour and assistance requirements of Saudi Arabian exporters of non-oil products; specifically, it focuses on results concerning firms' perceived obstacles to exporting. Provides a contribution to the literature since, although a body of knowledge exists on the area of obstacles to exporting, empirical data has tended to relate to developed countries; indeed, the limited number of studies in developing countries have tended to avoid the case of Saudi Arabia. Using MANCOVA to analyse responses to a postal survey, findings are presented which establish that a limited number of statistical differences exist between both firms with either a low or high export involvement (export ratio) and various sizes of firms. Implications for policy makers within the respective government departments and associated organisations are discussed in relation to the way in which assistance might be more effectively provided for Saudi-Arabian firms in order to address common obstacles to exporting.

Keywords

Central government; Export; International marketing; Marketing environment; Saudi Arabia

19.20 Help in export strategies

Publishing date

1998

Author(s)

Ewer, Sid R & Williams, J Richard

Author affiliation

Southwest Missouri State University in Springfield, Mo., USA

Publisher

Management Accounting, 80 (5), 39-42

Abstract

US Export Assistance Centers offer one-stop shopping for US companies looking for help in getting started overseas. These centers (19 throughout the US) have been around since 1993 and represent a gathering of 3 different federal programs under one roof. USEACs primarily serve manufacturers and the service industry and are a product of the US Department of Commerce's Foreign Commercial Service Program, the Small Business Administration, and the US Export-Import Bank. Export Assistance Centers stand ready to aid companies in all stages, including: 1. those that are ready to export but do not know how to get started, 2. those that have been in the export business but need some assistance, and 3. those contemplating exporting their products but are not sure if they are ready to enter the international marketplace. If reasonable export financing is not available, US companies might be able to obtain assistance from either the SBA or the Ex-Im Bank.

Keywords

Government agencies; US exports; Trade finance;

19.21 Exporting assistance and guidelines for exporters: a regional

Publishing date

1998

Author(s)

Lin, Binshan & Hinson, Walton

Author affiliation

Department of Management and Marketing, College of Business Administration,
Louisiana State University in Shreveport, Shreveport, Louisiana, USA
Analytical Logging of Oklahoma, Inc., Shreveport, Louisiana, USA

Publisher

Management Decision, 36 (7), 443-440

Abstract

This paper reports the results of a regional survey of exporting assistance and guidelines. It analyzes four major issues essential to the exporting process. Implications for managers are provided as well.

Keywords

Advertising; Costs; Export; International Marketing; Payments; Surveys

19.22 Small firms exporting: How effective are government export assistance programs?

Publishing date

1998

Author(s)

Moini, A H

Author affiliation

University of Wisconsin-Whitewater, USA

Publisher

Journal of Small Business Management, 36 (1), 1-15

Abstract

A study uses data from a recent survey of 111 Wisconsin small and medium-sized firms to evaluate some of the recurring questions about the impact of government assistance programs on the firms' export activity and performance. An internationalization process model is used to segment firms into 4 categories: 1. non-exporters, 2. partially interested exporters, 3. growing exporters, and 4. regular exporters. The results suggest that awareness and effectiveness of export assistance programs vary by the degree of internationalization of the firm. Furthermore, firm and decision-maker characteristics are found to influence the effectiveness of these programs. These findings suggest that export assistance programs should be designed and carried out with clear target audiences in mind.

Keywords

Studies; Small business; Exporters; Trade promotion; Business-government relations; Effectiveness; Small business; Government spending

19.23 Management and performance of international trade fair exhibitors: government stands vs. independent stands

Publishing date

1998

Author(s)

Seringhaus, F.H. Rolf & Rosson, Philip J.

Author affiliation

Wilfrid Laurier University, Canada and Ecole Supérieur de Commerce Nantes-Atlantique, France
Dalhousie University, Canada

Publisher

International Marketing Review, 15 (5), 398-412

Abstract

This paper brings together two significant export management issues: international trade fairs and export promotion. Trade fairs play a market development and expansion role while export support is aimed at building foreign market capability. This study examines companies at international trade fairs exhibiting on government stands and their own, independent stands. Discriminant analysis shows that the two groups of exhibitors differ in company strategy and trade fair performance. As well, staff training activities and visitor attraction are analysed, with the latter showing a clear relationship with performance. Implications for exporters and export promotion agencies are discussed and research directions given.

Keywords

Central government, Export, International marketing, Marketing management, Promotion, Trade fairs

19.24 Increasing the efficiency of national export promotion programs: The case of Norwegian exporters

Publishing date

1998

Author(s)

Weaver, K Mark, Berkowitz, David & Davies, Les

Author affiliation

University of Alabama, Huntsville, USA

Publisher

Journal of Small Business Management, 36 (4), 1-11

Abstract

Generating exports is a primary policy concern of most governments. Many dollars are devoted to export promotion programs designed to increase the propensity of small companies to export. A regression-based methodology is used to develop a preliminary screening device which is intended to assist government agencies in allocating their scarce time and financial resources for assistance and support services. The model developed is based on data collected from small and medium-sized Norwegian exporters. The model uses profitability as a dependent variable.

Keywords

Small business; Exports; Trade promotion; Government aid; Resource allocation; Models; Studies; Regression analysis

19.25 The importance of networks in export promotion: Policy issues

Publishing date

1998

Author(s)

Welch, Denise E, Welch, Lawrence S, Young, Louise C & Wilkinson, Ian F

Author affiliation

Norwegian School of Management.

University of Technology, Sydney

University of Western Sydney-Nepean

Publisher

Journal of International Marketing, 8 (4), 66-82

Abstract

Although the field of networks has been the subject of extensive investigation, there has been little application to policy issues connected with the internationalization of companies. A study, through the evaluation of a new export promotion scheme, specifically addresses the policy issues arising when networks are both the means to achieve international market outcomes and the outcomes themselves, that is, part of the foundation for ongoing international market penetration. Furthermore, it is argued that network outcomes should be included as part of the criteria for evaluating the success of export promotion schemes

Keywords

Studies; International trade; Exports; Policy making; Many countries; Trade promotion

19.26 An assessment of foreign language training for English-speaking exporters

Publishing date

1999

Author(s)

Clarke, W.M.

Author affiliation

School of Management, University of Ulster, Northern Ireland

Publisher

Journal of European Industrial Training, 23 (1), 9-15

Abstract

Reports on a study of Irish exporting companies aimed at discovering the extent to which they use foreign languages in conducting their export business and discusses the implications of its findings for export-oriented foreign language training. Concludes that a high level of foreign language skill is not essential for success in exporting to non-English-speaking markets, but that some competence in the language of the foreign target market can be immensely valuable in gaining the confidence of prospective customers and in understanding their needs. Training aimed at improving the foreign language skills of exporters should also cover the culture and business practices of the foreign market, and the technical terms used in a particular industrial sector. However the real need is for competence at a relatively low level within exporting companies to enable junior staff to deal effectively with incoming messages. Language training should focus initially on developing reading and basic writing skills rather than seeking to achieve fluency in speaking the foreign language.

Keywords

Export, Foreign languages, International business, Ireland, Training

19.27 Measuring Export Information Use : Scale Development and Validation

Publishing date

1999

Author(s)

Diamantopoulos, Adamantios & Souchon, Anne L.

Author affiliation

Publisher

Journal of Business Research, 46 (1), 1-14

Abstract

While the crucial role of information as a determinant of export success has long been recognized, surprisingly, most of the export information literature has tended to focus on acquisition rather than use issues. The present study views export information use in terms of instrumental/conceptual and symbolic dimensions and considers information acquired from export marketing research, export assistance, and export market intelligence sources. Six distinct scales of export information use are thus developed and their psychometric properties assessed in terms of dimensionality, reliability, and validity. The results show that the measures constructed are psychometrically sound and, therefore, suitable for use in substantive research.

19.28 Evaluering af programmet "Eksportudvikling af små og mellemstore virksomheder"

Publishing date

1999

Author(s)

Erhvervsfremme Styrelsen

Author affiliation

Erhvervsfremme Styrelsen, København, Danmark

Publisher

Erhvervsfremme Styrelsen

Abstract

Evalueringens hovedkonklusion er, at eksportudviklingsprogrammet har en positiv indvirkning på de deltagende virksomheders opbygning af praktisk eksportkompetence, og at deltagelse i et eksportudviklingsprojekt har en igangsættende virkning på virksomhedernes eksport. Omkring halvdelen af de deltagende virksomheder har igangsat nye eksportfremstød - enten på nye geografiske markeder eller på eksisterende markeder. Af disse har ca. halvdelen fået nye ordrer. Tre ud af fire virksomheder giver desuden udtryk for, at eksportudviklingsforløbet har levet op til deres forventninger og ønsker.

Keywords

Eksport; Eksportudvikling; SMV; Små og mellemstore virksomheder; Evaluering; Eksportkompetence; Eksportprojekt; Eksportfremstød;

Small business participation in the global economy

Publishing date

1999

Author(s)

Graham, Peter G.

Author affiliation

Marketing and Enterprise Group, Department of Management,
University of Newcastle, New South Wales, Australia

Publisher

European Journal of Marketing, 33 (1/2), 88-102

Abstract

Business, management, workers and governments are responding to global imperatives. These imperatives include marketing. The origins of global marketing lie in exporting. Presents and analyses data relating to small businesses in Australia

which currently export or which plan to export. Thirty-five per cent of small businesses which consider it feasible to export have no plans to do so. The reasons for this export rejection are analysed. Other critical factors such as motivation to export; source of expert advice; and problems experienced with developing export markets are also reported and analysed. Provides recommendations as to how to increase the participation rate of small business in the growing global economy.

Keywords

Australia; Export; Globalization; International marketing; Small firms; Small-to-medium-sized enterprises

19.29 International market development through networks. The case of the Ayrshire knitwear sector

Publishing date

1999

Author(s)

Johnsen, Rhona E. & Johnsen, Thomas E.

Author affiliation

The Business School, Bournemouth University, Bournemouth, School of Management, University of Bath, Bath, UK

Publisher

International Journal of Entrepreneurial Behaviour & Research, 05 (6), 297-312

Abstract

Within the Ayrshire knitwear industry in Scotland, a group of small- and medium-sized enterprises (SMEs) have formed a network with the purpose of developing group branded products for export markets. The initiative was instigated by the Ayrshire Textile Group (ATG), which was created in 1991 as a partnership between Enterprise Ayrshire, a government funded body, and the local textile industry. This paper briefly reviews the existing literature describing the internationalisation process of firms and discusses why SMEs may consider networks as a means to developing international markets. The case study of the ATG empirically illustrates how network relationships may facilitate foreign market development by SMEs, the role of enterprise companies in this process, and the problems that SMEs are likely to face in the process. The paper concludes with a discussion of future directions of the research.

Keywords

Internationalisation, Networks, Small- to medium-sized enterprises, Textiles, Marketing

19.30 Gathering and using information for the selection of

trading partners

Publishing date

1999

Author(s)

Nijssen, Edwin J., Douglas, Susan P. & Calis, Gilles

Author affiliation

Nijmegen Business School, University of Nijmegen, The Netherlands and Stern School of Business, New York University, New York, USA
Stern School of Business, New York University, USA
Gilles Calis Calis & Associates, The Netherlands

Publisher

European Journal of Marketing, 33 (1/2), 143-162

Abstract

Examines the nature of the search process used by international firms in identifying trading partners in emerging markets, and to what extent systematic information collection on potential partners is likely to enhance the choice of satisfactory partners. The results, based on 46 Dutch companies, suggest that only a few companies have formal procedures to find trading partners and that they tend to depend on informal and personal contacts for information. A company's involvement in export/import activities and entry strategy was found to have a positive influence on the actual selection of satisfactory partners. This was also true for formalization of the search process, company size, a more extensive partner-evaluation and prior research experience with finding trading partners. Proactiveness/breadth of search was not found to have a significant positive effect, and depth of search even happened to be negatively correlated with successful partner selection. Finally, the results did not support modeling searching for importing and exporting relationships separately.

Keywords

Marketing, Business-to-business marketing, Export, Information retrieval, Partnering

19.31 Export information acquisition modes: measure development and validation

Publishing date

1999

Author(s)

Souchon, Anne L. & Diamantopoulos, Adamantios

Author affiliation

School of Business and Public Management,
Victoria University of Wellington, Wellington, New Zealand

The Business School, Loughborough University, Loughborough, UK

Publisher

International Marketing Review, 16 (2), 143-168

Abstract

Export information acquisition has mostly been examined disparately as researchers have tended to focus on certain modes of information acquisition independently of others. Furthermore, past studies have typically employed single-item measures to operationalize information acquisition. The present study attempts to redress these deficiencies by considering a comprehensive set of export information acquisition modes and by developing psychometrically sound measures for each. The results show the adequacy of considering three broad export information acquisition modes (export marketing research, export assistance, and export market intelligence), each of which is operationalized by means of a multi-item scale. The latter are shown to be reliable and to possess content, convergent, discriminant, and nomological validity.

Keywords

Decision making, Export, Information, International marketing, Marketing research

19.32 Internet-based experiential learning in international marketing: the case of Globalview.org

Publishing date

2000

Author(s)

Alon, Ilan & Cannon, Nancy

Author affiliation

State University of New York Brockport, USA.

Milne Library, State University of New York Oneonta, USA.

Publisher

Online Information Review, 24 (5), 349-357

Abstract

The paper discusses a unique Internet-based learning forum, Globalview.org (www.globalview.org), which involves the construction of international business plans for real companies seeking internationalisation. The purpose of global cases is to link student teams in international collaborative learning projects by empowering students to participate in setting learning goals and learning processes, and enabling instructors to be closer to the students in the learning process. This article reports on the experience of one college using Globalview.org, and discusses likely outcomes that may emerge from using Internet-based experiential projects in the classroom.

Keywords

Internet, Learning, Education, Students, Marketing

19.33 Nordjyske virksomheders eksport og internationalisering. Små og mellemstore virksomheder som tabere i globaliseringen?

Publishing Date

2000

Author(s)

Andersen, Per Vestergaard

Author affiliation

Center for Internationale Studier, Aalborg Universitet, Danmark

Publisher

Centre for International Studies, Aalborg University
Det nordjyske erhvervslivs internationalisering og konkurrenceevne, 12, 29-52

Abstract

Keywords

19.34 Small business resources on the World Wide Web: an evaluative guide

Publishing Date

2000

Author(s)

Awe, Susan C.

Author affiliation

Parish Memorial Library, University of New Mexico, Albuquerque, New Mexico, USA.

Publisher

Reference Services Review, 28 (1), 95-103

Abstract

Small business is vitally important to the USA and the global economy and small business owner/managers and entrepreneurs need education, guidance and support to be successful. Presents an evaluative guide to Web sites grouped in the following

major categories: general small business information, outstanding small business linking sites, women and minority-owned information sites, venture capital sites and selected international small business sites.

Keywords

Small businesses, Internet, World Wide Web

19.35 UK SMEs' awareness, use, and perceptions of selected government export assistance - An investigation into the effect of ethnicity

Publishing date

2000

Author(s)

Crick, Dave & Chaudhry, Shiv

Author affiliation

University of Central England, Perry Barr, Birmingham, UK

Publisher

International Journal of Entrepreneurial Behaviour & Research, 6 (2), 72-89

Abstract

This study reports on a government funded empirical investigation into UK managers' export behaviour and assistance requirements and focuses on one aspect of the research, namely perceptions towards selected export assistance programmes. Specifically, it investigates whether differences exist between managers of UK small and medium-sized enterprises (SMEs) owned by executives from particular ethnic origins, i.e. Asian and indigenous (white)-owned firms, in relation to their awareness and frequency of use of the programmes, together with their perceptions towards the availability of the assistance schemes. The paper presents statistical differences between the two ethnic groups leading to the recommendation that public policy makers may need to rethink their approach towards the delivery of assistance in order that scarce resources are allocated more efficiently and effectively.

Keywords

Ethnic groups, Export, SMEs, United Kingdom

19.36 Science and technology based SMEs: learning from the market place

Publishing date

2000

Author(s)

Keogh, William, Stewart, Victoria, Mulvie, Angela & Taylor, John

Author affiliation

The Center for Entrepreneurship and SMEs, The Robert Gordon University,
Aberdeen, UK
Wellpark Consultancy Services, Stirling, UK
Arberdeen Business School, The Robert Gordon University, Aberdeen, UK

Publisher

International Journal of Entrepreneurial Behaviour & Research, 6 (4), 187-203

Abstract

This paper presents the findings from an Objective 4 research project funded through the European Social Fund. A total of 60 innovative technology based SMEs in the Aberdeen area agreed to take part in structured interviews which addressed a broad range of strategic issues. Information was gathered on the knowledge exchange practices utilised by these companies for example seminars, co-operative working arrangements and in-house training. Many other sources of learning such as project reviews, practical experience and brainstorming meetings were also discussed. Although the 60 companies taking part in this research have many processes in place which can aid organisational learning, it is unclear how conscious they are of the value of these processes. The sample companies are moving through a learning cycle, akin to that developed by Kolb, by reviewing and acting on learning experiences. However there are considerable differences in the time invested in this process. Few firms are translating their learning experiences into documented format to ensure that knowledge is available to all.

Keywords

Scotland; Organizational learning

19.37 The emergence of business information resources and services on the Internet and its impact on business librarianship

Publishing Date

2000

Author(s)

Liu, Lewis Guodo

Author affiliation

Baruch College of the City University of New York, New York, USA.

Publisher

Online Information Review, 24 (3), 234-255

Abstract

The emergence of business information resources and services on the Internet is discussed and its impact on business librarianship. Important resources in various business areas are identified, such as economics, finance, marketing, international business, and real estate. It is argued that business information on the Internet has become a very important part of business information services and that it poses great challenges to business librarianship. Subject knowledge in business has become increasingly crucial for business librarians to effectively identify, evaluate, select, and organise business information on the Internet. Without subject knowledge, or with a lack of subject knowledge in business, business librarians will not be able to maintain the quality of business information services. The article further argues that, given the fact that a large percentage of business librarians in the USA do not have formal training in business, it is time for library and information science schools and libraries to address this issue by setting high standards for recruiting instructors in business information and by setting high standards for employing business librarians.

Keywords

Information, Companies, Internet, Special libraries, Management

19.38 Doing business internationally: an annotated bibliography

Publishing date

2000

Author(s)

Meredith, Meri

Author affiliation

Reference Librarian at the Ohio State University, Columbus, Ohio, USA.

Publisher

Reference Services Review, 28 (3), 223-239

Abstract

This bibliography is intended to be selective with each entry focusing on a practical resource for doing business internationally. Each entry contains evaluative and descriptive annotations. There are numerous Web sites and resources on how to do business internationally and some of them are shallow if not misleading. The author has examined many resources prior to making a decision for inclusion in this bibliography. Entries are from sources such as the United States Department of Agriculture and the United States Department of Commerce Web sites, as well as reference sources, books, government documents, international etiquette, legal requirements, trade regulations, and other Web sites. The purpose is to increase awareness of quality resources. This guide will help reference librarians to better serve their patrons on international matters.

Keywords

Bibliographies, Global business, International business, Library materials, References, World Wide Web

19.39 Et opgør med eksportfremme som projekt og plan

Publishing date

2000

Author(s)

Sørensen, Olav Jull

Author affiliation

Center for Internationale Studier, Aalborg Universitet, Danmark

Publisher

Centre for International Studies, Aalborg University
Det nordjyske erhvervslivs internationalisering og konkurrenceevne, 12, 105-123

Abstract

19.40 The export mode decision-making process in small knowledge-intensive firms

Publishing Date

2001

Author(s)

McNaughton, Rod B.

Author affiliation

Department of Marketing, University of Otago, Dunedin, New Zealand

Publisher

Marketing Intelligence & Planning, 019 (01), 12-20

Abstract

The choice of export mode is a key decision for firms entering foreign markets. The channel management and internationalisation literatures provide rationales for the selection of channel modes but offer little insight into the nature of the decision-making process itself. There is a paucity of research that answers questions such as how long does it take to make a decision, is a formal plan prepared, and is advice solicited from external sources? This paper reports the results of a disk-by-mail survey that collected information on the export mode decisions of Canadian software firms. Managers of the responding firms most frequently reported that they made their decision quickly and by intuition, without the benefit of formal studies or consultation with outside experts. Further, the characteristics of the decision process

have no statistically significant association with channel performance. The implications of these results for the theory and practice of export marketing are discussed.

Keywords

Marketing decision-making, small firms, International marketing, Export, Channel management

19.41 Projekt SMV-Internationalisering i Nordjylland (SMV-IN)

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Center for Internationale Studier, Aalborg UniversitetAalborg University,
International Business Economics, NEP-publication (13)

Abstract

Forslag til etablering af Udviklingsgruppe for små og mellemstore virksomheder i Nordjylland med tilhørende Videnscenter og Aktionsprogram.

Keywords

SME

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Abstract

Through a survey of export promotion Sites of some 25 representative national sites, this report identifies various criteria common to excellent export promotion sites. Taking the time dimension into account, a dynamic process model is proposed for developing effective web strategies, which is applicable in all contexts. For developing the strategy model, knowledge about conventional export promotion techniques are taken into account. Hence, the proposed model can be viewed as an extension of research work done in the area of export promotion. The report provides a description of various types of export promotion sites

Keywords

Internet portals; International trade; Export strategies; Export Promotion

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21 Referencer

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