

The Training And Development Needs Of Owner-Managers Of Small Businesses With Export Potential

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Abstract

Very few small firms in Quebec are considering the challenge of exporting, even in a context where competition has increased as a result of the new open markets. Research has shown that the decision of an owner-manager to move into a foreign market is conditioned basically by his or her personal attitude to exporting. A number of organizations currently offer export information and training services to small firms, but these services do not seem to meet the needs of entrepreneurs, since they are not widely used. The aim of this study was to identify the export training and development needs of small business owner-managers. It took the form of exploratory research using a sample of 15 small business owner-managers in Quebec. It highlights their representations of their own strengths and weaknesses as regards exporting, the areas of competence in which training was thought to offer possibilities for improvement, and the type of training and teaching personnel preferred.

1. Introduction and Problem Definition

Quebec's small businesses are currently facing the challenge of increased competition as a result of the new open markets, and especially the recent free trade agreement between Canada and the United States. In such a context, the ability to export is becoming a critical factor in the development and long-term survival of many small and medium-sized firms. As Joyal, Julien and Deshaies (1993) pointed out, this element is particularly crucial for the more vulnerable firms. These authors identified a number of key factors for determining vulnerability, including size, industry sector, investment potential and the quality of available computerized production equipment.

The results obtained by Joyal, Julien and Deshaies (1993) showed that nearly 53% of small and medium-sized firms did not export and were not contemplating the possibility in the short- or medium-term. This high percentage is somewhat worrying in the present competitive context. In June 1992, Quebec's Minister of International Affairs, John Ciaccia, deplored the fact that only 13% of all Quebec's small businesses exported their products, when nearly 50% of the province's economy depended on them¹. Moreover, the share of exports in Quebec's manufacturing sector seems to have fallen slightly in general terms since the early 1980s (Farah-Lajoie, 1992).

¹ Source: *La Presse*, Montreal, Tuesday June 2, 1992, p.2.

Observations such as these have led to a number of studies aimed at discovering why small business owner-managers do not consider exporting. The results have shown that small firms face certain obstacles to exporting, including lack of information on opportunities and markets (Philippe, 1990; Ali and Swiercz, 1991; Dichtl, Koeglmaier and Mueller, 1990; Brooks and Rosson, 1982), poor knowledge of the distribution and marketing tools required (Kedia and Chokkar, 1986; Kulhavy et al., 1986; Ogram, 1982; Kathawala et al., 1989) and lack of the financial resources required to face up to the complexities of exporting (Nelson, 1984; Chenier and Michael, 1990; Cannon, 1980).

Beyond these more technical and situational factors, however, it was also found that one of the most important obstacles is basically the unwillingness of small business owner-managers to consider exporting (Nevin and Cavusgil, 1981; Chénier and Prince, 1990; Sandberg and Hofer, 1987). Amesse and Zaccour (1991) observed that the decision of small firms to export or not is profoundly influenced by the owner-manager, and in particular by his or her perceptions and attitudes. Miesenbrock (1988) supported these findings, stating that the main decision-maker in the management of a small business becomes the key variable in the internationalization process. A number of other authors have also identified clear differences between the owner-managers of exporting and non-exporting firms, in terms of their perception of the risks and difficulties associated with the export process and their personal orientation with regard to international trade (Sharkey, Lim and Kim, 1989; O'Rourke, 1985; Axinn, 1988; Cavusgil and Naor, 1987; Daniels and Goyburo, 1976; Ogram, 1982). Finally, Léo, Monnoyer-Longé and Philippe (1992) emphasized the importance of the owner-manager's determination to take the firm onto the export market.

Given the considerable impact of the owner-manager's personal attitude on the firm's decision to export, it is relevant to consider the various paths available to help owner-managers overcome barriers to exporting and support the development of a more internationally-oriented business behaviour. In this respect, training and development may offer a potentially interesting solution. As Joyal (1993) pointed out, one of the elements frequently mentioned by respondents in his research with Julien and Deshaies (1993) was the need for training to better satisfy requests from outside markets. Both the business community and the government and parapublic sector are aware of the need to intervene at the level of executive paradigms regarding internationalization, through training and export support programs. In fact, a number of seminars and other forms of coaching or training are already available on the market.

However, these various interventions do not seem to be producing the expected results. The formulae currently offered are shunned by many of Quebec's entrepreneurs, who do not see them as a real answer to their problems (Joyal, 1993). This phenomenon is not confined to Quebec, According to Julien and Grégoire (1994), researchers are more or less unanimous in stating that the services offered by support programs do not adequately meet the needs of small exporting firms. The programs are generally perceived very negatively by owner-managers. Moreover, very few researchers have made suggestions or proposed operational methods to solve this problem.

Considerations such as this led us to wonder about the relevance of this type of intervention, which often seems to have been developed by specialists working for different bodies, without input from the firms themselves with respect to either the content or the teaching and promotional approach used. Given that owner-managers are the key elements in the decision to

export, as stated earlier, it is vital that awareness and training interventions should concentrate on their perceptions, weaknesses and development needs. It is also important to know which intervention methods the owner-managers prefer, and the information and teaching formulae most likely to encourage them to take up the activity. The low attendance rate at export workshops, seminars and clinics provides evidence of our current failure to meet the expectations of owner-managers.

Based on these observations, exploratory research was undertaken to examine the export training and development needs of small business owner-managers. More specifically, participants were asked to express their personal representations of the following objects:

- their attitude to exporting;
- the factors that prevented them from exporting (obstacles and perceived weaknesses);
- the areas in which training was thought to offer possibilities for improvement;
- the types of intervention required, and their content;
- the preferred teaching formula and the trainers considered credible.

2. Methodology

The approach used obviously called for a sample composed of a small number of subjects with in-depth documentation of their representations. The research was therefore carried out with a sample of 15 small business owner-managers, most of whom operated in sectors identified as vulnerable by Joyal, Julien and Deshaies (1993). None had exported in the past, although some were considering the possibility when the research was carried out. We deliberately opted for a group of firms that had reached the same stage of their export decision process. Research has shown that support and training needs differ according to the firm's stage of commitment to the export process (Seringhaus, 1987; Julien, Joyal and Deshaies, 1994; Denis and Depelteau, 1985). Participants were recruited on a voluntary basis, by telephone.

The data were collected by means of in-depth interviews with the 15 owner-managers, lasting between one-and-a-half and three hours. The interviews were conducted using a standard questionnaire containing only open questions. No answers were suggested by the interviewer. The questionnaire included questions on the following themes: descriptive and contextual variables, general attitude to exporting, perceived obstacles, strengths and weaknesses, the possibilities for improvement through training, and the preferred content and teaching approach. All interviews were recorded and transcribed to facilitate analysis.

Content analysis was then performed on the data, using what Bardin (1989) referred to as "structural deciphering", which is considered to be a "discussion by discussion" method. The main purpose of the analysis was heuristic, since its goal was to explore and identify the subjects' personal representations of the objects. The categories used in the analysis were established at the questionnaire design stage. The research was therefore carried out from a basically interpretative stance (Burrell and Morgan, 1979), since its aim was to reveal the idiosyncratic perceptions of the owner-managers rather than to obtain confirmation or denial of a set of training needs previously identified by researchers in the field.

3. Results

Before addressing the results themselves, it is interesting to consider the contextual and descriptive details of the 15 firms that took part in the research. Table 3.1 shows their main characteristics.

(INSERT TABLE 3.1 HERE)

As the Table shows, all the firms were small, with between four and 35 employees. Nearly two-thirds operated in sectors identified as vulnerable by Julien, Joyal and Deshaies (1994), i.e. the clothing and furniture sectors. None was in its start-up or stabilization phase; the youngest firm was three years old, and the oldest nearly 50 years old. None of the firms had begun exporting when first contacted for the research, although two were doing so by the time the interviews were conducted. Nearly three-quarters of the firms had grown in the last three years, and intended to pursue their growth in the coming years.

3.1 General Attitude to Exporting

In the first question, respondents were asked to describe how they viewed exporting for a small firm such as theirs. Most (more than 80%) perceived exporting as a necessity or a necessary evil that they would have to face at one time or another. Many regarded exporting as the ultimate way of increasing their current market, compensating for saturation of the local market or countering a reduction in their trading margin. Strikingly, despite the perceived potential benefits, exporting was by no means regarded initially as an attractive opportunity, but remained a forced longer-term choice. To use a military analogy, the respondents tended to resemble inexperienced soldiers anxiously awaiting call-up, rather than true conquerors who considered the new open markets to be a formidable opportunity.

Respondents who were not at all convinced of the importance of exporting gave as their main reasons the impression that they could continue to survive for some time with a more local market, the desire to develop their skills with their current customers before attempting to move onto foreign markets, and the fear that they would be unable to satisfy the demand and thus lose control of their current everyday operations.

In the second question, respondents were asked to describe the export-related practices of their competitors. Although some said they knew very little about this, most had the impression that all the firms in their sector were fairly weak as regards exporting. However, they admitted that exporting was generally underused, and that they would all have to face the need to export at some time during the coming decade, to varying degrees.

3.2 Export-Related Obstacles, Strengths and Weaknesses

Exploratory research such as this, which considers the training and development required to generate a favourable attitude and specific export skills, would be incomplete without an analysis of the obstacles to exporting as perceived by the entrepreneurs concerned. Respondents were asked to list the factors that prevented them from exporting, in decreasing order of importance. Table 3.2 presents the three most important obstacles identified by each entrepreneur.

(INSERT TABLE 3.2 HERE)

The main problem lay in the lack of foreign contacts, which seemed to constitute a major obstacle to exporting. In-depth questioning revealed that respondents did not seem to know where to begin, or who to ask for help. The export process itself was perceived to be highly complex, full of pitfalls and with a frightening level of inherent risk. The issue of distribution was of particular concern. Respondents did not know where to find the agents they needed in order to move onto foreign markets, and they had the impression that simply identifying distribution agents would require a significant financial investment. These concerns generated a tremendous amount of uncertainty and prevented many of the respondents from adopting a more aggressive approach to international trade.

A second major source of perceived difficulty lay in the general lack of knowledge of potentially interesting foreign markets in the firm's sector. Many respondents did not know which countries or regions they should consider, how their products should be adapted to the specific requirements of those markets, or the efforts required to make the necessary changes or additions. They had no idea where to begin gathering information, and were not inclined to commit themselves to the process, given the high level of uncertainty regarding possible penetration of foreign markets.

Third, the technical aspects of export payment methods were also perceived to be a major difficulty by many respondents. Most expressed considerable concern about this factor. Exporting was perceived as a business activity with a high risk of non-payment due to a number of factors, the most common of which were the distance between the parties and the consequent control problems. Closely related to this set of obstacles was the fear of financial difficulty as a result of the risk.

Many respondents also mentioned lack of time and money. However, in-depth questioning revealed that this was simply the result of the concerns described above. Because the entrepreneurs knew little about the export process, possible distribution networks and potential markets, and because they also had the impression that they would be running a considerable financial risk, they also thought they would have to invest a lot of time and money before they would be ready to venture into the foreign trade jungle. Finally, language constituted a significant obstacle for at least a quarter of all respondents. Those who mentioned this problem deplored their flagrant lack of knowledge of the English language, or admitted a level of difficulty such that they felt unable to undertake trade negotiations in English.

Respondents were asked to list the current strengths and weaknesses of their firms with respect to exporting, once again with the goal of identifying future training needs. Many of the weaknesses described were concerned with the obstacles listed previously. To avoid repetition, they have therefore been excluded from Table 3.3, which sets out the strengths and weaknesses mentioned most frequently by respondents.

(INSERT TABLE 3.3 HERE)

Three strengths emerged very clearly, and were mentioned by nearly a third of respondents. First, the quality and/or originality of the product design was perceived to be a significant advantage, especially in a context where consumers tend to seek personalized products that meet

their own specifications. The quality of the product and its special characteristics ranked second. The entrepreneurs who identified this as one of their strengths felt that the fact of specializing in a high quality product increased their chances of success in foreign markets. Finally, many respondents mentioned their firm's flexibility and speed of adaptation, due in particular to its small size and the speed of its decision-making and direct action processes. This strength was repeated at a more technical level, with two respondents also identifying the flexibility of their production process as a major competitive advantage.

Export-related weaknesses were perceived more intensely than strengths. The most frequently-mentioned weakness was all-consuming everyday management, which left entrepreneurs with very little time to think about and plan major strategic shifts such as foreign trade. Respondents said they held two or more positions in their firms, and that "operational" tasks left them with very little additional flexibility to think about future directions for the firm. A second weakness identified by one-third of respondents was a corollary of this: the lack of trained and specialized technical staff familiar with the ins and outs of the export process (including the logistic, legal, commercial, financial and other aspects). As several respondents pointed out, the time required to explore the possibility of exporting is only one side of the coin, because the firm would still subsequently need the expertise to engage in an export process.

Other concerns raised by the respondents included production problems and the lack of sufficient specialized staff. Although they perceived their products as having certain advantages in terms of design and differentiation, they were nevertheless aware that automation and more advanced technologies would eventually become necessary, both to be able to compete abroad, and to produce more quickly and in larger quantities for the additional customers obtained through internationalization. Finally, the low level of cash flow available to take up the export challenge seemed to be closely related to the above concerns. Respondents thought it would be necessary to make major financial investments in order to increase the size of the management team, so as to have more time for strategic concerns, hire technical staff for everyday export-related operations, and improve the performance of production equipment, while at the same time training staff to satisfy the new demands.

3.3 Possibilities for Improvement Through Training

In the preceding section, we considered the perceived export-related obstacles and weaknesses. However, the owner-managers interviewed did not necessarily think these deficiencies could be countered or improved by training or development. They were therefore asked to identify the areas where they felt improvement was possible, to make good both their own deficiencies and those of their employees and the firm as a whole. More specifically, they were asked to list five main training and/or development themes that they thought would improve their export trade skills. Table 3.4 shows the themes identified in response to this question. Most participants were unable to find five themes, and the table therefore lists only the first four.

(INSERT TABLE 3.4 HERE)

The reader will note that we have not changed the theme statements. They are shown in the Table as they were formulated by the respondents. It quickly becomes clear from a more in-depth analysis that several of the statements, although formulated differently, in fact reflect the

same need. For example, the phrases “collection of accounts and financing”, “collection and export credit”, “financing and payment methods”, “how to get paid”, and so on, are simply different ways of expressing the same concern. It is important to remember that no responses were suggested, and that the main goal was to obtain the respondents’ own representations of the issues addressed in the questionnaire. It is thus somewhat surprising to find such a consensus and so many similarities in the type of training needs identified, especially since the respondent companies were not all from the same sector.

The training theme most commonly identified covered export financing in general, and export credit and collection methods in particular. In fact, 80% of respondents expressed this need. The interviews clearly showed that the contractual financial relationship with a foreign buyer generated much concern and hesitation for owner-managers. Some said they had already experienced problems in collecting customer accounts at a strictly local level, especially in the current difficult economic context. They perceived distance and the more impersonal nature of export contacts as factors that would increase the probability of collection difficulties, and said they were unable to accept the level of risk that this implied.

Two other main areas for training were also mentioned by more than half the respondents. First, a number of statements can be grouped together under the heading “international marketing concerns”. Respondents wondered about how to identify the needs of foreign markets, the level of product adaptability required to satisfy those needs, how to hire a marketing agent or distributor, and how to obtain information on specific aspects of foreign cultures. Another group of statements can be brought together into a broader classification: the processes (logistics, transportation, customs) and legal aspects of international trade. However, one concern shared by the majority (nearly 75%) of respondents does not appear directly in Table 3.4. In fact, most respondents agreed that if training activities were eventually proposed for the themes identified, they should be composed of elements specific to a given sector. For example, they seemed to think that practices differed significantly in the furniture and clothing sectors.

Finally, only two respondents mentioned the need for training directly related to more sophisticated production techniques. This suggests that most respondents thought this area could not be improved by training or development. In fact, the preceding section shows that many of the owner-managers interviewed were afraid of being unable to satisfy the increased demand resulting from their international activities, because of their current production methods, while others doubted their capacity to compete abroad, also because of the production technology used.

3.4 Types of Training and Teaching Staff

It is not enough to know more about the training themes preferred by entrepreneurs still at the stage of “considering” international activity. As mentioned earlier, a number of support programs, training sessions and courses are already available, but very few of the small firms considering exporting actually take part. It therefore seemed to us to be important to ask the sample owner-managers to specify the **type** of training they required, in terms of both the teaching formula and the people who should teach and give support to participants.

Our main finding from analysis of the responses to this question is that none of the respondents considered traditional lectures, as given in most colleges and universities, to be of much use. They felt that courses such as these were generally much too long, because they often

had to comply with certain standards in order to provide participants with educational credits. Respondents believed that such courses were almost always required to include between 30 and 45 hours of teaching, and that they were spread over too long a period of time. Finally, respondents also criticized the size of the groups, which in their view reduced the possibility for individualized training. One respondent said, "Institutions offer courses designed to suit everyone, but in reality they suit no-one in particular."

More than 80% of respondents said they would prefer a more active formula that allowed them to ask questions, discuss issues with other participants and the course leader, and test some of the know-how skills associated with the export process. They suggested a combination of conferences and workshops together with practical case studies, discussion workshops with experienced entrepreneurs and ad-hoc seminars on specific themes. Again, they emphasized the need to orient training content towards a specific sector.

Nearly 50% of respondents also mentioned coaching as a teaching approach that would satisfy their more specific requirements. For example, mentors could be appointed to support them in the process of deciding whether or not to export, and also during their first venture into exporting where applicable. The mentors could be experienced entrepreneurs from their own industrial sector, or specialists in a given skill, culture or practice. Respondents also raised the possibility of creating clubs for "future exporters", to be responsible for organizing training activities and "clinics" on common problems.

Some respondents also suggested the preparation of videos on specific cultures, methods of introduction, challenges and critical success factors for firms wishing to move into those countries, or at least sell their products there. Videos containing testimonies by successful entrepreneurs were also proposed as a source of information and stimulation for entrepreneurs in the same sector.

The teaching personnel considered by respondents to be the most credible were trainers with concrete experience in exporting, and specialists in specific areas - for example, customs brokers, international transport brokers and lawyers. However - and this is interesting - most respondents said that trainers such as these should be supervised and supported by university professors and specialists from Quebec's Industrial Research Council (known by its French acronym CRIQ), the provincial Department of Trade and Industry and the Federal Development Bank. In fact, respondents seemed to trust these experts, had confidence in their knowledge, but considered them to be too formal, theoretical and lecture-oriented in their interventions unless they worked jointly with practitioners.

4. Discussion and Conclusion

First, we will look at some of the limits of this research. Its major limit may well be the small number of respondents (15), which prevents the kind of generalization traditionally sought in more objectivist studies. However, the main goal of the research was to explore in depth the personal representations of the people concerned, and not to attempt to define the perceived training and development needs of all small firms with export potential. Moreover, the subjectivist approach used meant from the outset that we had to confine ourselves to a limited number of subjects, so that each respondent could express his or her perception of the problem and consider all aspects of the question raised.

Second, the sample entrepreneurs were not all from the same sector, although most operated in the furniture or clothing sectors. In any case, the results show that there is very little difference between the difficulties, expectations and needs of these two groups of subjects. Notwithstanding this latter observation, it would certainly be preferable for studies of this type to be carried out using samples of entrepreneurs from the same sector, or at least from the same industry. It would also be interesting to do a similar study with groups of small business owner-managers from the service sector - provided, of course, that the service could eventually be offered internationally. This would be the case, for example, of some engineering firms, management consulting services, training services, computer development or consulting services, and so on.

The results of this study should be used as a basis for subsequent, more extensive research with a much broader sample of subjects who are considering exporting but are not yet actively involved in it. For such a project, a more positivist stance would be required, using a questionnaire comprising only closed questions where subjects would be asked to choose from a set of responses determined in advance by the researcher. We intend to do this, provided the necessary funding can be obtained in the next year.

As the results show, the sample entrepreneurs already view exporting as a necessity, or at least as a necessary evil that they will have to face at one time or another. The weaknesses and obstacles elicited, the training themes identified, and the expectations expressed with respect to preferred types of training are extremely important, and could serve as guidelines for the type of information and learning activities to be offered to small business owner-managers in order to give them greater confidence in their own potential to take up the challenge of international trade. As already mentioned in a previous section, an owner-manager's decision to engage in export activities is largely conditioned by his or her personal attitude to exporting. From this point of view, this research has highlighted some of the perceived difficulties and needs of the people directly concerned by future export training. Ultimately, it may help define the training themes, objects and approaches most likely to relieve the apprehensions of the people facing the stimulating but agonizing challenge of internationalization.

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Table 3.1
Contextual and Descriptive Variables

Firm	Age of firm	Activity sector	Turnover	Number of employees
1	20	Furniture	\$1.5 million	17
2	20	Furniture	\$700,000	12
3	3	Upholstery	\$175 - \$200,000	4
4	8	Furniture	\$250,000	4
5	27	Furniture	\$5 - \$7 million	5
6	6	Natural products	\$150,000	5
7	8	Clothing	\$500,000	14
8	39	Fur clothing	\$200,000	5
9	16	Furniture	\$300,000	4
10	41	Hydraulics	\$2.3 million	13
11	46	Mattresses (manuf.)	\$500,000	4
12	30	Clothing (outdoor)	\$700,000	35
13	10	Outdoor recreational equipment	---	15
14	25	Specialized construction	\$4 million	30
15	49	Furniture	\$1 million	20

Table 3.2**The Three Obstacles to Exporting Considered to be Most Important**

Firm	Factors (in decreasing order of importance)
1	<ol style="list-style-type: none">1. Lack of information on the process to be followed2. Language barrier3. Lack of funding
2	<ol style="list-style-type: none">1. Poor knowledge of foreign markets2. Fear of transportation logistics problems3. Poor knowledge of legislation and payment methods
3	<ol style="list-style-type: none">1. Lack of information on the process2. Poor knowledge of payment methods3. Language difficulties
4	<ol style="list-style-type: none">1. Lack of money2. Lack of knowledge about the process3. Financial risk
5	<ol style="list-style-type: none">1. Poor knowledge of foreign markets2. Poor knowledge of distributors3. Lack of information about transportation
6	<ol style="list-style-type: none">1. Not yet well enough known in the sector2. Lack of money3. Lack of funding (credit problems)
7	<ol style="list-style-type: none">1. Poor knowledge of foreign distributors and agents2. Poor knowledge of markets3. Worries about the administrative paperwork required
8	<ol style="list-style-type: none">1. Lack of money2. Lack of foreign contacts3. Language problems
9	<ol style="list-style-type: none">1. Lack of time2. Lack of money3. Fear of not being paid by foreigners
10	<ol style="list-style-type: none">1. Lack of contacts2. Poor knowledge of foreign countries3. Language problems
11	<ol style="list-style-type: none">1. Does not know where to begin2. Lack of time3. Lack of marketing tools
12	<ol style="list-style-type: none">1. Not automated enough to compete abroad2. Very weak marketing function3. Lack of specialized manpower
13	<ol style="list-style-type: none">1. Lack of foreign contacts2. Lack of money3. Lack of time
14	<ol style="list-style-type: none">1. Local market not saturated2. Not known abroad3. Insufficient equipment to compete
15	<ol style="list-style-type: none">1. Fear of not being paid for exports2. Does not know where to sell products3. Lack of foreign contacts

Table 3.3
Perceived Export-Related Strengths and Weaknesses*

Strengths	Weaknesses	
Specific or avant-garde design	(4)	Firm not well-known outside local market (5)
Product quality (top of range)	(5)	All-consuming everyday management(6)
Flexibility and speed of adaptation	(4)	No financial room to manoeuvre (4)
Unique product	(1)	Limited production capacity (3)
Product innovation	(3)	Lack of specialized manpower (3)
Good production capacity	(3)	Insufficient automation and/or outdated equipment (4)
Special expertise	(2)	Poor knowledge of foreign languages (especially English) (4)
Open-minded attitude of management	(1)	Lack of trained export staff (5)
Production flexibility	(2)	Transportationproblems (1)

*** The number in brackets alongside each strength or weakness indicates the number of times the element was mentioned by respondents.**

Table 3.4
The Main Training Themes Identified as a Potential Source of Improvement of Export Skills (in order of importance)

Firm	Training Themes	Firm	Training Themes
1	1. Foreign representation 2. Collection of accounts and financing 3. Specific product standards abroad 4. Transportation and customs	8	1. Production techniques 2. Presentation of potential foreign buyers 3. How to get paid abroad 4. Knowledge of foreign cultures
2	1. Collection and export credit 2. Legal aspects of exporting 3. Presentation of possible foreign markets 4. Needs of foreign markets	9	1. Financing and payment methods 2. Foreign cultures 3. 4.
3	1. Foreign cultures 2. Monetary transactions in exporting 3. Contracts and legal aspects 4. Existing support programs	10	1. How to set prices according to exchange rates 2. Customs and transportation 3. How to make contacts abroad 4. Safety and production standards abroad
4	1. International marketing 2. Knowledge of foreign markets 3. Collection and payment methods 4. Production technologies	11	1. How to carry out a market survey 2. How to find a distributor 3. How to make sure you get paid 4. Foreign cultures
5	1. How to sell in the USA 2. Foreign distribution 3. Collection, credit methods 4. Marketing abroad	12	1. Export techniques in my sector 2. Customs and transportation 3. Export costing
6	1. International biochemical language 2. Export collection 3. 4.	13	1. How to find contracts 2. How to get paid 3. 4.
7	1. Collection of accounts receivable 2. How to find foreign representatives 3. Export marketing 4. Adaptability of products to foreign markets	14	1. How to penetrate a foreign market 2. International law 3. International politics 4. The wheels (the export process)
		15	1. How to get paid 2. Presentation of case studies in my sector 3. 4.