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Appendix One**Foreign supplier help and degree of internationalization and industry factors cross-tabulation**

| | | Degree of internationalization | | |
|-----------------|-----------------------|--------------------------------|-----|-------|
| Industry | foreign supplier help | High | Low | Total |
| | | | | |
| Medical/health | Some help | 15 | 0 | 15 |
| Construction | No help | 0 | 41 | 41 |
| Agribusiness | No help | 41 | 28 | 69 |
| Computer/elect. | No help | 0 | 15 | 15 |
| Retailing | No help | 0 | 15 | 15 |
| Pharmaceutical | No help | 0 | 15 | 15 |
| Manufacturing | Some help | 0 | 16 | 16 |
| | No help | 14 | 214 | 228 |
| | Some help | 0 | 9 | 9 |
| Total | | 70 | 353 | 423 |

N = 494

Missing values = 71

Appendix Two

Industry and intra-stage establishment cross-tabulation

| Industry | Intra-stage establishment pattern | | | | Total |
|---------------|-----------------------------------|--------------------------|---------------------|------------------------------|-------|
| | Pattern 1 Perseverers | Pattern 4 Adventurers | Pattern 3 Nomads | Pattern 2 Traditionalists | |
| Service | 29 | 30 | 0 | 13 | 72 |
| Manufacturing | 197 | 103 | 64 | 15 | 379 |
| Total | 226 | 133 | 64 | 28 | 451 |

N = 494 Missing values = 28 Unspecified patterns = 15 Chi-square = 184.327 df. = 5 Sig. = .000

Appendix Three

Firm age and mode of internationalization cross-tabulation

| Firm Age | Mode of internationalization | | |
|---------------|------------------------------|------------|-------|
| | Export | Non-Export | Total |
| <5 years | 54 | 0 | 54 |
| 5 – 10 years | 76 | 15 | 91 |
| 11 – 15 years | 71 | 0 | 71 |
| 16 – 20 years | 37 | 0 | 37 |
| 21 < years | 179 | 55 | 234 |
| Total | 417 | 70 | 487 |

N = 494 Missing values = 7 Chi-square = 45.065 df. = 5 Sig. = .000

Appendix Four

Market entry speed and firm age and mode of internationalization cross-tabulation

| Exports started | Firm age | Mode of internationalization | | |
|------------------------|---------------|------------------------------|------------|-------|
| | | Export | Non-Export | Total |
| From day one | 1 – 10 years | 52 | 0 | 52 |
| Less than 5 years ago | 1 – 10 years | 65 | 15 | 80 |
| | 11 – 21 years | 96 | 13 | 109 |
| Less than 10 years ago | 1 – 10 years | 13 | 0 | 13 |
| | 11 – 21 years | 68 | 28 | 96 |
| Less than 15 years ago | 11 – 21 years | 55 | 0 | 55 |
| Less than 20 years ago | 11 – 21 years | 55 | 14 | 69 |
| Total | | 404 | 70 | 474 |

N = 494

Missing values = 20

Appendix Five

**Firm age and number of markets added since internationalization
cross-tabulation**

| Firm Age | Foreign Markets Added | | | | |
|---------------|-----------------------|-------|--------|------------|-------|
| | 1 – 3 | 4 – 7 | 8 – 12 | 18 or more | Total |
| < 5 years | 14 | 28 | 0 | 12 | 54 |
| 5 – 10 years | 51 | 28 | 12 | 0 | 91 |
| 11 – 15 years | 43 | 14 | 14 | 0 | 71 |
| 16 – 20 years | 37 | 0 | 0 | 0 | 37 |
| 21 < years | 137 | 82 | 0 | 0 | 219 |
| Total | 282 | 152 | 26 | 12 | 472 |

N = 494 Missing values = 22 Chi-square = 228.812 df. = 20 Sig. = .000

Appendix six

Frequency table of the motivations of internationalization

| | Frequency | Percent |
|--|------------------|----------------|
| Risk reduction | 121 | 24 |
| Capacity utilization | 100 | 20 |
| Client followership | 56 | 11 |
| Unsolicited sales orders | 54 | 11 |
| Desire for greater sales | 45 | 9 |
| Government incentives | 29 | 6 |
| Foreign friend/family encouragement | 28 | 6 |
| Decline in sales | 26 | 5 |
| Confidence in the product | 14 | 3 |
| Foreign business contact encouragement | 12 | 2 |
| Other reasons | 9 | 2 |
| Total | 494 | 100 |

N = 494 Missing values = 0

Appendix Seven

Industry affiliation and speed of foreign market entry cross-tabulation

| Industry | Speed of foreign market entry | | | | | Total |
|-----------------|-------------------------------|--------------|---------------|---------------|---------------|-------|
| | From day one | within 5 yrs | within 10 yrs | within 15 yrs | within 20 yrs | |
| Medical/health | | 15 | | | | 15 |
| Construction | 13 | 28 | | 14 | 14 | 69 |
| Agribusiness | | 41 | 28 | | | 69 |
| Computer/elect. | | 15 | | | | 15 |
| Retailing | | | | | 15 | 15 |
| Pharmaceutical | | 15 | | 16 | | 31 |
| Manufacturing | 39 | 81 | 81 | 25 | 40 | 266 |
| Total | 52 | 195 | 109 | 55 | 69 | 480 |

N = 494 Missing values = 14 Chi-square = 294. 608 df. = 30 Sig. = .000

Appendix Eight**Firm age and motives for internationalization cross-tabulation**

| Firm Age | Motives for internationalization | | | | | | | Total |
|-------------|----------------------------------|----------------------|---------------------|-------------------------|--------------------------|------------------|-------|-------|
| | Risk Reduction | Capacity Utilisation | Client Followership | Unsolicited Sales order | Desire for Greater sales | Govt. Incentives | Other | |
| 0 – 1yrs | | 7 | | | | | | 7 |
| <5 yrs | 14 | 12 | 15 | 13 | | | | 54 |
| 5 – 10 yrs | | 38 | 12 | 13 | | 15 | 13 | 91 |
| 11 – 15 yrs | 28 | | 15 | | | 14 | 14 | 71 |
| 16 – 20 yrs | | 15 | | | | | 22 | 37 |
| 21 < yrs | 79 | 28 | 14 | 28 | 45 | | 40 | 234 |
| Total | 121 | 100 | 56 | 54 | 45 | 29 | 89 | 494 |

N = 494 Missing values = 0 Chi-square = 393.949 df. = 35 Sig. = .000

Appendix Nine

**Manager age and speed of firm internationalization
cross-tabulation**

| Manager Age | Speed of firm internationalization | | |
|-----------------|------------------------------------|-----|-------|
| | High | Low | Total |
| 20 – 30yrs old | 0 | 0 | 0 |
| 31 – 40 yrs old | 170 | 14 | 184 |
| 41 – 50 yrs old | 103 | 73 | 176 |
| 51 – 60 yrs old | 56 | 11 | 67 |
| 61 + yrs old | 28 | 26 | 54 |
| Total | 357 | 124 | 481 |

N = 494 Missing values = 13 Chi-square = 567.544 df. = 8 Sig. = .000

Appendix Ten

Frequency table of entry mode choices

| | Frequency | Percent |
|---------------------------------------|-----------|---------|
| Export only | 424 | 86 |
| Exports and foreign direct investment | 28 | 6 |
| Other entry modes | 42 | 8 |
| Total | 494 | 100 |

N = 494 Missing values = 0

Appendix Eleven

Frequency table of export destinations

| | Frequency | Percent |
|--------------------------------|-----------|---------|
| Exports to Africa only | 241 | 49 |
| Exports overseas only | 54 | 11 |
| Exports to Africa and Overseas | 129 | 26 |
| Unspecified destinations | 70 | 14 |
| Total | 494 | 100 |

N = 494 Missing values = 0

Appendix Twelve

Research Questionnaire

UNIVERSITY OF PRETORIA

**RESEARCH TOPIC: THE INTERNATIONALIZATION OF SMALL
BUSINESSES IN THE AFRICAN CONTEXT: A COMPARATIVE APPROACH**

FOR
OFFICE
USE
ONLY

| | |
|--|--|
| | |
|--|--|

Please feel free to complete this questionnaire as honestly as possible. There are no right or wrong answers. The questionnaire is part of a Doctor of Commerce dissertation, which is a requirement of the University of Pretoria. The University and the researcher guarantee that no names or any part of the information provided in this questionnaire will be used for anything other than legitimate academic purposes. Therefore, the information you provide is strictly confidential. Please tick one box in each case unless instructed otherwise.

SECTION A

COMPANY NAME

1. Please indicate the industry that your company is in.

- | | | | | | |
|-------------------------|--------------------------|-----|----------------|--------------------------|-----|
| Medical/Health services | <input type="checkbox"/> | (1) | Pharmaceutical | <input type="checkbox"/> | (7) |
| Construction | <input type="checkbox"/> | (2) | Financial | <input type="checkbox"/> | (8) |

V1

- | | | | | | |
|-----------------------|--------------------------|-----|-------------------|--------------------------|------|
| Agribusiness | <input type="checkbox"/> | (3) | Hospitality | <input type="checkbox"/> | (9) |
| Automotive | <input type="checkbox"/> | (4) | Telecommunication | <input type="checkbox"/> | (10) |
| Computers/Electronics | <input type="checkbox"/> | (5) | Travel | <input type="checkbox"/> | (11) |
| Retailing | <input type="checkbox"/> | (6) | Other | <input type="checkbox"/> | (12) |
- [Please name it]

| | |
|--|--|
| | |
|--|--|

1b. What is your company's main export product/service?

.....

2. How many employees (including management) does your company have?

- Less than 10 (1)
- 11 – 40 (2)
- 41 – 80 (3)
- 81 – 120 (4)
- Above 120 (5)

| | |
|----|--|
| V2 | |
| | |

3. When was your company established?

- Less than 5 years ago (1) 16 – 20 years ago (4)
- 5 – 10 years ago (2) 21 or more years ago (5)
- 11 – 15 years ago (3)

| | |
|----|--|
| V3 | |
| | |

4. In which range does your company's annual turnover fall? (***This question is merely intended to classify the company into small and medium scale business categories by revenue only.***)

- Under R1 000 000 (1) R11 million - 20 million (3)
- R1 000 0001 - 10 million (2) R21 million and 30 million (4)
- R31 million and above (5)

| | |
|----|--|
| V4 | |
| | |

6. What percentage of your total sales turnover comes from exports/international business income?

- 1 – 20% (1) 61 – 80% (4)
- 21 – 40% (2) 81 – 100% (5)
- 41 – 60% (3)

| | |
|----|--|
| V5 | |
| | |

7. The main product/service that you export has been in the company's range of product's for:

| | | | | | | |
|-------------|--------------------------|-----|--------------------|--------------------------|-----|----|
| 0 – 3 years | <input type="checkbox"/> | (1) | 9 – 11 years | <input type="checkbox"/> | (4) | V6 |
| 3 – 5 years | <input type="checkbox"/> | (2) | 12 years and above | <input type="checkbox"/> | (5) | |
| 6 – 8 years | <input type="checkbox"/> | (3) | | | | |

8. How many foreign markets does your company service at present?

| | | | | | | |
|--------|--------------------------|-----|--------------|--------------------------|-----|----|
| 1 – 3 | <input type="checkbox"/> | (1) | 13 – 17 | <input type="checkbox"/> | (4) | V7 |
| 4 - 7 | <input type="checkbox"/> | (2) | 18 and above | <input type="checkbox"/> | (5) | |
| 8 – 12 | <input type="checkbox"/> | (3) | | | | |

9. What is your job title in the company?

| | | | | | | |
|-------------------------|--------------------------|-----|--------------------------------------|--------------------------|-----|----|
| Chief Executive Officer | <input type="checkbox"/> | (1) | Marketing Manager | <input type="checkbox"/> | (4) | V8 |
| Managing Director | <input type="checkbox"/> | (2) | Other (<i>please give details</i>) | <input type="checkbox"/> | (5) | |
| Export Manager | <input type="checkbox"/> | (3) | | | | |

10. Please state your age group.

| | | | | | | |
|-------------------|--------------------------|-----|------------------------|--------------------------|-----|----|
| 20 – 30 years old | <input type="checkbox"/> | (1) | 51 – 60 years old | <input type="checkbox"/> | (4) | V9 |
| 31 – 40 years old | <input type="checkbox"/> | (2) | 61 years old and above | <input type="checkbox"/> | (5) | |
| 41 – 50 years old | <input type="checkbox"/> | (3) | | | | |

11. How many countries had you travelled to before joining or founding this company?

| | | | | | | |
|-------|--------------------------|-----|--------------|--------------------------|-----|-----|
| None | <input type="checkbox"/> | (1) | 8 – 11 | <input type="checkbox"/> | (4) | V10 |
| 1 – 3 | <input type="checkbox"/> | (2) | 12 and above | <input type="checkbox"/> | (5) | |
| 4 – 7 | <input type="checkbox"/> | (3) | | | | |

12. (a) Have you lived in a foreign country before joining or founding this company?

| | | | | | | |
|-----|--------------------------|-----|----|--------------------------|-----|-----|
| Yes | <input type="checkbox"/> | (1) | No | <input type="checkbox"/> | (2) | V11 |
| | | | | | | |

(b) Have you worked for 6 months or more in a foreign country before joining founding this company?

| | | | | | | |
|-----|--------------------------|-----|----|--------------------------|-----|-----|
| Yes | <input type="checkbox"/> | (1) | No | <input type="checkbox"/> | (2) | V12 |
| | | | | | | |

13. Were you born in South Africa?

| | | | | | | |
|--|--|--|--|--|--|-----|
| | | | | | | V13 |
| | | | | | | |

Yes (1) No (2)

(If No, Please indicate where you were born).....

SECTION B

Please indicate the extent of your agreement or disagreement with the statements below by circling one number only, which best expresses your feelings.

14. Exporting is a very risky exercise.

Strongly disagree 1 2 3 4 5 6 7 strongly agree

| | |
|-----|--|
| V14 | |
| | |

15. The overall cost of exporting is very high.

Strongly disagree 1 2 3 4 5 6 7 strongly agree

| | |
|-----|--|
| V15 | |
| | |

16. Exporting involves far too many hassles for our company to add more foreign markets.

Strongly disagree 1 2 3 4 5 6 7 strongly agree

| | |
|-----|--|
| V16 | |
| | |

17. The decision to go international was the result of many years of preparation on the part of our company.

Strongly disagree 1 2 3 4 5 6 7 strongly agree

| | |
|-----|--|
| V17 | |
| | |

18. The most senior management of our company wish in future to change the way our company does international business, from being just an exporter to operating foreign subsidiaries.

Strongly disagree 1 2 3 4 5 6 7 strongly agree

| | |
|-----|--|
| V18 | |
| | |

19. Would you say that the start of your company's international business activities was:

Planned (1) Or it was by chance (2)

| | |
|-----|--|
| V19 | |
| | |

20. If it was **planned** please continue with question 20.
If it was by **chance** please go to question 21.

21. Who made the decision to go international?

(a) The Chief Executive Officer alone (1)

(b) The CEO and the General Manager (G.M.) (2)

| | |
|-----|--|
| V20 | |
| | |

- (c) The CEO, G.M, Operations Manager, Marketing Manager (3)
- (d) Mainly the Export Manager alone (4)
- (e) Some other combination of individuals (5)
(Please specify their positions in the company)
-
-

22. What actually triggered your company's decision to go international more than anything? *(Please rank in order of importance, 5 factors which had the greatest influence. Number the factors 1 to 5)*

- | | |
|--|--|
| (a) The desire to reduce the risk of relying on one market <input type="checkbox"/> | (i) We followed a major client to their foreign market <input type="checkbox"/> |
| (b) The desire to use all the available production capacity <input type="checkbox"/> | (j) An export minded manager persuaded the company that exporting was a profitable idea <input type="checkbox"/> |
| (c) A decline in sales on the domestic market <input type="checkbox"/> | (k) An unsolicited foreign sales order <input type="checkbox"/> |
| (d) The company wanted greater sales markets <input type="checkbox"/> | (l) A foreign visit by member of top management <input type="checkbox"/> |
| (e) We felt we had a superior product that would be successful | (m) A friend/family member in a |

| |
|-----|
| V21 |
| |
| |
| |

- | | | | |
|--|--------------------------|--|--------------------------|
| in foreign markets | <input type="checkbox"/> | foreign country | <input type="checkbox"/> |
| (f) Encouragement by a local business contact | <input type="checkbox"/> | (n) Encouragement by a foreign business contact | <input type="checkbox"/> |
| (g) Encouragement by a foreign supplier of our raw materials | <input type="checkbox"/> | (o) Encouragement by a local trade association | <input type="checkbox"/> |
| (h) Government incentives | <input type="checkbox"/> | (p) We followed our major competitors to foreign markets | <input type="checkbox"/> |
| | | (q) Other | <input type="checkbox"/> |

SECTION C

23. How many more foreign markets have you added since you first started exporting?

- | | | | | | |
|--------|--------------------------|-----|------------|--------------------------|-----|
| 1 – 3 | <input type="checkbox"/> | (1) | 13 – 17 | <input type="checkbox"/> | (4) |
| 4 – 7 | <input type="checkbox"/> | (2) | 18 or more | <input type="checkbox"/> | (5) |
| 8 – 12 | <input type="checkbox"/> | (3) | | | |

| | |
|-----|--|
| V22 | |
| | |

24. When your company first started international business activities, you operated in:

- | | | |
|--|--------------------------|-----|
| (a) One foreign market at a time, before moving on to the next one | <input type="checkbox"/> | (1) |
| (b) Two foreign markets simultaneously | <input type="checkbox"/> | (2) |
| (c) Three foreign markets simultaneously | <input type="checkbox"/> | (3) |
| (d) Four foreign markets simultaneously | <input type="checkbox"/> | (4) |
| (e) More than 5 markets simultaneously | <input type="checkbox"/> | (5) |

| | |
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| V23 | |
| | |

25. How does the experience that you gained from one market help you enter other new markets? please rank in order of importance, 3 of the most important factors

- (a) It helps us know where to look for information about the

- new market (1)
- (b) Not at all, because the knowledge and experience gained from one market is not transferable to other markets (2)
- (c) It helps us know what types of businesses we should approach to market our product (3)
- (d) It generally helps us start on a better footing in the new markets (4)
- (e) It helps us avoid the same mistakes that we made in the previous markets (5)
- (f) Other (6)

| |
|-----|
| V24 |
| |
| |

26. Our company became involved in exporting
- (a) Since the day we opened for business (1)
 - (b) Less than 5 years after business started (2)
 - (c) Less than 10 years after business started (3)
 - (d) Less than 15 years after business started (4)
 - (e) After more than 20 years since the business started (5)
 - (f) Other (6)

| | |
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| V25 | |
| | |

27. If your answer to question 25 above is NOT (a), then which of the following statements best explain your company's delayed entry into foreign markets?
(Please rank in order of importance, 3 factors which had the greatest influence .number the factors 1 to 3)

- | | |
|---|--|
| The company did not have adequate financial resources <input type="checkbox"/> | The quality of our products was not high enough to compete in foreign markets <input type="checkbox"/> |
| The company did not have the managerial skills required for International business <input type="checkbox"/> | The price of our products was not competitive <input type="checkbox"/> |
| The company did not have enough | We felt that the company |

| |
|-----|
| V26 |
| |
| |

information about foreign market opportunities

needed to first have a large market share at home before going to foreign markets

The economic environment was so stable that we did not need to look to foreign markets to remain profitable

We just had a fear of the unknown

Other

28. What has been your most important source of information about foreign market opportunities?

(a) Personal sources (friends, family member, foreign contacts)

(1)

(b) Media sources (magazines, newspapers, brochures etc.)

(2)

(c) Electronic sources (Internet, television etc)

(3)

(d) Personal foreign visit

(4)

(e) Conferences and seminars

(5)

(f) Other

(6)

| | |
|-----|--|
| V27 | |
| | |

29. Your company's involvement in international business is through:

(a) Exports to other African countries only

(1)

(b) Exports to overseas countries only

(2)

(c) Exports to African and overseas countries
Sales from your company's own foreign manufacturing unit/subsidiary

(3)

(d) A combination of exports and sales from your company's foreign manufacturing subsidiary

(4)

(e) Other

(6)

| | |
|-----|--|
| V28 | |
| | |

30. For how long has your company used this method of international business?

(a) From the time we started international business

(1)

(b) Within the last 5 years only

(2)

(c) Within the last 10 years only

(3)

(d) Within the last 15 years only

(4)

(e) Within the last 20 years only

(5)

| | |
|-----|--|
| V29 | |
| | |

31. Our experience in each foreign market has generally followed this pattern.

(1)

- (i) Confidence
- (ii) Discouragement with low sales volumes
- (iii) Perseverance
- (iv) Turnaround of fortunes (substantially better sales)
- (v) Enthusiastic commitment
- (vi) Confidence to start searching for additional markets

(2)

- (i) Confidence
- (ii) Immediate success (high sales volumes)
- (iii) Enthusiastic Commitment
- (iv) Set up a manufacturing company in the new market

(3)

- (i) Uncertainty about new market
- (ii) Encouragement from first sales results
- (iii) Discouragement with later results
- (iv) Perseverance
- (v) No change of fortunes
- (vi) Dropped that market and looked for another one.

(4)

- (i) Uncertainty about new market
- (ii) Encouragement from first sales results
- (iii) Enthusiastic commitment
- (iv) Confidence to start searching for additional markets

| | |
|-----|--|
| V30 | |
| | |

(5)

None of the above patterns
(Please indicated the typical pattern your company has followed in a foreign market).

- _____
- _____
- _____
- _____
- _____

32.

What percentage of the inputs into your main export product come from foreign suppliers?

0% (1)

1 – 20% (2)

21 – 50% (3)

51 - 80 % (4)

81 - 100% (5)

| | |
|-----|--|
| V31 | |
| | |

33. If you have foreign inputs into your product, then please indicate how your foreign suppliers have helped you in developing your international business.

- | | | | | | |
|--|--------------------------|-----|--|-----|--|
| (a) Not at all | <input type="checkbox"/> | (1) | | | |
| (b) By acting as our agents in their country and other markets in which they have a presence | <input type="checkbox"/> | (2) | <table border="1" style="display: inline-table; vertical-align: middle;"> <tr><td>V32</td></tr> <tr><td> </td></tr> </table> | V32 | |
| V32 | | | | | |
| | | | | | |
| (c) By giving us information about new foreign market opportunities | <input type="checkbox"/> | (3) | | | |
| (d) By providing us with financial assistance to start exporting To new foreign markets | <input type="checkbox"/> | (4) | | | |
| (e) By training our staff on practices related to export development | <input type="checkbox"/> | (5) | | | |

34. In your company, what happens to managers who fail to meet their performance targets?

- | | | | | | |
|--|--------------------------|-----|--|-----|--|
| (a) They are reprimanded | <input type="checkbox"/> | (1) | <table border="1" style="display: inline-table; vertical-align: middle;"> <tr><td>V33</td></tr> <tr><td> </td></tr> </table> | V33 | |
| V33 | | | | | |
| | | | | | |
| (b) They are dismissed | <input type="checkbox"/> | (2) | | | |
| (c) They do not get any bonuses | <input type="checkbox"/> | (3) | | | |
| (d) They are coached and encouraged without losing their bonuses | <input type="checkbox"/> | (4) | | | |
| (e) Nothing happens to them | <input type="checkbox"/> | (5) | | | |

35. What in your opinion is your company's greatest competitive advantage in foreign markets?

- | | | | | | |
|---|--------------------------|-----|--|-----|--|
| (a) A unique product | <input type="checkbox"/> | (1) | <table border="1" style="display: inline-table; vertical-align: middle;"> <tr><td>V34</td></tr> <tr><td> </td></tr> </table> | V34 | |
| V34 | | | | | |
| | | | | | |
| (b) A fairly common product but with a very high level of quality | <input type="checkbox"/> | (2) | | | |
| (c) Offering the lowest price | <input type="checkbox"/> | (3) | | | |
| (d) Exceptionally good marketing | <input type="checkbox"/> | (4) | | | |
| (e) Some other reason (<i>Please state it</i>) | <input type="checkbox"/> | (5) | | | |

36. Please indicate by **circling one number**, the relative importance of each factor listed below, to your company's decision to go international.

- (a) The **cost** of doing international business.

| |
|-----|
| V35 |
| |

- Not at all important 1 2 3 4 5 6 7 Very Important
- (b) The modernness of the **technology** used in your company.
 Not at all important 1 2 3 4 5 6 7 Very Important
- (c) The availability of **government** export promotion initiatives.
 Not at all important 1 2 3 4 5 6 7 Very Important
- (d) The conditions prevailing on the **domestic market** environment.
 Not at all important 1 2 3 4 5 6 7 Very Important
- (e) Specific factors related to your **Industry**.
 Not at all important 1 2 3 4 5 6 7 Very Important
- (f) The ease of access to **information** about foreign markets.
 Not at all important 1 2 3 4 5 6 7 Very Important
- (g) Senior **management's attitude** to international business.
 Not at all important 1 2 3 4 5 6 7 Very Important
- (h) The company's general business **culture**.
 Not at all important 1 2 3 4 5 6 7 Very Important
- (i) The company's **resources** (Human resources and financial resources)
 Not at all important 1 2 3 4 5 6 7 Very Important
- (j) The company's overall **business strategy**.
 Not at all important 1 2 3 4 5 6 7 Very Important
- (k) The existence of random or **chance events** that have created foreign business opportunities.
 Not at all important 1 2 3 4 5 6 7 Very Important
- (l) The existence of **partnerships or alliances** with foreign business entities.
 Not at all important 1 2 3 4 5 6 7 Very Important

| | |
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| V36 | |
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| V37 | |
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| V38 | |
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| V43 | |
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| V44 | |
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| V45 | |
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| V46 | |
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Thank you very much for your time and contribution to this study on International business practice and theory.