

can be freed:

- Without endangering home market position or long-term prospects.
- Only at the risk of foregoing domestic market position

**1.16** Our company has the production capacity to meet foreign orders:

- Promptly
- With a short time delay
- With considerable delay

Factors such as: risk-taking attitudes of managers, expansion in the domestic market, access to experienced personnel and sufficient financial resources, help ease a company's initial entry into the export market.

The following questions (sections 2 to 5) should all be answered True, False, Don't Know or Not Applicable. Please check (✓) only one response per question.

## 2. Motivation for Going International

Companies enter overseas markets for a variety of reasons. Please indicate whether the following statements are true or false as they apply to your firm.

By entering foreign markets, our company would be able to:

- 2.1.** Dispose of excess domestic product.
- 2.2** Utilize plant capacity more effectively.
- 2.3** Export by filling unsolicited orders only.
- 2.4** Benefit solely by stabilizing seasonal market fluctuations.
- 2.5** Better plan long-term over-all expansion.
- 2.6** Extend the life-cycle of existing products.
- 2.7** Supplement domestic sales with occasional export sales.
- 2.8** Reduce future risk by selling to diverse markets.
- 2.9** Exploit our unique technology and know-how in extended marketplace.
- 2.10** Improve overall return on investment.
- 2.11** Acquire new knowledge and experience applicable to domestic market.

Question #	True	False	Don't Know	Not Applicable
2.1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.6.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.7.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.8.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.9.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.10.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Companies often expand overseas to seek diverse markets for their product or in a bid to improve competitiveness. Problems on the home front frequently provide the incentive to move into foreign markets. Conversely, oppor-

tunities abroad sometimes present an irresistible challenge. Whatever the reason, a viable business plan, outlining specific goals for development in your target market, is essential.

## 3. Senior Management Commitment to Going International

Please read the following statements and indicate whether they are true or false with regard to your present management team.

- 3.1** Senior management has reservations about entering foreign markets.
- 3.2** Export sales will be limited to middlemen in Canada.
- 3.3** Sufficient funds will be made available to develop overseas markets.
- 3.4** Management is willing to trade-off profits during start-up period.
- 3.5** Senior officer will devote minimum of 10% of time to foreign expansion.
- 3.6** International markets will be developed with a strategic marketing plan.
- 3.7** Management views exporting as a sporadic activity.
- 3.8** A scanning process will be initiated to locate potential foreign markets.
- 3.9** Company's overseas personnel will be adequately compensated.
- 3.10** Management will accept lower export profitability in short-term.
- 3.11** Management will accept a payback period of 3 years or more.
- 3.12** Management will seek long-term international relationships.

Question #	True	False	Don't Know	Not Applicable
3.1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.7.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.8.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.9.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.10.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.11.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.12.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Top management's commitment to overcoming initial difficulties involved in foreign market entry is instrumental to your company's success in the venture. They must be willing to dedicate sufficient funds and organizational expertise to the endeavour. It frequently takes more time and effort to establish oneself in the foreign market than at home and management must accept the fact that initial costs are high and time delays numerous. However, these early inconveniences are off-set by advantages of successful market entry over the long-term.