

over-sponsored first-time exporters to trade fairs rather than missions, another example of counterproductive recruiting (p. 238).

53. A recent survey of 10,000 companies listed in WIN Export revealed that 47 percent were no longer in business. While the recession may have contributed to the high figure, it nevertheless suggests that limited selectivity was exercised. Fortunately, periodic culls of WIN Export alleviate this concern.

54. Analysis of why companies export is extensively discussed in both Seringhaus and Rosson, and Chenier and Prince. In neither case does government exhortation appear significant; in the case of Chenier and Prince, general government publications on exporting were found to be largely unread (pp. 107-8).

55. This point has been repeatedly raised, most recently in meetings between MINT and senior trade commissioners in Munich and Tokyo.

56. Seringhaus and Rosson have devised the following classification system:

Potential new-exporters: Companies that are considered to have export potential, given managerial competence, product quality and design, and financial viability.

First-time exporters: Companies that are committed to developing international business and have dedicated the necessary financial and personnel resources to do so.

Failed exporters: Companies that have previously tried to export without success and have retreated to the domestic market.

Expanding exporters: Companies that are active (and successful) in one or more export markets and are committed to further expansion.

Continuing exporters: Companies that are successful in many export markets.

57. It is not possible to know how successful these companies really are. Conventional measures — on-site sales, 12 month expected sales — suggest, particularly in the case of NEBS, that the new exporter programs do not result in successful exporters. In 1989/90, 663 NEBS participants generated a total of \$ 53,500 in on-site and 12 month expected sales, in 1990/91, 826 companies generated no sales, either on-site or expected. NEXUS appears more successful, largely reflecting a more sophisticated group of participating companies (NEXUS eligibility criteria require some exporting experience). As a result, in 1989/90, 197 NEXUS participants generated \$ 40,000 in on-site sales and \$ 1,820,000 in 12 month expected sales. In 1990/91, 209 companies generated \$ 120,000 in on-site sales and \$ 14,700,000 in 12 month expected sales.