

INTERNATIONAL TRADE IN OREGON
A Definition of Export Trade Barriers and an Analysis of Export
Agencies as Seen by the Oregon Business Community



Southern Oregon University Master's in Management Program
A Research Study Prepared for and Supervised by John Laughlin
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EXECUTIVE SUMMARY

There are many reasons in our globalized world why Oregon businesses should export their products and services, mainly because ninety-five percent of their potential customers reside outside the United States. Exporting is also essential for the good health of an economy; firms trading on an international level achieve more success than those that do not. The City of Portland understands these advantages. They state that one billion dollars in export revenues creates 5,400 new jobs, and the city hopes to multiply that number by twenty-one with a five-year plan. Another good reason to export is demonstrated in Canada, where five and a half percent of businesses that are global account for forty-seven percent of the total jobs. Exporting is not only good for businesses but also for the economy as a whole. The future is geared towards even more exports with a free trade agreement that E.U and U.S. politicians are now putting into place. The purpose of this free trade agreement will be to foster exports between the two continents and thus lower the prices of products and services and enhance economic growth.

The reason for this research project was to identify and describe barriers that Oregon businesses face when they export goods and services. It is also to identify their motivational factors in exporting and the help they need to follow through on globalization. Through this research, I also wanted to better understand how Oregon businesses view state export agencies, federal export agencies, and non-profits, whose goals are to help local businesses that want to go international. The final objective of my research was to create data that Oregon agencies can use to counsel export candidates. I also wanted my data to help Oregon businesses interested in beginning international ventures.

Numbers were collected using qualitative research (face-to-face interviews and telephone interviews). The companies researched were scattered throughout Oregon. The information collected was split into large businesses (with annual gross sales of more than twenty million dollars), and small businesses (with annual gross sales of less than twenty million dollars), for cross-tabulation and differentiation purposes. The results of the research were differentiated between large and small businesses as well.

INTRODUCTION AND PROBLEM STATEMENT

Management Question

I would like to understand what it takes for successful businesses in Oregon to conduct business on a global basis. I would further like to uncover the problems regional organizations encounter when they expand globally, and understand how they manage international barriers. Strategically studying the successes and failures of local businesses on the international playing field will allow me to consult and give recommendations to organizations that have not yet taken the global leap, as well as to state export agencies and non-profits whose goal is to help Oregon businesses. I would also be interested in identifying the image Oregon businesses have of export agencies and/or non-profits whose main objective is to help local businesses in their international ventures, and finding out what they know about these agencies. Analyzing my data will help export agencies and non-profits market themselves better in the Oregon business community.

Reasons for the Research

I was born in the Congo, in Africa, of Belgian parents. Since before I was old enough to walk, I have traveled and lived in many different parts of the world. For me, globalization has always been a way of life. Although many people who go into business have some kind of international experience, my experience is not the norm. At the same time, I am fascinated by how two recent phenomena have allowed people from any social class to explore the world and think more globally: 1) the creation of the internet and 2) the arrival of low-cost airlines. Because it is so much easier to have global access in the 21st century, international trade seems a logical step for almost any business to take.

Globalization has allowed people to travel more often and further, and more people use the internet and participate in social media every year. These travelers want to see the things they like overseas implemented in their home countries. For example, the opening of the first Starbucks in Belgium in 2011 was so noteworthy that the event was mentioned in the country's newspapers. The Belgian press and the Belgians were inspired by the phenomenal success of Starbucks in the United States and around the world, and even though the Belgian palate is better known for an appreciation of beer than of coffee, the global popularity of Starbucks coffee has similarly come to the small country. Another example is the first drive-through pharmacies that opened in Belgium in November 2011. On the nightly news, people using them with kids

were mentioning how convenient they were. Drive-through concepts did not exist in Europe before McDonald's restaurants imported the idea in 1985.

According to the U.S. Census Bureau of Foreign Trade, the State of Oregon exported more than 18 billion dollars' worth of manufactured and non-manufactured commodities in 2012. By measuring the dollar amounts in relation to the population density, Oregon sold nine percent more internationally per capita than California, but at least twice less than Washington.

Who This Research Will Benefit

This research benefits different Oregon agencies that deal with businesses throughout the state. Business Oregon, a government agency based in Portland, is interested in the results of my research in order to adapt their marketing strategies to the businesses throughout the state. Non-profit agencies whose goals are to help organizations also benefit from the research results: they can use the information to better counsel their clients. Jack Vitacco, from the Small Business Development Center (SBDC) in Medford, and Ron Fox, from the Southern Oregon Regional Economic Development, Inc. (SORED), expressed interest in the outcome of the study. Southern Oregon businesses, as well as any others in Oregon that have not yet taken that international leap, benefit from the outcome of the research because the results give them ideas on how to better deal with exporting.

Participants in this research were organizations located throughout Oregon that have overcome obstacles and succeeded in going international. Surveying those businesses helped me get ideas and make recommendations for other organizations that have yet to reach out to the international marketplace.

Time Frame for the Research

This research was conducted during the last two terms of my Master's program, during the winter and spring terms 2013.

REVIEW OF RELATED LITERATURE

Barriers and Fears in Going Global

According to Suzy Frisch, the author of the 'Open Forum' website, only one percent of companies in the United States made an international or global leap in 2011. She lists different factors why there are so few:

- **The fear of not getting paid** is something common for businesses and when that payment originates from overseas, it can be even scarier. Depending on the culture, payment can take more time to happen. Frisch points out that sometimes, payment may not take place at all. Rules and regulations may be different overseas, as well as the justice system. Those factors can make it a lot more difficult for an organization to get their money than expected. Frisch goes on to explain that in order to protect a business against such fraud, it is best to call for an advance cash payment by wire or by letter of credit.
- **Language barriers** are another fear for many American businesses. When working internationally, Frisch advises businesses to use those employees who know English to communicate. If none of them can be found within a business, she recommends hiring a translator.
- **Fear of not knowing where to start** is another barrier in international trade. Frisch says that 58 percent of U.S. businesses start with Canada as an international venture. Frisch reminds readers that every state in America offers help for businesses that want to trade internationally through export agencies. For a fee, those agencies can offer a personalized study of places in the world where a company's products and/or services would sell best. They can also analyze the different channels of distribution, the competition, and all the laws and regulations a business would need to know before exporting.
- **The fear of misunderstanding rules and regulations of other countries and the fear of paying too many taxes or duties** are other factors that affect businesses. Frisch notes that the Foreign Commercial Services of the Department of Commerce, foreign governments, or even private consulting firms can help guide businesses in the country where they want to invest.
- **Logistics** is another problem for potential overseas investors, according to Frisch. However, she also says that shipping companies now offer a lot of help on freight

forwarding and on all documentation an international investor needs. Frisch also states that the U.S. Department of Commerce can also provide help by giving price estimates for shipments an organization needs to do (Frisch, 2012).

James Hardy from the *UK Real Business Magazine* says that fewer UK businesses are going international citing fear as the main reason. Hardy says that UK businesses overvalue the difficulties and undervalue the potential gains of supplying goods and services overseas.

Hardy adds that because of the internet, trade practices have been facilitated; businesses can now be in direct contact with potential customers of any parts of the world. He also adds that businesses that export produce 34 percent more and have 12 percent more chances to stay in business than those that don't export (Hardy, 2012).

Leigh Buchanan from *Inc. Magazine* argues that going global is reaching new markets, new ideas, and having lots of adventures. Only five percent of the world's potential customers reside in the U.S., and demand for American products grows when U.S. businesses go overseas, according to 58 percent of American CEOs who were surveyed. Only 12 percent in the same survey thought that there is no demand for their products. Reasons for not going overseas according to that same survey included language problems, cultural differences, difficulty finding the right partner, and the complexity of running an international department.

Buchanan reminds us that 95 percent of the world population is a big number (more than 6 billion potential customers). He believes medium and small size companies can now compete in markets where previously only the large corporations could operate. Businesses worldwide are more and more international. Taking that international leap also allows a company to keep their clients in international markets instead of having to look for new local businesses.

Another good reason to go international, according to Buchanan, is the Internet. It has made communication practically free and the world a lot smaller. A lot of e-commerce companies are now global companies. The last reason Buchanan gives for trading overseas is the risks involved. A true entrepreneur likes to take risks, and new places with new languages and new ways of doing things should not put the brakes on one's ambitions (Buchanan, 2007).

PriceWaterhouseCooper (PwC), a multinational consulting and accounting organization, has surveyed the barriers to growth for the year to come (October 2012 to October 2013) and listed the top three:

- Lack of demand because of the world economic recession
- Pressures from overseas laws and regulations
- An increase in energy prices (IW Staff, 2012)

Reasons to Go Global

Michelle Cramer analyzes the whys and the why-nots of international business expansion. She says that going international is a question that every entrepreneur asks himself/herself at one point, especially those that sell a tangible product.

Cramer states six excuses for avoiding international ventures:

1. Different language usage
2. Unfamiliarity with culture and manners
3. Unfamiliarity with laws and regulations
4. Complexity of overseas labor laws
5. Trading internationally is too complex and time consuming
6. Finding the right partner is very difficult

Cramer also states five reasons which overlook excuses and help business growth:

1. 95 percent of the potential customers reside overseas
2. New world markets may be untapped by products or services similar to the ones that a business is selling
3. The world is a smaller place today, and competition can easily reach new markets overseas
4. With Internet technologies, it is now possible to trade internationally without moving from a home base
5. The challenges and rewards associated with international ventures are very attractive

Cramer goes on to affirm that an international venture takes a lot of preparation before it can happen (Cramer, 2012).

Elizabeth Littlefield from Expanding Horizons provides reasons why small Pacific Northwest businesses should expand and invest abroad. As an example, Littlefield uses a small family-owned business from Tualatin, Oregon (Wade Rain) that produces and distributes irrigation equipment. The company knew that their equipment could also help the farmers in Mexico save water and that is the reason why it decided to open a branch there. Wade Rain de Mexico is now making annual revenue of twenty-five million dollars, and three quarters of the revenue is from American-made products. According to their website, the company is now exploring new markets in South America.

Littlefield goes on to say that emerging markets have grown from twenty-three percent into forty percent in 2011. She says that now is a great time for U.S. small businesses to explore

those new emerging markets. She says that exports are essential for the good health of the economy and that small firms that are going international grow faster, have more chances of staying in business, use more advanced technologies, and have higher labor productivity.

Another interesting fact from the article is that many of America's largest companies earn more than half of their revenue from their overseas operations. However, some international markets cannot be appropriately dealt with just by exporting goods or services. Wade Rain, for example, is a lot more successful from having operations in Mexico. In the article, Newbegin, General Manager of Wade Rain, says that it makes a positive difference to have a presence in the country a firm trades with, to be amongst the country's customers and to invoice in their currency. The article mentions recent research done by the Business School of Dartmouth College, which found that the U.S. companies investing abroad tend to create more jobs in the U.S. and provide higher salaries than those that do not, even during difficult economic times (Littlefield, 2012).

Inc. Magazine has a great October 2012 article that talks about the unexpected prestige of the 'Made in the U.S.A.' label. According to the author Jeremy Quittner, there are more businesses now that are producing in the U.S. and exporting abroad. As an example, Quittner takes Lumitec, a small company based in Florida. The company develops and manufactures extreme-environment LED lighting for recreational marine use, and exports to more than thirty countries. Because of design and monitoring requirements, it would not have been possible for Lumitec to outsource and produce overseas. However, when selling abroad, Lumitec realized that their 'Made in the U.S.A.' stamp brings a positive distinction to the company. Customers the company meets overseas think American-made products are to be manufactured with increased quality control, quality, and production standards. Those assets outweigh the lower price their product could have when manufactured in certain other countries.

According to Quittner, the state of New York is where companies manufacture and export most; the state had a twenty-five percent increase in 2012 exports compared to 2011 exports. Local manufacturing companies can now do more with less, and that brings the cost of labor down. The cost of labor overseas, as well as tariffs and shipping, have at the same time risen. This article also talks about a New York high-end scarf maker who explains that it makes his customers happy to know that they are paying for American craftsmanship and not for extra shipping costs or an overseas middleman.

Quittner emphasizes the importance of thorough research and getting to know the competition before exporting to make sure that the market is healthy for the goods and/or services the company wants to export. He also describes the importance of finding a highly

dependable partner in the overseas market the company is targeting. Getting to know the rules and regulations of the product standards, certification requirements, recycling laws, and quality standards of the country a company wants to trade with is also a necessity (Quittner, 2012).

Edward Iwata from *USA TODAY* explains how small U.S. firms can make big global sales. He affirms those small businesses' products can be very competitive overseas. From 1992 to 2007, there has been a four hundred percent increase in exports by small businesses. The favorable dollar exchange rate for American exports has also helped. Half of U.S. small businesses will be involved in international commerce by 2018, according to a report done by the Institute for the Future Think Tank of the Silicon Valley and by the software company Intuit of Mountain View.

The author says that this boom of American small businesses into international trade is in big part due to the entrepreneurial immigrants who still have strong ties between the U.S.A. and the countries where they originated from. Between 1995 and 2005, 25 percent of new U.S. technology and engineering companies had at least one foreign-born founder, and those firms brought fifty-two billion dollars in revenue in 2005. Because of new technology, small businesses can now export just like older multinational corporations. They can find faster and inexpensive manufacturing, shipping, and banking networks (Iwata, 2008).

PwC has recently conducted an interesting survey that researches U.S. manufacturers' sentiments about future growth. The survey was analyzed in the October 2012 edition of *Industry Week* magazine.

According to the PwC survey, 82 percent of manufacturers in America predicted revenue growth for the next twelve months. Those who responded positively expected to hire personnel and invest in research and development. PwC states that, even though the future looks great for the majority of U.S. manufacturers, they still remain wary in the direction the global economy is going to take (IW Staff, 2012).

Richard Read from the *Oregonian* newspaper talks about a Portland-area plan whose goal is to double exports from local companies in five years and create 113,000 new jobs. The article mentions that the city of Portland expects export revenues to double from 21 billion dollars to 42 billion dollars. Read adds that each billion in sales increases the number of new jobs by 5,400. The city of Portland, think-tank institutes, and President Obama's administration want to develop a culture where foreign trade will be included in every business strategy. The plan will discuss various efforts:

- Enhancing the local high-tech industry in the Portland area
- Improving freight movement

- Attracting more export cargo to ports and airports in the Portland area
- Helping companies that don't export boost their international sales

Read explains that because of the current economic turmoil in Europe, the slower growth in China, and a higher dollar value, exports in Oregon fell by more than three percent in one year. However, some companies lived through the recession by investing in emerging countries such as Brazil instead (Read, 2012).

Industry Canada found in their study 'Profile of Growth Firms' that even though exporters in Canada accounted for only five and a half percent of the total companies surveyed, those companies created forty-seven percent of total jobs in the country. The study also uncovered that not only were those businesses job creators but also more likely to have very strong growth. Qamar Rizvi, the Canadian author of the article, states that the fear of failure is common among Canadian business leaders when contemplating an international venture. Investing in countries such as India or China takes businesses out of management comfort zones. Rizvi also emphasizes that business size is not a pre-requisite when it comes to investing overseas. The author mentions the Canadian food giant McCain which started investing in Europe and Australia in 1965 when the company was still young and small. It is now selling in more than one hundred ten countries (Rizvi, 2010).

Politicians from the United States and the European Union are now talking about creating a free trade agreement between the two continents. This comprehensive trade agreement would lower the prices of products and services on both continents and also promote economic growth and employment. The most difficult negotiations should concern the agriculture industry where European farmers enjoy large subsidies and where the majority of European consumers reject genetically modified foods. Automobile manufacturers on both sides of the Atlantic are eager to have standardized car regulations on safety and emissions in order to build a single version for both markets. Competition from China is another reason for the free-trade agreement to exist; it is essential for the EU and the USA to learn how to cooperate more efficiently if they want to better compete with China's rapid economic growth (Calmes & Kulish, 2013).

Tips Before Going Global

Jane Popick from *Inc. Magazine* talks about five tips to know before going global. She states that going overseas with a business is not only changing the language on the company's website or accepting the currency used in the country the company wants to export to. According to Popick, going global requires a very different attitude in the way business is done,

and it is better to go through every aspect of an international venture with a lawyer and a financial adviser to make sure that the company is ready. Popick's five tips to know before going global are:

1. **Making sure that there is a country specific domain name available.** Having the company's website domain name related to the country the company is operating in will make the customers feel more related
 2. **Offering customer services using the language used in the country where the company wants to establish its business.** Even English-speaking countries use their own slang words to talk about specific things. It is essential to use the same words of the country a company exports to.
 3. **Knowing tax regulations, exchange rates, and the local currency of the country the company is exporting to.** Those can be very complicated to understand but they are necessary when reporting earnings at the end of the year. According to Popick, it is wise to hire a local business accountant.
 4. **Knowing the privacy laws of the country where a company is exporting.** Popick says that privacy laws differ around the world and are often tougher than those in the United States.
 5. **Requesting a trademark in the country a company is investing in** is a smart protective measure for the product a company is selling. Some countries may already sell a similar product than the one where a company wants to export to and it is wise to know those facts before investing in a country.
- Popick adds that before any international expansions, it is wise to talk to attorneys, experts, and financial advisors (Popick, 2012).

Oregon Export Data

The United States Census Bureau provides interesting 2011 – 2012 data for the state of Oregon concerning the commodities the state exports. The Census Bureau also provides a rating of the countries the state exports to.

According to the Census Bureau's statistics, Oregon shared 1.2 percent of the total U.S. exports which is equivalent to more than 18 billion dollars' worth of export trade. Below is a table of the five top exported products from Oregon:

1. Processors, controllers, electronic integrated circuits
2. Wheat and meslin
3. Potassium chloride

4. Civilian aircraft, engines and parts
5. Digital processing units

Oregon's main trading partner in 2012 was Canada. Below is a list of the state's top five trading partners:

1. Canada
2. China
3. Malaysia
4. Japan
5. South Korea

(U.S. Department of Commerce – United States Census Bureau, 2012)

The Greater Portland Metro Export Strategy Survey

The Greater Portland Task Force put together a survey that analyzed 106 businesses from the Greater Portland Area (which includes seven different counties). The survey, launched on July, 2011, targeted companies of varying sizes. It analyzed businesses that export goods and/or services, those that don't export yet, and those that plan on exporting in the future.

The survey investigates thirty-one different subjects that range from what a company is selling, to whom, the reasons for exporting, the percentage of exports compared to total sales, the challenges faced when exporting, and the outside help looked up and received.

According to the survey results, it was interesting to discover that the most significant challenge when exporting is the knowledge of foreign markets. Sales contracts, negotiation, marketing and distribution, transportation costs, and financing followed. Seventy-nine percent of businesses surveyed did not receive any export-related assistance from a state or from a federal agency, and sixty-five percent of those that received assistance acquired it from either a state or from a federal agency. The rest received assistance from either a non-profit agency or from a private entity. Seventy-three percent of those businesses surveyed did not receive any export-financing from a government or a non-profit entity. The reasons are as follows:

1. No application was given for financing
2. Insufficient collateral
3. Business revenue was too low

Eighty percent of those surveyed did not receive any assistance from for profit providers.

Overall, the survey indicates that those that received help from either a state, federal, or private export service provider were all pleased with the services offered (Vogt, 2011).

RESEARCH DESIGN & METHODOLOGY

Sampling and Research Design

My primary focus was on businesses located in Oregon that had already made the international leap, but finding those international businesses was very complex. There are databases such as LexisNexis Academic that provide information of businesses located in the different states I am interested in researching, but customizing them to only show those that are international is impossible. Local agencies carry databases for Oregon businesses, but most of them are not allowed to disclose information about their members for privacy reasons. The Medford Chamber of Commerce provided me with many names of Rogue Valley businesses that export. The Oregon Wine Board and the Northwest Food Processors Association both provided me with a list of their members that export. Another helpful source of information was the Portland Business Journal with their 2012 list of Oregon manufacturing awards. The survey states the barriers local businesses found during their global ventures and how they overcame them. Another objective of the survey is to identify the knowledge and the image Oregon businesses have of export agencies and/or non-profits whose main objective is to help local businesses in their international ventures. Analyzing those will help export agencies or non-profits to market themselves better in the Oregon business community.

In my analysis, I make my questions as clear as possible (with simple sentences, avoiding sophisticated vocabulary). I made my research as valuable as possible to the export or business agencies that may want to use it, and as understandable as possible so others can repeat the study if necessary.

Determination of Sampling Size & Description of Sampling Method

Because of the difficulty of identifying businesses that export, the research was limited to thirty-seven local organizations using a qualitative research method (thirty is the minimum number of participants to use in order to conduct a reliable survey that has enough diversity).

Qualitative research includes open-ended questions using descriptions instead of numerical data. I included surveys of owners or directors of Oregon businesses. They were chosen using diverse methods as stated in the “Sampling and Research Design” chapter. Qualitative research allowed in-depth interviews and analysis, uncovering specific experiences (including apprehensions, false starts, and errors) businesses have or have had in going

international. Qualitative research produces more thorough, comprehensive information than other types of research. Conducting personnel interviews was be the best way to gather detailed information. (Cooper & Schindler, 2011).

My research also used scales to answer questions, and some data were reduced to numbers that can be manipulated for statistical results. Scales that are used include either multiple-choice or Likert scales. In order to view results reports and/or to cross-tabulate certain results, my research used the Qualtrics Internet Method.

Limitations of the Study

According to the Oregon Export Agency, a project analyzing the barriers to exporting, as well as an analysis of the knowledge and the image Oregon businesses have of export agencies and/or non-profits has not been done in Oregon yet, which means there are no numbers or other data to compare my study with. Larry Holzgang, the Southern Oregon representative for Export Oregon, says this type of research may yield some broad answers that may be difficult to compile and analyze.

Qualitative research requires higher costs than other types of research, especially if the participants of the study are located in a wide geographic area (throughout the state of Oregon for this research). It is also a lot more time consuming than the quantitative research. Other limitations which may bias the survey include altering questions during the survey depending on the participant instead of being consistent. Another limitation is the availability of the public I researched; CEOs and/or directors are often very busy, and arranging to interview them may be challenging if not, in some cases, impossible. Qualitative research also deals with a limited sample size which, if the sample is not diversified enough, may not make the research look very reliable. Quantitative research data is limited in the quality of its collection. Its disadvantage can also be the bias of the interviewee with his response, or lack thereof, to the survey. (Cooper & Schindler, 2011).

SURVEY RESULTS

LOCATION OF BUSINESSES SURVEYED

Where on the Map

Thirty-seven businesses were surveyed for this thesis project, and all were located in Oregon (see Figure 1). Each circle on the map represents a surveyed business, each color represents a different zip code, and the size of each circle represents the business' annual gross sales.

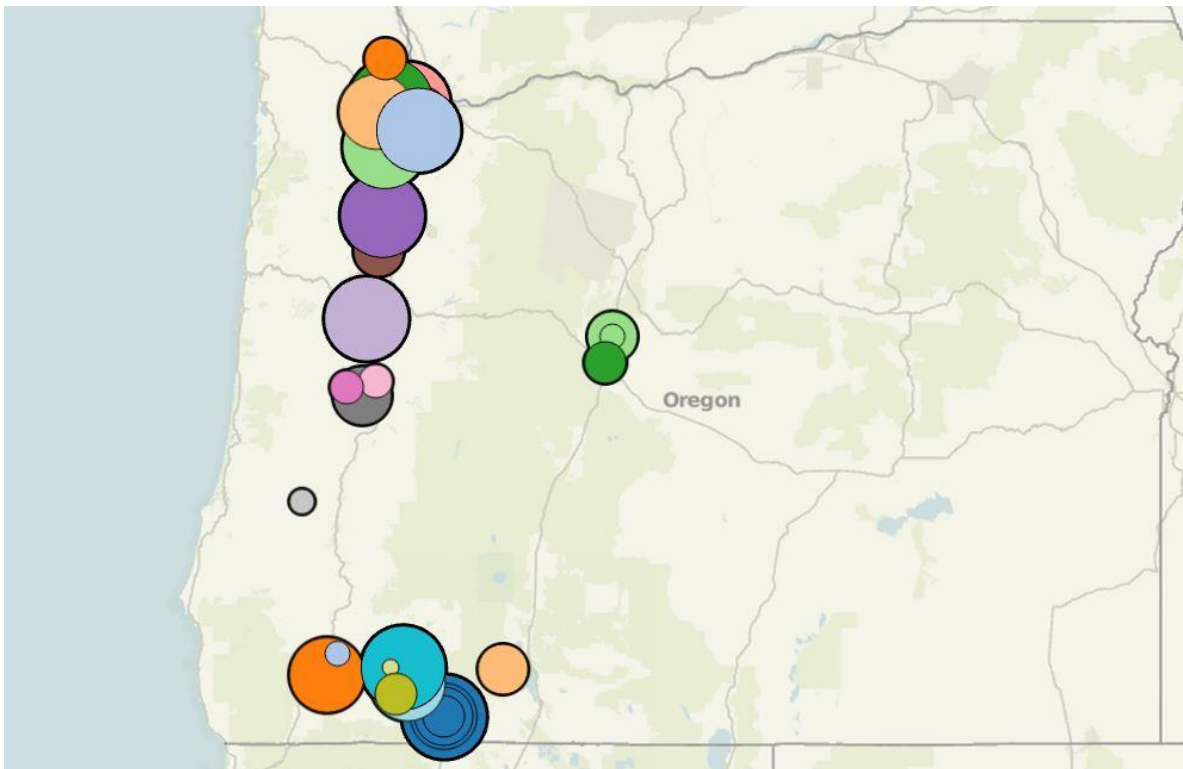


Figure 1: Location

Geographical Distribution

The geographical distribution of these businesses is as follows:

- Southern Oregon = 41%
- Bend area = 8 %
- Portland area = 32%
- Roseburg area = 3%
- Eugene area = 16% (see Figure 2)

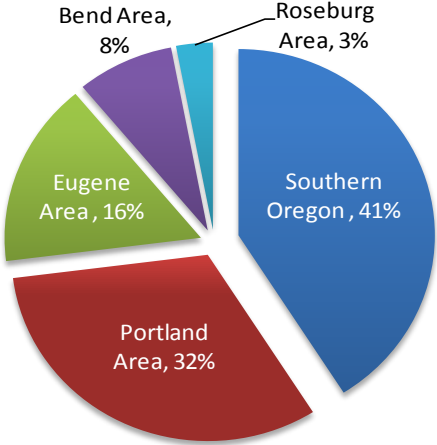


Figure 2: Geographical Distribution

Business Sizes

For research cross-tabulation purposes, surveyed companies have been categorized as large or small. The annual gross-sales amount selected to differentiate the categories is twenty million dollars. Businesses over twenty million dollars are categorized as large, and the ones under that amount are categorized as small. Forty-three percent of the companies surveyed were large, and fifty-seven percent were small (see Figure 3). Large companies are represented in red on the charts and graphs. Small companies are represented in blue (see Figure 3).



Figure 3: Business Sizes

1. WHICH OF THE FOLLOWING POINTS MOTIVATED YOU TO EXPORT YOUR PRODUCTS AND SERVICES?

Possible answers:

1. The product I am selling overseas was already successfully sold in the domestic market.
2. The company received inquiries and/or purchase orders from potential foreign customers for our product(s).
3. The company had sufficient production capacity that could be committed to the export market.
4. Management was committed to developing exports.
5. The company had the financial resources necessary to market the product/service overseas.
6. The company was committed to provide the same level of service overseas as at home.
7. The company had adequate knowledge of shipping procedures and logistics in the country(ies) of interest.
8. The company had good knowledge of the regulations and cultural preferences in the country(ies) of interest.
9. The company had prepared an international marketing plan.
10. The company had financial procedures knowledge in the country(ies) of interest.

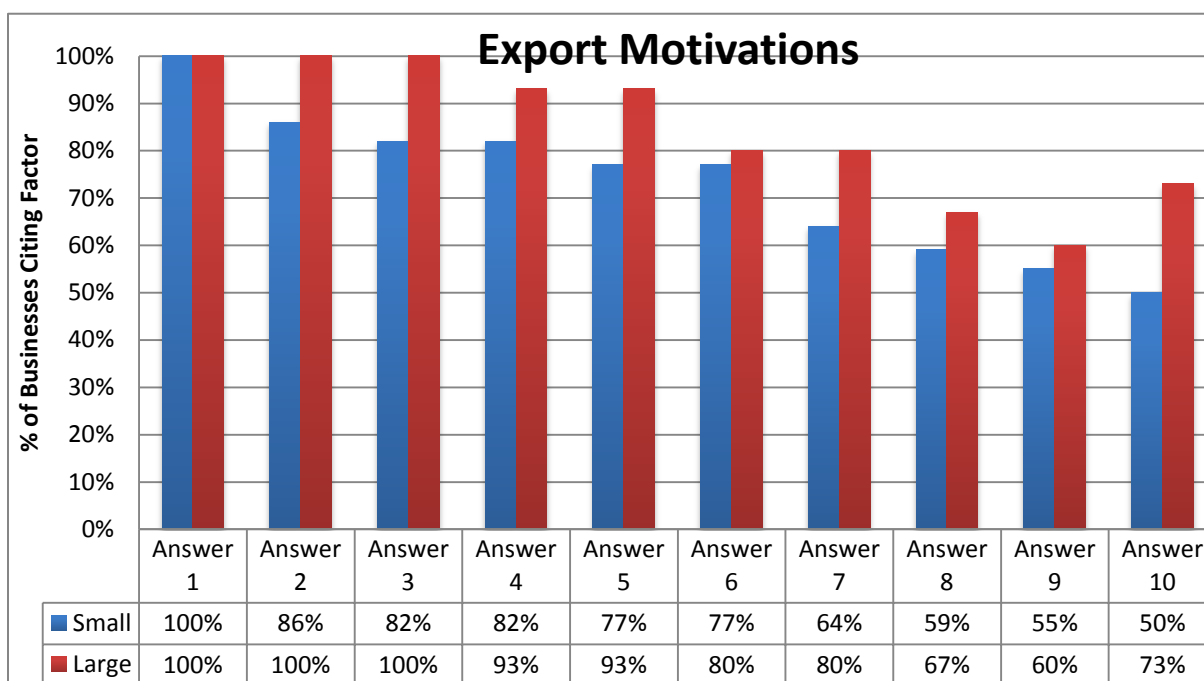


Figure 4: Export Motivations

Small Businesses

Based on the data, the most obvious point that motivated businesses to export their products or services was the fact that the product or service was already successfully sold in the domestic market. Small and large businesses are most similar in how they perceive commitment to provide the same level of services abroad as at home, at preparing a marketing plan before exporting to a new market, and at having their products or services already successfully sold in the domestic market. Knowledge of the financial procedures before exporting to a new market appears to be the least important for small companies. Around half the businesses surveyed (both small and large) do not prepare a marketing plan before exporting, and that number is higher for small businesses. Twenty percent more small businesses than large ones do not have enough production capacity that could be committed to the export market. According to the data, things that small businesses are lacking more than large businesses are:

1. Familiarity with the regulations and cultural preferences in the countries of interest
2. Knowledge of the shipping procedures and logistics in the countries to which they want to export
3. Understanding of the financial procedures

Large Businesses

Overall, larger businesses have a higher percentage in all points listed in Figure 4 than their smaller counterparts.

Three different points that seem to have most influenced the large companies into exports are

1. Their product sold overseas was already successfully sold in the domestic market.
2. They received inquiries and/or orders from potential foreign customers for product(s).
3. They had sufficient production capacity that could be committed to the export market.

For large companies, preparing a marketing plan appears to be the least important factor before exporting to a new country. Large and small companies differ most on their knowledge of financial procedures before exporting. Large companies have more competence and knowledge of financial procedures.

2. HOW MUCH DID THE FOLLOWING FACTORS CONCERN YOU BEFORE YOU BEGAN EXPORTING?

Possible answers ranged from zero to seven on a Likert scale, zero being not a concern and seven being a big concern:

Finding the right international partner	Export financing	Lack of help
Language barriers	Foreign laws	Tax system
Lack of confidence in product/service	Foreign competition	Cultural barriers
Business size (too small)	Political stability	Logistics
Fear of not knowing where to start	Currency exchange rates	

Overall, data shows that the biggest concern before exporting is finding the right international partner, and the smallest one is the lack of confidence in their product or service. Larger businesses show a lower lack of confidence in their products and services. Figure 5 lists all the concerns mentioned by companies. They are characterized by size. The larger words are the concerns that were rated at the highest value.



Figure 5: Businesses' Factors

The factors listed in question 3 have been divided between internal and external (see Figures 6 and 7)

Internal Factors

Survey data shows that language and cultural barriers are perceived as less of an internal barrier for the small companies than they are for the large ones. The small and large companies are closer in how they perceive knowing where to start and how they perceive their business size. Finding the right international partner is the biggest internal barrier for both large and small companies (Figure 6).

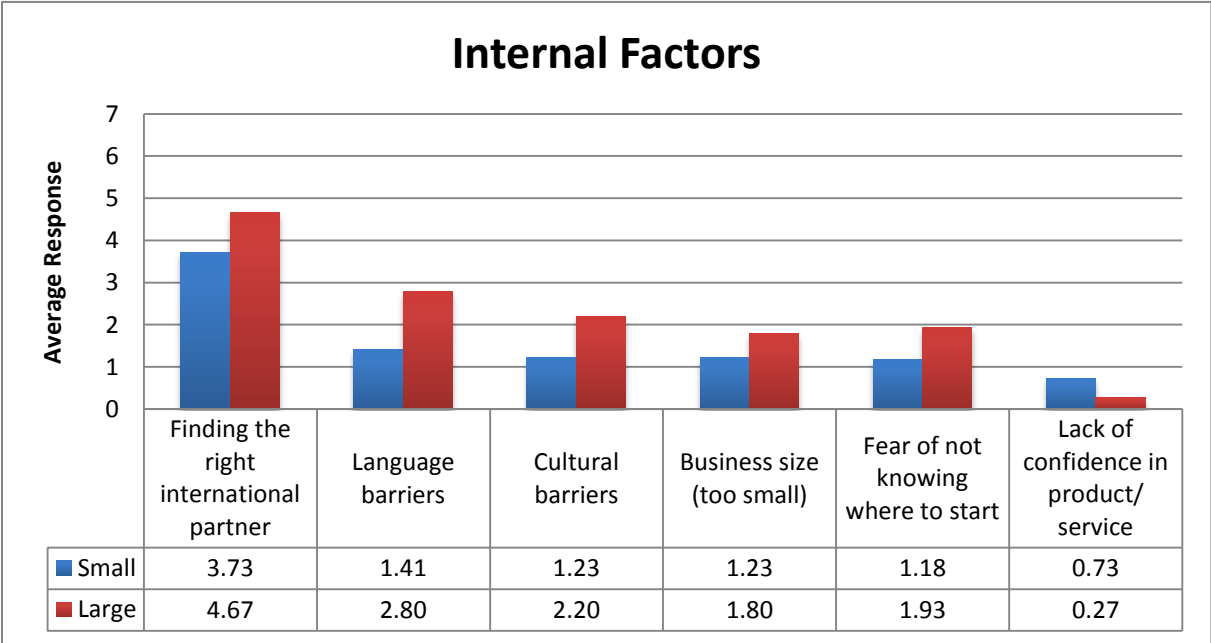


Figure 6: Internal Factors

External Factors

Survey results show that foreign competition and foreign laws appear to be more of a barrier for large companies than for small ones. Large companies also perceive the lack of help as a bigger barrier than smaller ones do. Small and large companies experience similar barriers in defining logistics and export financing. Logistics and foreign laws are the biggest barriers for small companies (see Figure 7).

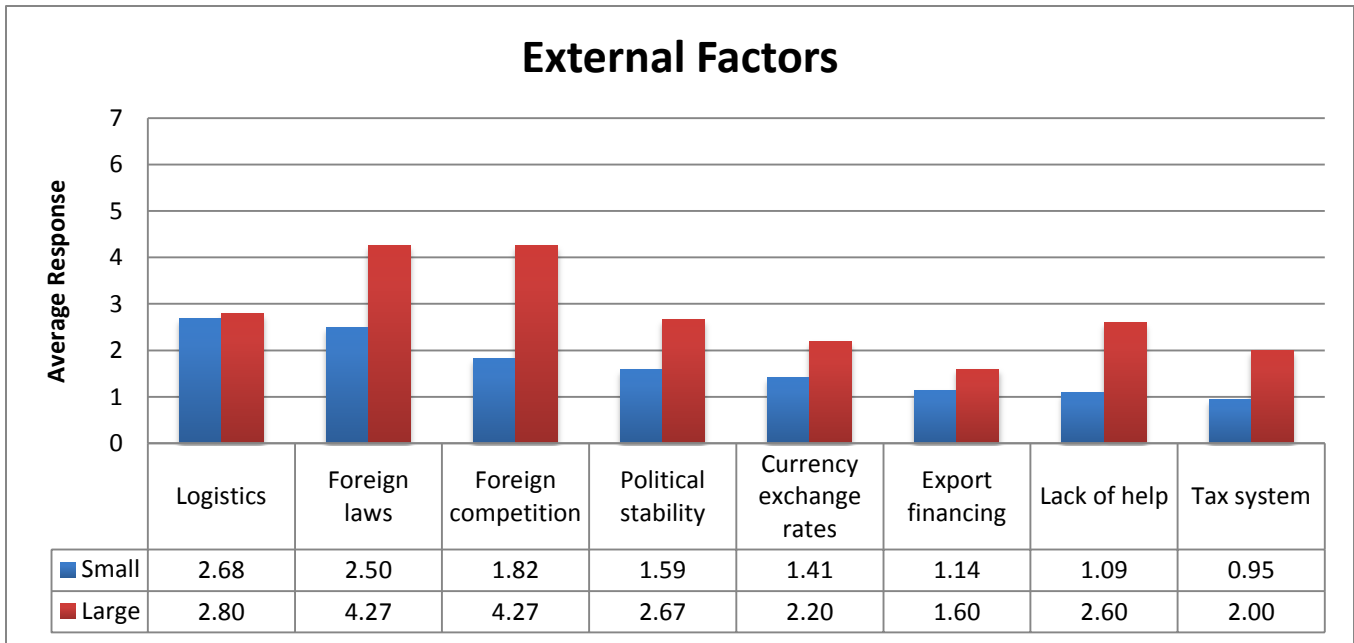


Figure 7: External Factors

3. WHAT WERE THE TOP THREE BARRIERS YOU ENCOUNTERED WHEN YOU BEGAN EXPORTING?

The top three barriers in percentages for Oregon businesses are

1. Finding the right international partner
2. Dealing with shipping issues
3. Dealing with logistics issues

Other barriers listed were

- | | | |
|----------------------|------------------|---------------------|
| Country regulations | Cost of product | Taxes/duties |
| Financial procedures | Pricing | Customs |
| Languages | Weather | Currency exchanges |
| Competition | Brand awareness | Cultural |
| Port strikes | Secured payments | Political stability |
| Foreign laws | Paperwork | |

Top Three Barriers for Small Businesses

According to survey results, the biggest barriers small businesses face when starting an international venture are

- Shipping issues
- Logistics issues
- Financial procedures related to trading overseas

Figure 8 lists the top three barriers for small businesses in term of percentages:

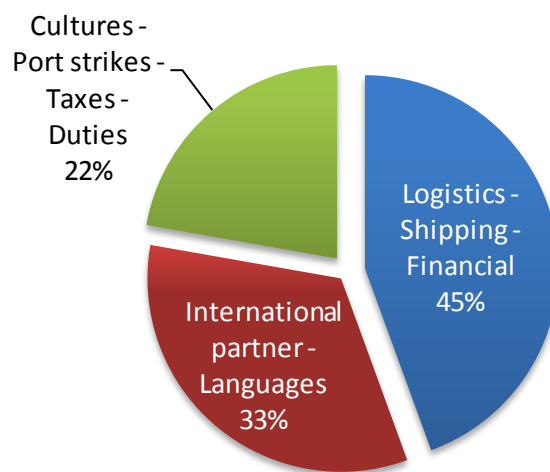


Figure 8: Top Barriers for Small Businesses

Other barriers mentioned are:

Foreign languages	Paperwork	Cost of product
International partner	Weather	Brand-awareness
Culture	Competition	Customs
Currency exchanges	Foreign laws	Regulations
Taxes/ Duties	Pricing	Port strikes
International regulations	Political stability	

Figure 9 gives a visual idea of barriers that small businesses encounter when exporting to a new market. The bigger words are the ones stated most. Shipping, logistics, and financial barriers occur most frequently.



Figure 9: Top Barriers for Small Businesses with Words

Top Three Barriers for Large Businesses

Finding the right international partner is the large companies' main barrier according to the survey. The top five barriers (top three percentages) mentioned by large companies when starting an international venture are as follows:

1. Finding the right international partner
2. Dealing with logistics
2. Dealing with competition
3. Conforming to foreign laws
3. Conforming to foreign regulations

Other barriers mentioned by large businesses are

Shipping	Currency exchanges	Cost of product
Financial	Recognition of Oregon	Pricing
Language	Business knowledge	Business size
Culture	Labeling	Political stability

Figure 10 lists the top three barriers for large businesses in terms of percentages:

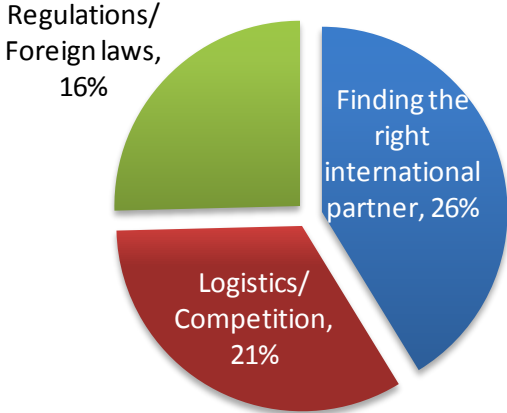


Figure 10: Top Barriers for Large Businesses

Figure 11 gives a visual idea of barriers that large businesses face when exporting to a new market. The bigger words are the ones stated most, and in this case, finding the right international partner occurs most frequently.



Figure 11: Top Barriers for Large Businesses with Words

4. WHEN YOU DECIDED TO GO INTO INTERNATIONAL MARKETS, WHAT HELP DID YOU NEED AND HOW IMPORTANT WERE THE FOLLOWING INFORMATION SOURCES?

Possible answers ranged from zero to seven on a Likert scale, zero being not important and seven being very important.

- Distributor development (finding importers/customers/ reps overseas)
- Export finance (working capital and/or export credit insurance)
- Trade shows/missions
- Market research
- EU or Asia website adaptation
- Grants (to help with the trade shows/missions, market research)

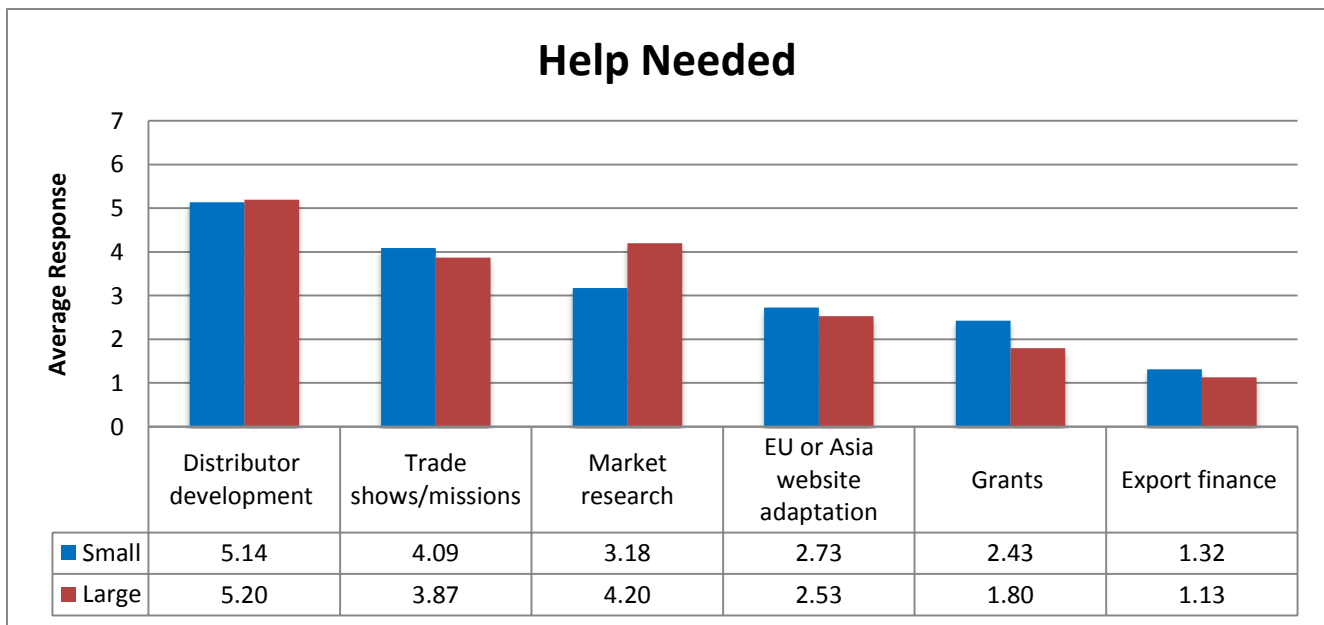


Figure 12: Help Needed

Small and large Businesses

Figure 12 shows that export finance is of less importance to large or small businesses at the beginning of their international venture. Distributor development has the most importance.

Market research is more important to large companies than small ones, and the opposite is true for help with grants.

The trend between small and large companies is similar except for market research; large companies appear to attach more importance to market research than small companies. According to the data, smaller companies need more help with grants, trade shows and trade missions, website adaptation, and export finance.

5. WHAT SOURCES OF INFORMATION DID YOU USE BEFORE ENTERING FOREIGN MARKETS, AND HOW WOULD YOU RATE THEM IN TERMS OF HOW HELPFUL THEY WERE TO YOU?

Possible answers ranged from zero to seven on a Likert scale, zero being not helpful and seven being extremely helpful

- Existing businesses
- Non-profit agencies (regional economic development, etc.)
- Federal export agencies
- State export agencies
- Export consultant
- Literature
- Classes/webinars

The trend between large and small companies is consistent concerning the sources of information used. Overall, small companies use fewer sources of information than larger ones, except they access non-profit agencies more often.

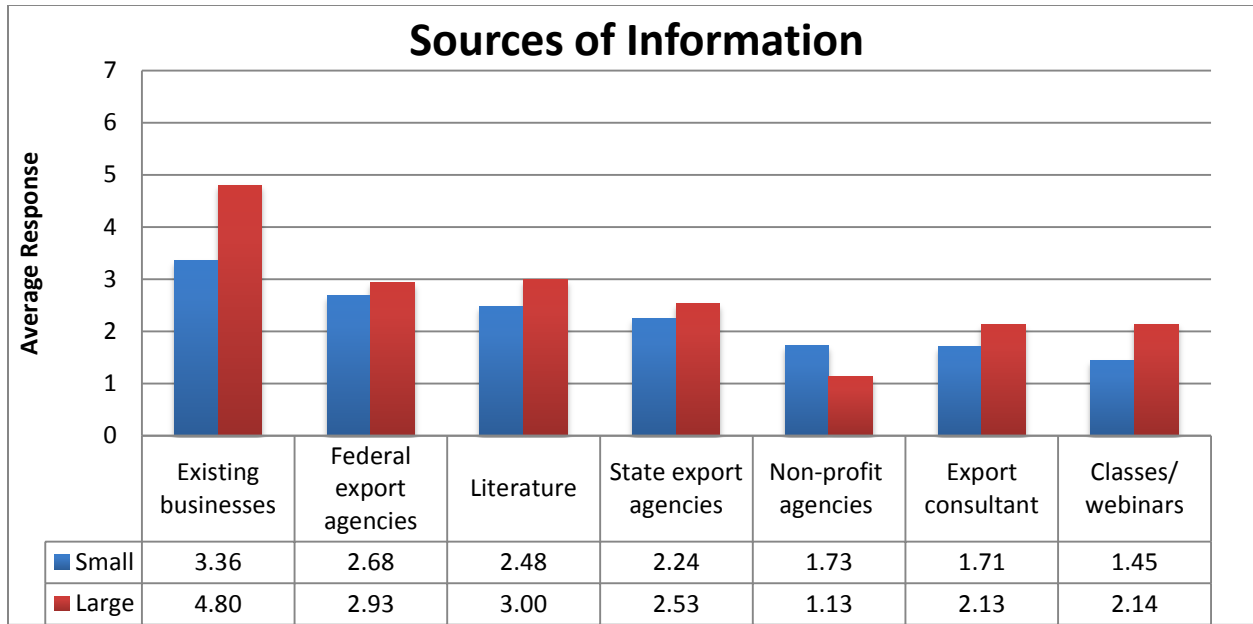


Figure 13: Sources of Information

Small Businesses

According to survey results, small companies appear to be most prone to talk to existing businesses to find information about new international markets. They seem less interested in taking classes or webinars. The study shows that small companies would use the help of non-profit agencies more often than their larger counterparts

Large Businesses

Except for non-profit agencies, large businesses attach more importance to all sources of information listed in the survey. Data show that large companies use existing businesses as the most valuable source of information before exporting. Non-profits are the last resort as a source of information.

6 ARE YOU AWARE OF THE FOLLOWING AGENCIES?

Possible answers:

- Small Business Development Center
- Business Oregon
- Non-profit association focused on trade or international business issues

- Federal-level agency focused on export
- Export-Import Bank of the USA
- SBA (for export finance resources)
- Pacific Northwest Defense Coalition

Figure 14 shows that the least known agency among companies in Oregon is the Pacific Northwest Defense Coalition.

Small Businesses:

Business Oregon and SBDCs are best known agencies among small companies to help with their export venture. Their awareness of non-profit agencies is less than their larger counterparts (see Figure 14).

Large Businesses:

Federal agencies are better known among large businesses, and data show that they are less aware of Business Oregon than the smaller companies (see Figure 14).

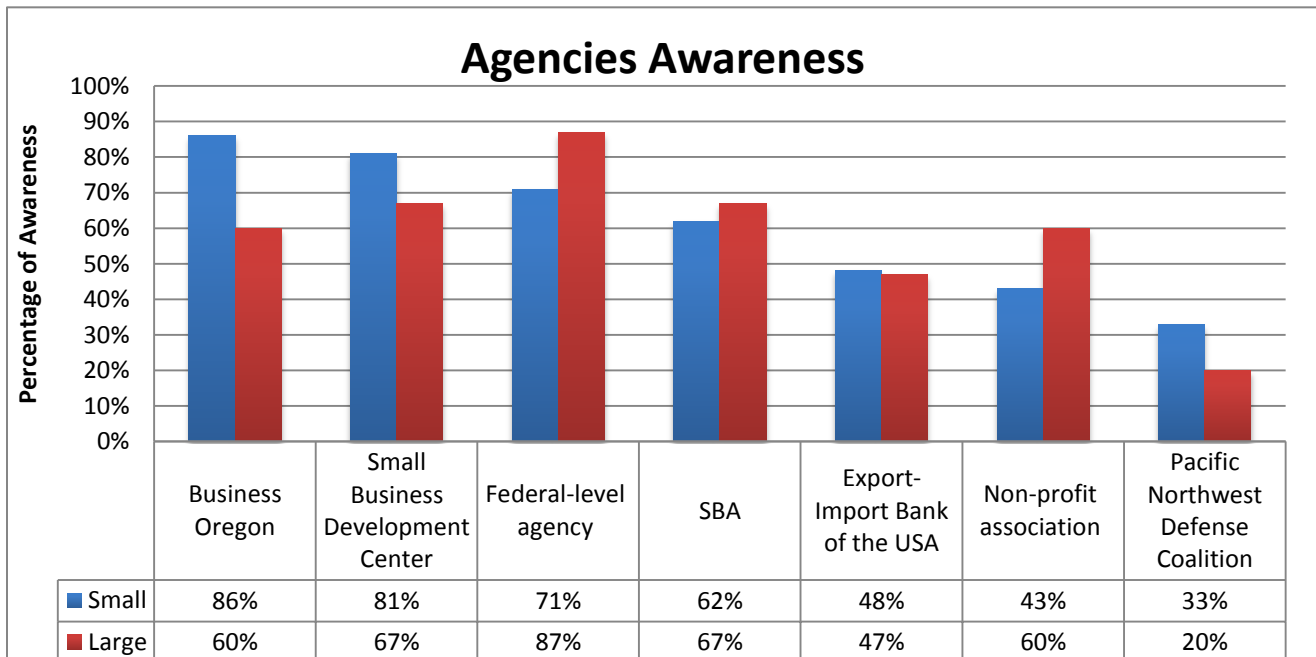


Figure 14: Agencies Awareness

7 WHEN YOU THINK OF A STATE AGENCY, WHAT ARE THE FIRST ADJECTIVES THAT COME TO YOUR MIND?

The adjectives used by small and large businesses to describe state agencies are

Helpful	Professional	Lack of marketing
Supportive	Valuable	Misunderstood
Outstanding	Catalysts	Limited in resources
Proactive	Knowledgeable	Portland only
Great for contacts	Slow	Bureaucratic
Key individuals	Inflexible	Underexposed
Good/Great	Overstaffed	Ineffective
Educational	Do not care about small businesses	Worthless
Informative	Do not know us	Awful
Resourceful	Inexperienced	Lacking info
Facilitators	Underfunded	Bad image
Enthusiastic	Not helpful	
Connected	Geared toward small businesses only	

Adjectives for State Agencies:

Thirty-eight different adjectives were used to describe state agencies. Sixty percent of them were favorable.

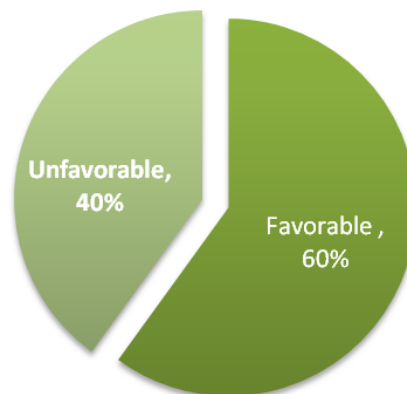


Figure 15: Perception of State Agencies in Percentages

Seventy-four percent of small businesses have a favorable image of state agencies compared with only thirty-seven percent of the large businesses.

Small Businesses:

Figure 16 gives a visual display of adjectives small and large businesses provide when thinking of state agencies. The bigger words are the ones stated most. Helpful and Good/Great occur most frequently.



Figure16: Adjectives Used by Small Businesses to Describe State Agencies

Large Businesses:

The bigger words are the ones stated most. In figure 17, bureaucratic and helpful occur most frequently.

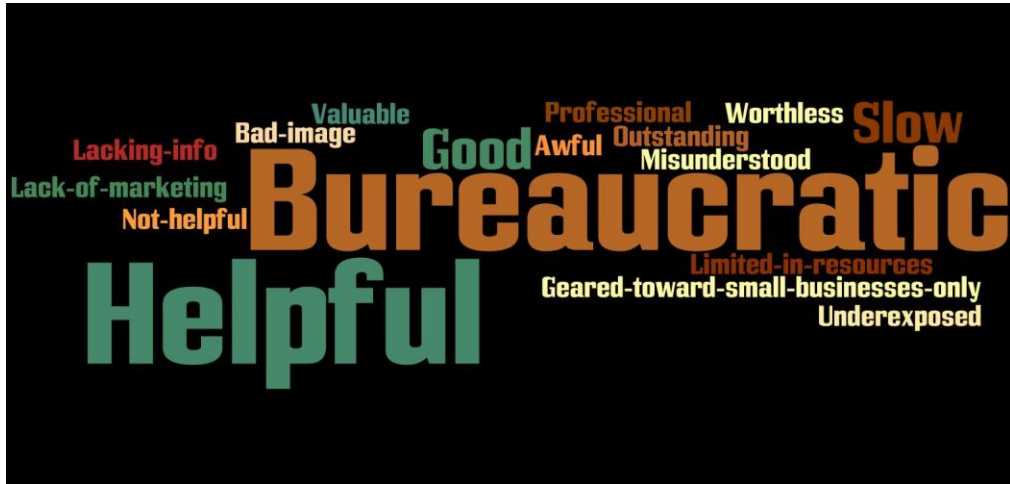


Figure 17: Adjectives Used by Large Businesses to Describe State Agencies

8 WHEN YOU THINK OF A FEDERAL AGENCY, WHAT ARE THE FIRST ADJECTIVES THAT COME TO YOUR MIND?

Adjectives used by small and large companies to describe federal agencies are

- | | | |
|------------------|----------------------------|---------------------|
| Helpful | Informative | Little-need |
| Professional | Positive | Inflexible |
| Good/Outstanding | Leader | Not-available |
| Connected | Catalyst | Not-entrepreneurial |
| International | Vested | No-results |
| Educational | Pro-active | Not-useful |
| Resourceful | Knowledgeable | Bad service |
| Pleased | Friendly | Not-relevant |
| Experienced | Bureaucratic | Expensive |
| Well-connected | Slow | Awful |
| Supportive | Underexposed/Underutilized | |

Thirty-two different adjectives were used to describe federal agencies. Fifty-seven percent of the adjectives were favorable (see Figure 18).

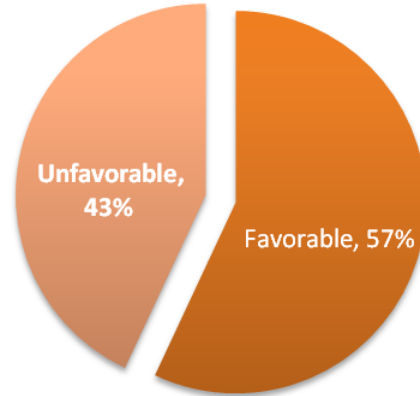


Figure 18: Perception of Federal Agencies in Percentages

Sixty-one percent of small businesses have a favorable image of federal agencies compared to forty-eight percent of large businesses.

Small Businesses:

The bigger words are the ones stated most. In Figure 19, helpful occurs most frequently.



Figure 19: Adjectives Used by Small Businesses to Describe Federal Agencies

Large Businesses:

The bigger words are the ones stated most. In Figure 20, bureaucratic occurs most frequently.



Figure 20: Adjectives Used by Large Businesses to Describe Federal Agencies

9 HOW MUCH DO YOU AGREE WITH THE FOLLOWING STATEMENTS REGARDING GOING INTERNATIONAL?

Possible answers ranged from zero to seven on a Likert scale, zero being disagree and seven being agree:

- It helped my business boost returns on investment
- It helped my business gain access to new customers
- It helped my business grow sales faster than the industry average
- It helped my business be stronger against competition

Both categories of businesses believe that going international helps their businesses gain access to new customers.

Small businesses:

Survey results show that exporting does the least to help small companies grow sales faster than the industry average (see Figure 21).

Large businesses:

Figure 21 proves that contributions of exports are more favorable for large businesses than for small ones. Contributions of exports most help large businesses in gaining access to new customers and least help grow sales faster.

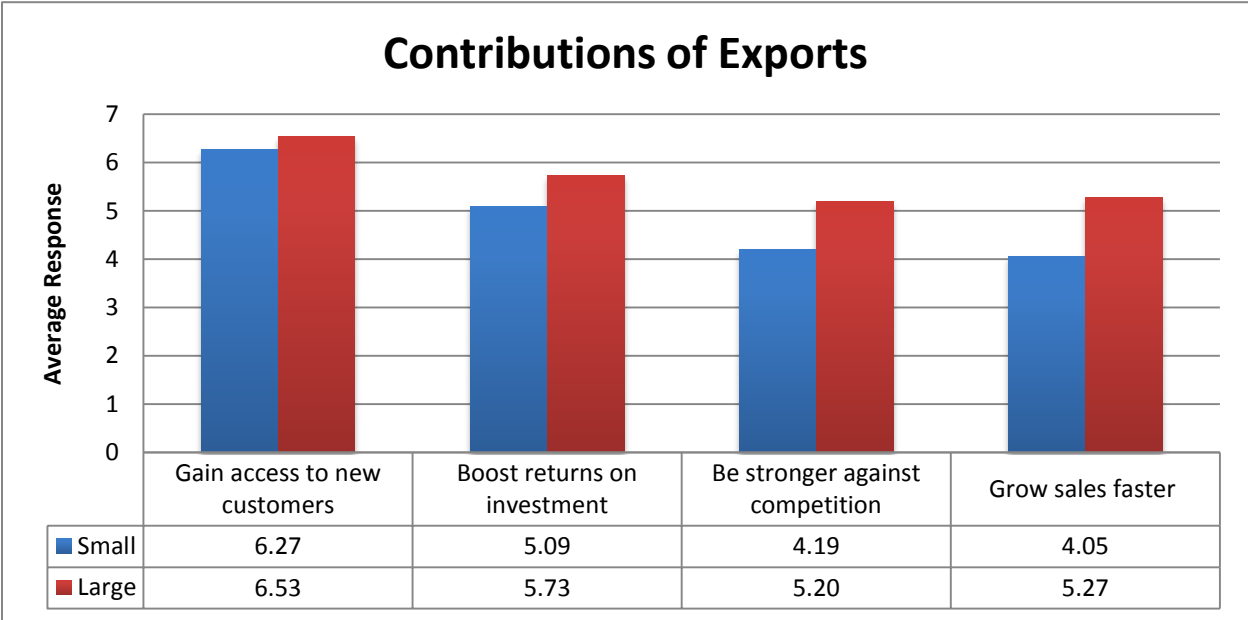


Figure 21: Contributions of Exports

CONCLUSION & RECOMMENDATIONS

MORE EFFICIENT BRANDING OF STATE AND FEDERAL AGENCIES

Targeting a market is best. To brand oneself more efficiently and to serve a specific market is always recommended. The goal of this survey was to evaluate the needs of large businesses and small businesses, two different types of businesses that I differentiated and targeted. By evaluating those different needs, this survey provides clear answers that will help serve the different businesses to develop more efficient practices.

State and federal agencies are both held in a favorable light among businesses in Oregon, but that favorable margin is not very strong. I was surprised to find out that state export agencies (such as Business Oregon) ranked only fourth as a source of information for Oregon companies. When describing those agencies, the majority of Oregon businesses use the words helpful and good/great but also bureaucratic, an adjective mostly used by large businesses, which suggests that a change in management and/or other marketing strategies is necessary to change that bureaucratic image.

Targeting Large Businesses

Large businesses show a clear lack of awareness of the state agency “Business Oregon.” In order to change that reputation deficit, I would modify the image the agency projects by applying different marketing and management techniques.

Using data from this research, the state agency Business Oregon could benefit from putting an emphasis on finding the right international partner and specializing in making many international connections in order to find the best international partners and/or distributors on which large Oregon businesses could rely. If Business Oregon could offer specialized knowledge of foreign laws and foreign competition, two factors that most concern large companies with exports, they would be better able to serve Oregon businesses. Business Oregon could also benefit from dealing with logistics, competition, and conforming to foreign laws and foreign regulations, barriers that greatly concern large companies. Business Oregon could also benefit from developing more competence in distributor development and market research, points where large businesses feel they need more assistance.

Large businesses are better acquainted with federal agencies than they are with the state agencies, but the perception they have of federal agencies is that they are more bureaucratic than helpful. As a federal agency, I would use a different management style and different marketing strategies to change that image and be more attractive to large local businesses.

Even if their reputation is evident among large businesses, non-profit export agencies are one of the last places large businesses will use as a source of information. If one of their goals is to attract large businesses and serve as a source of information for global expansion, non-profits would have to drastically change their strategy to be more attractive to large businesses.

Targeting Small Businesses

Agencies need to concentrate on helping small businesses find the right international partner when exporting to a new market. They would also benefit from a concentration on assisting small businesses with trade shows, trade missions, and market research, three factors with which small companies need more help. Using data from research, agencies should stress shipping and logistic issues, foreign laws, and financial procedures related to trading overseas, the top barriers experienced by small businesses.

Federal agencies need to do more to attract small businesses with which they have less of a reputation. They should apply management and marketing techniques that would be directed to small companies, taking into account their surveyed concerns.

Small businesses have a mostly favorable perception of state agencies, but state agencies are still far from being an important source of information. State agencies can leverage their good reputation to target small businesses with distributor development, tradeshow, trade missions, and market research, areas where small businesses need the most help.

Non-profit agencies are more popular among small businesses than large ones, but they are not an important source of information. One way non-profits dealing with exports could attract small businesses is by taking into account all the export barriers with which small businesses are confronted and by getting to know what kind of help small businesses need in their export venture. An advertising campaign that talks about those different points would attract more small businesses toward non-profit agencies.

PROMOTING AGENCIES BETTER

A majority of Oregon businesses believe that the biggest contribution exports have had on their business is the fact that they helped them gain access to new customers. This last point could be used as a slogan for export agencies or as an advertising theme to promote their export services. Survey results also show that exports only slightly contribute to faster sales growth. I would not recommend using that statement as a slogan or advertising theme, especially among small businesses.

RECOMMENDATIONS TO ORGANIZATIONS THAT HAVE NOT YET TAKEN THE GLOBAL LEAP

Different factors motivate businesses to take the global leap. Motivations for small and large businesses follow a similar trend, except for the financial procedures.

Large Businesses

Prime factors that will motivate a large business to export are successful domestic sales, inquiries and/or purchase orders prior to exporting, and a sufficient production capacity to deal with exports. Large businesses must have a much better awareness of the financial procedures, as well as of the shipping procedures and logistics than their smaller counterparts before exporting.

Small Businesses

The prime factors that will motivate small businesses to export are the same as for the large ones (successful domestic sales, inquiries and/or purchase orders, and production capacity). Commitment to exporting from the management team is also of great importance to small businesses. Knowing the financial procedures and getting acquainted with the regulations and cultural preferences in the country of interest is a slight motivational factor as long as the business deals with a distributor or an international partner.

Setting up a marketing plan does not seem very important to either small or large businesses. However, this seems like an oversight on the part of Oregon businesses. As a marketing specialist, I would say a marketing plan would ensure safer business and larger business profitability, and it is something export agencies could mention.

APPENDIX A: COPY OF SURVEY QUESTIONNAIRE

1. Which of the following points motivated you to export your products and services (check as many that apply)?

- The product I am selling overseas was already successfully sold in the domestic market.
- The company had prepared an international marketing plan.
- The company had sufficient production capacity that could be committed to the export market.
- The company had the financial resources necessary to market the product/service overseas.
- Management was committed to developing exports.
- The company was committed to provide the same level of service overseas as at home.
- The company had good knowledge of the regulations and cultural preferences in the country(ies) of interest.
- The company had adequate knowledge of shipping procedures and logistics in the country(ies) of interest.
- The company had financial procedures knowledge in the country(ies) of interest.
- The company received inquiries and/or purchase orders from potential foreign customers for our product(s).

2. How much did the following factors concern you before you began exporting?

Internal Factors

	Was not a concern	Was a big concern
Language barriers	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	
Cultural barriers	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	
Fear of not knowing where to start	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	
Finding the right international partner	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	
Lack of confidence in product/service	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	
Business size (too small)	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	

External Factors

	Was not a concern	Was a big concern
Foreign laws	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	
Lack of help	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	
Logistics	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	
Currency exchange rates	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	
Tax system	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	
Political stability	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	
Export financing	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	
Foreign competition	0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7	

3. What were the top three barriers you encountered when you began exporting?

1)

2)

3)

4. When you decided to go into international markets, what help did you need and how important were the following information sources (check as many that apply)?

Distributor development (finding importers/customers/ reps overseas)

Not important
0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7
Very important

Export finance (working capital and/or export credit insurance)

0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7

Trade shows/missions

0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7

Market research

0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7

EU or Asia website adaptation

0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7

Grants (to help with the trade shows/missions, market research)

0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7

5. What sources of information did you use before entering foreign markets, and how would you rate them in terms of how helpful they were to you (check as many that apply)?

Existing businesses

Not helpful
0 ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 ___ 6 ___ 7
Extremely helpful

- | | |
|--|--------------------------------------|
| <input type="checkbox"/> Non-profit agencies (regional economic development, etc.) | 0___ 1___ 2___ 3___ 4___ 5___ 6___ 7 |
| <input type="checkbox"/> Federal export agencies | 0___ 1___ 2___ 3___ 4___ 5___ 6___ 7 |
| <input type="checkbox"/> State export agencies | 0___ 1___ 2___ 3___ 4___ 5___ 6___ 7 |
| <input type="checkbox"/> Export consultant | 0___ 1___ 2___ 3___ 4___ 5___ 6___ 7 |
| <input type="checkbox"/> Literature | 0___ 1___ 2___ 3___ 4___ 5___ 6___ 7 |
| <input type="checkbox"/> Classes/webinars | 0___ 1___ 2___ 3___ 4___ 5___ 6___ 7 |

6. Are you aware of the following agencies (Check the ones that you know)?

- Small Business Development Center
- Business Oregon
- Non-profit association focused on trade or international business issues (SORED, other non-profit association: please specify: _____)
- Federal-level agency focused on export (International Trade Administration or export.gov, other federal agency: please specify: _____)
- Export-Import Bank of the USA
- SBA (for export finance resources)
- Pacific Northwest Defense Coalition
- I am not aware of these agencies

7. When you think of a STATE agency, what are the first adjectives that come to your mind?

- | | |
|--|--------------------------------------|
| <input type="checkbox"/> \$50,000 - \$99,999 | <input type="checkbox"/> 30 to 40 % |
| <input type="checkbox"/> \$100,000 - \$199,999 | <input type="checkbox"/> 40 to 50 % |
| <input type="checkbox"/> \$200,000 - \$399,999 | <input type="checkbox"/> 50 to 60 % |
| <input type="checkbox"/> \$500,000 - \$599,999 | <input type="checkbox"/> 60 to 70 % |
| <input type="checkbox"/> \$600,000 - \$999,999 | <input type="checkbox"/> 70 to 80 % |
| <input type="checkbox"/> \$1 million - \$2.5 million | <input type="checkbox"/> 80 to 90 % |
| <input type="checkbox"/> \$2.5 million - \$5 million | <input type="checkbox"/> 90 to 100 % |
| <input type="checkbox"/> \$5 million - \$10 million | |
| <input type="checkbox"/> \$10 million - \$20 million | |
| <input type="checkbox"/> \$20 million - \$30 million | |
| <input type="checkbox"/> \$30 million - \$50 million | |
| <input type="checkbox"/> >\$50 million | |

APPENDIX B: OPEN-ENDED QUESTION RESULTS

What were the top three barriers you encountered when you began exporting?

Barriers listed:

Financial. Shipping. Competitors

We are fresh produce sellers so our product is in high demand - The only real killer is delay caused by weather or logistics i.e. Port strikes. If a country wishes to ban a produce item in transit this would be a concern.

Finding the right international market, foreign competition, foreign laws

It is very hard to generalize. Obviously language and culture are much more of a barrier than in say, Europe.

Getting paid. Competition

Logistics from shipping location to port Finances Establishing relationships of confidence
Specification of product that would match the one that is overseas (MFRFAB)

Partner selection receivables. Risk in forecasting demand
Taxes/Duties. Tariff codes. Brand awareness
Customs. Shipping costs. Logistics
Shipping costs. Security of transaction. Language barriers
Understanding of and acceptance of US organic products; cost (we are expensive); additional labeling or stickering of our retail pkg. for use in foreign markets.
Logistics. Secured payment. Finding right distributor
Understanding of our wines. Recognition of Oregon. Styles of wines
Finding a financially sound international partner. Meeting regulation requirements
Foreign laws. Food safety. Logistics
Importing in foreign countries (time, rules). Lack of business knowledge (bureaucracy in China)
Strikes at the Port of Portland. Getting people used to new product (lack of knowledge)
Tariffs. Operations (import regulations, customs). Product regulatory (OGA)
Competitive pricing. Quality standards. Pricing of freight
Paperwork required for exporting (criteria for exporting). Credit terms for new dealers. Language terminologies for aviation
Approval of product in countries of interest. Duties for customers. Delivery of kits to customers
Finding the right partner. Safety regulations
Training of distributors and reps overseas over products. Making the right connections
Regulations. Shipping (not cost effective)
Where. How. Why should I expand in that market
Political stability. Tariffs. Currency exchanges
Foreign laws (China). Logistic issues (with smaller countries). Cultural/language
Finding trustworthy international partner. Shipping. Invoicing
Cultural differences
Finding the right opportunity (wine shows). Costs associated with logistics and distribution.
Costs of wines
Export regulations. Finding the right international partner. Logistics
Proper export certificate of health. Finding a consolidator and exporter of perishable products.
Locating transportation for product once cleared and estimating clearance and duty fees.
Competition. Bringing USA pre-hospital concepts to foreign countries (different medical protocols)
International laws and regulations. Finding the right business partners. Business size being able to handle extra sales (which led to plant expansion).

When you think of a STATE agency, what are the first adjectives that come to your mind?

Adjectives Listed:

Misunderstood. Valuable. Underexposed

Good

Great for contacts

Helpful. Limited in terms of resources

Underfunded. Enthusiastic. Connected

Not much help to us

Does a good job. Very helpful

Reasonably competent. Key individuals

Slow. Bureaucratic. Inflexible. Over-staffed. Friendly

Good

Helpful. Educational

Helpful. Lot of access to resources. Great facilitators. Very valuable resources

Eager to help

Bureaucracy. Inefficiency

Good. Bureaucratic

Portland targeted only. Don't care about small businesses

Bureaucracy. Slow to respond

Good to help with exporting

Helpful

Geared toward small businesses

Helpful. Supportive of local businesses. Proactive

Bureaucratic. Slow. Lacking info

Local. Inexperienced

Great. Helpful

Knowledgeable. Friendly. Helpful

Awful. Worthless. Bureaucratic (too much paperwork)

Carry a bad image. Show no support. They lack marketing

Good thing. Great

They could be helpful. They don't know us and what we are doing

Helpful. Informative

Helpful. Outstanding. Professional

Supportive. Knowledgeable. Catalysts. Helpful

Bureaucracies

When you think of a FEDERAL agency, what are the first adjectives that come to your mind?

Adjectives Listed:

Bureaucracy. Underutilized

Mixed

Grants

Widespread internationally. Expensive

Departments of US Fish & Wildlife and the Department of Agriculture

Not much help to us

Does a good job

Very little need. Good for agriculture and other specialized fields

Good

Helpful. Professional. Experienced. Well connected

Not that useful

Bureaucratic

Don't know. May be helpful but don't utilize their service

Bureaucracy. Slow to respond

Helpful but does not provide a lot of results. Not very effective

More helpful than a state export agency. Better resources

Pleased with assistance. Professional. Bureaucratic (it takes a lot of people to work with them)

Helpful. Supportive of local businesses. Proactive

Bureaucratic. Not nice (FAA)

Not relevant. Don't understand customer. Bad service

Not available (too busy). Not wanting to help. Not entrepreneurial

Knowledgeable. Friendly. Helpful

Awful. Worthless. Bureaucratic (too much paperwork)

A little cumbersome. Slow. Bureaucratic. Can be helpful. Offer excellent classes

Helpful. Informative. Positive

Less Helpful. Outstanding. Professional

Knowledgeable. Leader. Catalyst. Vested

Red tape

APPENDIX C: LIST OF THE BUSINESSES SURVEYED

Brammo, Inc	Ashland
Bioskin	Ashland
Darex	Ashland
Pacific Domes Inc	Ashland
Ruffwear, Inc.....	Bend
Cascade Crest Tools.....	Central Point
Rogue Creamery.....	Central Point
Hazelnut Growers of Oregon.....	Cornelius
Air-Weigh	Eugene
King Estate	Eugene
Advanced Relay.....	Eugene
Columbia Industrial Products (CIP)	Eugene
ESC Case	Grants Pass
Sleadd's adventure	Grants Pass
Smith Seed Service	Halsey
FEI Co.	Hillsboro
TriQuint Semiconductor, Inc.....	Hillsboro
AM Equipment	Jefferson
KGB International.....	Klamath Falls
NORPAC Foods.....	Lake Oswego
Kathrein Inc., Scala Division.....	Medford
Medford Fabrication	Medford
Western Lumber Company, LLC	Medford
LOOPROPE, LLC	Medford
Papaya!.....	Medford
A-dec	Newberg
Columbia Sportswear.....	Portland
Leatherman Tools	Portland
Collins Cos.....	Portland
Lanfair International Inc.....	Redmond
Mountain High Equipment & Supply	Redmond
Oregon Cherry Growers, Inc.	Salem
Oregon Aero	Scappoose
Lewis Seeds Service.....	Shedd
Henry Estate	Umpqua
Amy's Kitchen	White City
SAM Medical.....	Wilsonville

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