



**The Effects of Export Involvement, Perceived Gaps of Export Promotion Programs, and Strategy on Firm Performance**

This enclosed questionnaire is part of dissertation study about effects of export involvement, perceived gaps of export promotion programs, and strategy on firm performance. The research is conducted by Mrs. Pensri Jaroenwanit , a Phd. Candidate at Thammasat Business School, Thammasat University. The results will be used in analyzing to identify the appropriateness of governmental export assistance policies for firms which involve in exporting to enhance capabilities of Thai exporters in international markets. The questionnaire is composed of three sections, which are:

1. Export Trade
2. Export Performance
3. Firm and Personal Profiles

**ALL INFORMATION WILL BE TREATED BY US AS STRICTLY CONFIDENTIAL. ALL DATA WILL BE AGGREGATED PRIOR TO ANALYSIS FOR EDUCATION PURPOSE ONLY.**

Please return the completed questionnaire via mail by using enclosed stamped envelope. If you have questions, please do not hesitate to contact the researcher.

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## SECTION 1 EXPORT TRADE

1. **Direction:** For each of the 18 listed activities in the next page, select a number from 0 to 10 that indicates your opinion about the activity. The meaning of the numbers are identified as below.

Not at all										Extremely
0	1	2	3	4	5	6	7	8	9	10

1) Please consider the importance of the 18 activities for your firm's export operations. Then put any number from 0 to 10 in the column of "**IMPORTANCE OF ACTIVITY**". The number you put will indicate the level of importance of each activity that reflects your export operations.

2) Please put any number from 0 to 10 in the column of "**SATISFACTION WITH EPPs FOR EACH ACTIVITY**" indicating the degree of satisfaction that you are satisfied with Export Promotion Programs (EPPs) of Thailand offered by any governmental organization such as the Department of Export Promotion, the Department of Custom, EXIM bank, and Thai Industrial Standard Institute, etc. in relation to each activity.

### *Example:*

Suppose, you think that Activity No.1 "Gathering information about export markets" is highly important for your firm's export operation, and you rate 8 for its importance. Then, you put number 8 in the column of "**IMPORTANCE OF ACTIVITY**".

If you think you are highly satisfied with Export Promotion Programs offered by the Department of Export Promotion of Thailand regarding "Gathering information about export markets" because it is benefit to your export trade, and you rate 9 for it. Then, you put number 9 in the column of "**SATISFACTION WITH EPPs FOR EACH ACTIVITY**".

Then your answer will be as follows:

ACTIVITY	IMPORTANCE OF ACTIVITY	SATISFACTION WITH EPPs FOR EACH ACTIVITY
1. Gathering information about export markets	8	9

ACTIVITY	IMPORTANCE OF ACTIVITY	SATISFACTION WITH EPPs FOR EACH ACTIVITY
1. Gathering information about export markets		
2. Obtaining information about export distributors		
3. Finding capital to finance exports		
4. Providing national export promotional programs		
5. Preparing export documentation		
6. Dealing with red tape of Thailand public institutions		
7. Developing qualified personnel in exporting		
8. Finding “experts” in export consulting		
9. Developing product to meet importer’s quality standards		
10. Developing product design and style for export markets		
11. Developing export packaging		
12. Setting competitive prices in export markets		
13. Identifying capable overseas distributors		
14. Payment from overseas distributors		
15. Transporting the product(s) exported		
16. Promoting in export markets		
17. Communicating with overseas customers		
18. Protecting against currency exchange rate fluctuations		
19. Other (please specify).....		

2. We would like to know your opinion regarding different aspects of export trade. Alternative answer has been arranged from 1 to 10 to indicate how much you agree or disagree with each of statements below. Please circle a number from 1 to 10, which reflects your judgment for your firm.

STATEMENTS	Strongly disagree									Strongly agree
1. My firm has clearly identified the export customers to be served	1	2	3	4	5	6	7	8	9	10
2. My firm has developed strategies for competing in export markets	1	2	3	4	5	6	7	8	9	10
3. My firm has established distinct goals and objectives for export operations	1	2	3	4	5	6	7	8	9	10
4. My firm has developed adequate capabilities to collect necessary information about export markets	1	2	3	4	5	6	7	8	9	10
5. My firm has provided sufficient budget to exploit export markets	1	2	3	4	5	6	7	8	9	10
6. My firm has clearly identified export countries to be entered	1	2	3	4	5	6	7	8	9	10
7. My firm has developed strategies to expand export markets over the years	1	2	3	4	5	6	7	8	9	10
8. My firm has developed products to meet export customers' wants over the years	1	2	3	4	5	6	7	8	9	10
9. My firm has had strategies to expand the number of exportable products over the years	1	2	3	4	5	6	7	8	9	10
10. My firm has developed brand building strategies for export markets	1	2	3	4	5	6	7	8	9	10
11. My firm has developed pricing strategies for competing in export markets	1	2	3	4	5	6	7	8	9	10
12. My firm has strategies to develop channel distribution in export markets	1	2	3	4	5	6	7	8	9	10
13. My firm has adequate promotion support to the distributors/subsidiaries	1	2	3	4	5	6	7	8	9	10
14. My firm has provided training given to the firm's sales force and distributors /subsidiaries	1	2	3	4	5	6	7	8	9	10
15. My firm has capabilities in adaptation of promotional strategy for export market venture	1	2	3	4	5	6	7	8	9	10

## SECTION 2 EXPORT PERFORMANCE

### 3. Direction:

- 1) Please consider your export business and, from 8 listed long-term objectives in the first column of the table in the next page, select a number from 0 to 10 that indicates the importance of each objective. Then put this number in the column of “**IMPORTANCE**”. The meaning of the numbers will identify as below.

Not at all Important											Extremely Important
0	1	2	3	4	5	6	7	8	9	10	

- 2) In the column of “**ACHIEVEMENT OF OBJECTIVES**”, please indicate the extent to which your objectives have been achieved during the past three year. If you think that specific objective has not at all achieved, circle 0. If you think that objective has completely achieved, circle 10. If you think that specific objective reaches only a certain level of achievement, circle one of the numbers from 1 to 10, which reflects your judgment for your firm.

#### *Example:*

Suppose, you think that “Increase export sales revenues” is extremely important for your firm’s export business. You rate 9 for its importance. Then, you put this number in the column of “**IMPORTANCE**”.

If you think that an objective of “Increase export sales revenues” has been quite completely achieved in the last three-years, and you rate 8. Then, you circle number 8 in the column of “**ACHIEVEMENT OF OBJECTIVES**”.

Then your answer will be as follows:

OBJECTIVES FOR THE EXPORT BUSINESS	IMPORTANCE	ACHIEVEMENT OF OBJECTIVES									
		Objective has been not at all achieved					Objective has been completely achieved				
1. Increase export sales revenues	9	1	2	3	4	5	6	7	8	9	10

OBJECTIVES FOR THE EXPORT BUSINESS	IMPORTANCE	ACHIEVEMENT OF OBJECTIVES										
		Objective has been not at all achieved					Objective has been completely achieved					
1. Increase export sales revenues	.....	0	1	2	3	4	5	6	7	8	9	10
2. Increase export profits	.....	0	1	2	3	4	5	6	7	8	9	10
3. Gain a foothold in the export markets	.....	0	1	2	3	4	5	6	7	8	9	10
4. Increase firm's ability to compete	.....	0	1	2	3	4	5	6	7	8	9	10
5. Improve international marketing skills	.....	0	1	2	3	4	5	6	7	8	9	10
6. Build brand awareness and image	.....	0	1	2	3	4	5	6	7	8	9	10
7. Improve product development skills	.....	0	1	2	3	4	5	6	7	8	9	10
8. Increase distribution competence	.....	0	1	2	3	4	5	6	7	8	9	10
9. Increase production capacity for exporting	.....	0	1	2	3	4	5	6	7	8	9	10
10. Other (please specify) ..	.....	0	1	2	3	4	5	6	7	8	9	10

4. **Direction:** Please consider your export business and evaluate the extent of your satisfaction with the trend of performances for each of the following matters of the last three years. Please circle a number corresponding with your satisfaction.

Items	Not at all satisfied											Very satisfied
1. Trend of export sales volume <b>of the last three years</b>	0	1	2	3	4	5	6	7	8	9	10	
2. Trend of export sales revenue <b>of the last three years</b>	0	1	2	3	4	5	6	7	8	9	10	
3. Trend of ratio of export sales to total sales <b>of the last three years</b>	0	1	2	3	4	5	6	7	8	9	10	
4. Trend of export profit <b>of the last three years</b>	0	1	2	3	4	5	6	7	8	9	10	
5. Export sales growth <b>of the last three years</b>	0	1	2	3	4	5	6	7	8	9	10	

## SECTION 3 FIRM and PERSONAL PROFILES

**SECTION 3.1 Direction:** The following questions cover basic description information about your firm.

5. What is the principal business of your firm?  
☐ 1. Manufacturing                      ☐ 2. Other (please specify).....
6. What is the principal industry of your firm?  
☐ 1. Automotive, Auto parts, and Accessories  
☐ 2. Chemical/Machinery/Plastic Products  
☐ 3. Electronic and Electrical Appliances  
☐ 4. Food Products and Beverages  
☐ 5. Furniture/Building Materials/Hardware Items  
☐ 6. Household Products  
☐ 7. Gift, Decorative Items and Handicrafts  
☐ 8. Gems and Jewelry  
☐ 9. Leather, PVC, and Footwear  
☐ 10. Traveling and Sporting Goods  
☐ 11. Textiles, Garments and Fashion Accessories  
☐ 12. Medical Supplies, Health and Beauty Products, Cosmetics  
☐ 13. Trading Companies  
☐ 14. Other (please specify) \_\_\_\_\_
7. Please indicate the region to which your firm export your product(s). (More than one choice can be chosen)  
☐ 1. ASEAN: Brunei, Cambodia, Indonesia, Lao, Malaysia, Myanmar, Philippines, Singapore and Vietnam.  
☐ 2. NICS: Korea, Taiwan, and Hong Kong.  
☐ 3. Other Less Developed Countries: Countries in Asia (except item 1, 2 and Japan), countries in Africa, Central, and South America, and Eastern Europe.  
☐ 4. Developed Countries: USA, Canada, EU, Australia, New Zealand and Japan.
8. Number of export countries.....countries
9. Approximately the growth rate of total sales .....%
10. Approximately the growth rate of export sales .....%
11. Approximately how long has your firm been in business?.....years
12. Approximately how long has your firm been exporting?.....years

13. Please indicate the degree of export involvement of your firm by marking **X** on the line below.

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1	10
Very	Very
inexperienced	experienced
exporter	exporter

14. Approximately how many full time employees in your firm last year?.....employees
15. Total assets of your firm of the last year .....million Baht
16. Export sales of the last year .....million Baht
17. Total sales of the last year..... million Baht
18. Approximately percentage of export sales to total sales of your firm of the last year.....%
19. Export profit rate/return on sales of the last year.....%
20. Export channels used of your firm (More than one choice can be chosen)
- ( ) 1. My firm exports directly to final users/consumers of the products in overseas
- ( ) 2. My firm exports directly to its wholly owned subsidiary or partly owned in overseas
- ( ) 3. My firm exports directly to a distributor or an agent in overseas
- ( ) 4. My firm exports directly to retailer in overseas
- ( ) 5. My firm sells to an exporter or a broker in Thailand who, in turn, exports the firm's product to overseas
- ( ) 6. My firm exports directly to contractor/owner of the products in overseas
- ( ) 7. Other (please specify).....

**SECTION 3.2 Direction:** The following questions cover basic description information about yourself.

21. Your name and family name.....
22. Name of your firm.....
23. Tel.....Fax.....Email.....
- .....
24. How many years have you been involved in export activity? .....years
25. How many years have you involved with this firm? .....years
26. Please indicate your position in the firm
- ( ) 1. Managing Director
- ( ) 2. Chief Executive Officer
- ( ) 3. General Manager
- ( ) 4. Director
- ( ) 5. Manager
- ( ) 6. Commercial Officer
- ( ) 7. Other (please specify).....



27. To which age group do you belong?
- (    ) 1. Less than 30 years
  - (    ) 2. 30 to 40 years
  - (    ) 3. 41 to 50 years
  - (    ) 4. 51 to 60 years
  - (    ) 5. More than 60 years
28. Your highest education
- (    ) 1. Lower than secondary
  - (    ) 2. Secondary/Vocational
  - (    ) 3. Bachelor
  - (    ) 4. Master
  - (    ) 5. Doctoral
29. How many years did you study in overseas (if any)?.....years
30. How many business trips to overseas did you have in the last two years?.....trips
31. Other comments
- .....
- .....
- .....
- .....
- .....
- .....
- .....
- .....
- .....

**Thank you very much for your contribution to this study.**  
**Please return this questionnaire by using the enclosed stamped envelope.**