

**The Importance Of Export Diagnosis In The Algerian Economic Enterprise's  
Strategy For Entering International Markets  
- Empirical Study-**

أهمية تشخيص الصادرات في استراتيجية المؤسسات الاقتصادية الجزائرية لدخول الأسواق الدولية  
- دراسة ميدانية -

**BOUZIANE WAHIBA**

University of Jijel - Jijel, (Algeria), wahiba.bouziane@univ-jijel.dz

**Received:** 15/07/2023

**Accepted:** 23/09/2023

**Published:** 30/09/2023

**Abstract:**

This study aims to illustrate the contribution of export diagnosis to the decision being taken by the Algerian economic enterprises to penetrate international markets on the one hand, and the importance of observing the stages related to this process on the other hand. The study crystallizes a conceptual framework for the various aspects of export diagnosis and clarifies the nature of the theoretical relationship between its variables. The study includes 38 exporting SMEs from various sectors of activity. The study also tests the possibility of the impact of export diagnosis on the decisions being taken by the enterprises under study to define the international market access strategy. The study concluded that there is a positive impact of the dimensions of export diagnosis on the decisions taken by the enterprises under study to penetrate international markets.

**Keywords:** export diagnosis; penetrate international markets; impact; strategy.

**JEL Classification Codes:** D83, F23, M10,

**ملخص:**

تهدف هذه الدراسة إلى تبيان مساهمة التشخيص التصديري في اتخاذ المؤسسات الاقتصادية الجزائرية لقرار الدخول إلى الأسواق الدولية من جهة، وأهمية إتباع هذه المؤسسات للمراحل المتعلقة بهذه العملية من جهة أخرى. تبلور الدراسة إطارا مفاهيميا لمختلف جوانب التشخيص التصديري وتوضح طبيعة العلاقة النظرية بين مختلف متغيراتها. تشمل الدراسة 38 مؤسسة صغيرة ومتوسطة مصدرتها تنشط في مختلف القطاعات. كما تختبر الدراسة إمكانية وجود تأثير معنوي للتشخيص التصديري في القرارات التي تتخذها المؤسسات محل الدراسة لتحديد استراتيجية الدخول إلى الأسواق الدولية. خلصت الدراسة إلى وجود أثر إيجابي لأبعاد التشخيص التصديري في اتخاذ المؤسسات محل الدراسة لقرار الدخول إلى الأسواق الدولية.

**كلمات مفتاحية:** تشخيص تصديري، دخول الأسواق الدولية، تأثير، استراتيجية.

**تصنيفات JEL:** M10، F23، D83

**Corresponding author:** BOUZIANE Wahiba, e-mail: wahiba.bouziane@univ-jijel.dz

## **INTRODUCTION:**

As has been demonstrated in previous studies, doing business abroad is more complex than doing business only in national or local markets, for various reasons. Lack of proximity, language and culture are all factors that can dampen the international development of SMEs or, at least, make it less rapid than national development.

In this perspective, export diagnosis marks the first stage of a process that must be undertaken by an economic enterprise wishing to enter and gain market share in international markets, allowing decision makers to assess the competitive position of the enterprise, its resources, strengths and weaknesses, as well as the quality of products they wish to export. Based on the above, **how does export diagnosis contribute to Algerian SMEs' strategy to enter international markets?**

### **Research Aims:**

- Develop the conceptual framework of the different axes and variables making up the study and clarify the nature of the theoretical relation between them;
- Determine the implementation of various steps to enter international markets in the economic institutions under study;
- Test the significant impact of the export diagnosis on the decision to enter international markets at the enterprises being studied;
- To make a number of proposals for the management of the enterprises under study based on the results reached.

### ▪ **Study hypotheses:**

Our hypotheses are as follows:

- **Null hypothesis (H<sub>0</sub>):** There is no significant impact of export diagnostic dimensions in the economic enterprise's strategy to enter international markets.
- **alternative hypothesis (H<sub>1</sub>):** There is a significant impact of export diagnostic dimensions in the economic enterprise's strategy to enter international markets.

### ▪ **Study methodology:**

This study is considered a quantitative analytical cross-sectional. multiple regression was used to test hypotheses using the SPSS technique.

### ▪ **Community and sample study:**

The study community is represented by all managers of commercial Algerian exporting SME's. To achieve the research objectives, a random sample of managers was selected and the researcher distributed (42) questionnaires, from which (38) questionnaires were retrieved.

### ▪ **Study Structure:**

The research was divided into two axes:

- The first axis touched upon various theoretical concepts of the study;
- while the second is to conduct the empirical study on the institutions sample study.

## **1. Literature review:**

### **1.1. Previous studies:**

**A. Study (Arrouche, 2020) entitled: "The internationalization of Algerian economic**

**enterprises: motivations and constraints"** .This study aimed to address the problem of the internationalization of the Algerian economic enterprise, specifically highlighting the most important stimuli and the constraints faced by the latter in internationalizing its activities. The

results of the empirical study on a sample of 45 exporting economic enterprises showed that most of these enterprises are taking caution in the process of their international expansion, relying on the most basic methods through indirect exports in particular.

On the other hand, the study emphasized that the lack of information on international markets represents the largest proportion of obstacles to internationalization of the latter, as well as the difficulty of conducting an in-depth market study on target markets.

**B. Study (ASSABANE&MSSASSI, 2019), entitled: “Risks in Exporting SMEs Incentives for Strategic vigilance: An Exploratory Study for Moroccan Exporting SMEs to Africa”.**

This exploratory study aimed at identifying the risks faced by Morocco's SMEs as they expand into the African market and demonstrating how these risks stimulate strategic vigilance activities and identify the resources needed for their success. In order to achieve this, the interview was used as a tool for collecting data from five enterprise managers with significant export experience. The study found a number of findings, most notably that the lack of information on international markets motivates the enterprise to continuously monitor environmental sectors that are key to its risk.

**C. Study (Malaykia,2017) entitled: “Obstacles to non-oil exports in Algeria”.** The objective of this study was to identify the most important export constraints of 34 Algerian exporting economic enterprises active in nine different sectors. The results of the field study identified three main axes of the obstacles faced by these enterprises in their international development process; External constraints have been severe competition in foreign markets, information scarcity, access obstacles to external distribution channels and others. Internal obstacles associated with the enterprises themselves were the weak economic performance of these institutions.

**D. Study (Ortiz & Ortiz, 2008) entitled: "Barriers to Export for Small and Medium-Sized Enterprises: A Proposal integrative”,** this study aimed at diagnosing the most important export barriers faced by enterprises Spanish economics ", the study of 478 SMEs found that the main reason for the weak exports of SMEs was the lack of information on how to conduct the export process (phases to be followed), lack of information on the benefits of the export process, and lack of information on possible export opportunities.

**1.2 Definition of export diagnosis:** Export diagnosis marks the first stage in a process that must be undertaken by an SME wishing to enter and gain market share in international markets, allowing decision makers to assess the competitive status of the enterprise, its resources, strengths and weaknesses, as well as the quality of products they wish to export (PANET-RAYMOND, ROBICHAUD, MENVIELP, 2018, p.110).

**1.3. Dimensions of export diagnosis:**

**A. Strategic analysis of internal environmental factors:**

The SMEs characteristics play an important role in deciding whether to enter international markets in terms of size, the competitive advantages it possesses compared to competition enterprises, as well as its acquired technical capabilities and financing capacity (Nuri, 2015, p. 194).

When an economic enterprise decides to open up to international markets, it must initially

undertake a study and analysis of its strengths and weaknesses to determine its ability to enter international markets and its control over this strategy (Remas, 2016, p. 116).

**B. Strategic analysis of external environmental factors:**

In the strategic analysis, the external environment of the economic enterprise is a source of direct influence and pressure on the strategic decisions of the SME. The study of the enterprise's surroundings is a complementary process to the diagnosis of the internal environment of the SME (Abid, 2015, p. 158).

The study and analysis of the components of the external environment is necessary in the development of the appropriate strategy for the SME. The results of this study help to identify two main aspects that are the focal point of the formulation of the enterprise's strategy (Chabounia, 2008, p. 305):

- Opportunities that an economic enterprise can exploit;
- Risks or threats that an enterprise must avoid or reduce its effects.

**C. Determining the strategic position of the economic enterprise:**

The SME's strategic position is determined by a SWOT matrix analysis (Strengths, Weaknesses, Opportunities & Threats). SWOT analysis is a useful tool for understanding the work of an economic enterprise from inside and outside, where the analysis of strengths and weaknesses takes into account internal factors, and classifies each of these factors as a force or weakness factor for them. Analysis of opportunities and threats is also concerned with the institution's external environment in an effort to focus on its future direction (Bouacha, 2012, p. 49).

**1.4. Definition of internationalization decision:**

There is a difference among researchers about defining a standard definition of internationalization, as a multidimensional economic concept between its various aspects. is defined by Holmlund & Kock (1998) as a process or sequential phases of the decision, allowing the economic enterprise to be positioned within a local network of economic actors. This process ensures the growth of the economic enterprise beyond the borders of its market, i.e. the geographical expansion of the enterprise's activity by operating beyond national borders, which at a later stage allows it to acquire the necessary experience in foreign markets (Ruzzier, Hisrich, & Antonic, 2006, p. 478).

Bouglet (2010) also links the internationalization process of the economic enterprise to the latter's desire to highlight its capabilities and efficiency outside its domestic market in a more competitive and complex setting, and in an effort to gain different comparative advantages (lower-cost and other workforce) .This strategy also provides it with a different strategic area of activity and customers (Bouglet, 2010, p.155).

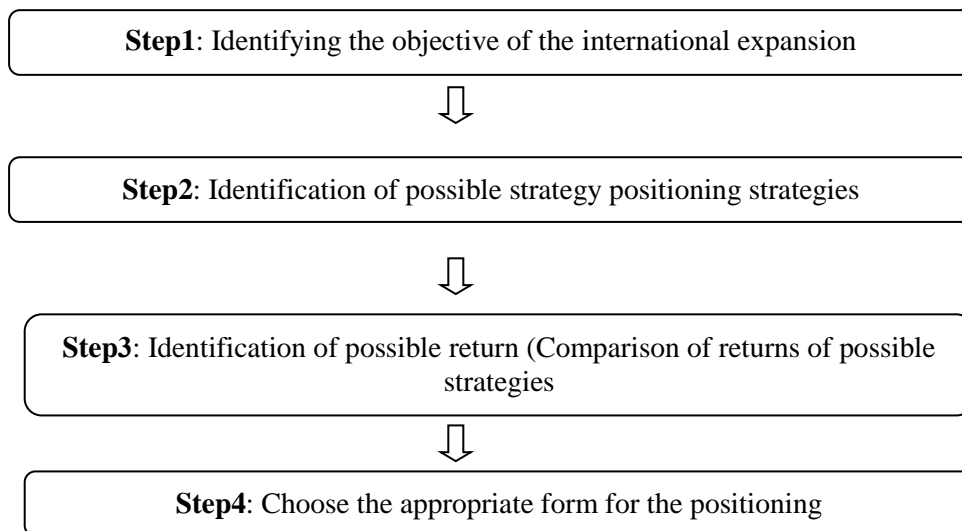
**1.5. Internationalization Strategy Selection Stages:**

Corinne's study (2002) found that the selection of the appropriate strategic SME to enter international markets is among the strategies mentioned above by tracking the stages described in the following figure (Corinne, 2002, p.160).

*The Importance of export diagnosis in the Algerian Economic enterprise's strategy for entering international markets - Empirical study-*

---

**Fig. (01): Selection Stages of International Market Entry Strategy According to Corinne Model**



**Source:** (Corinne, 2002, p. 161).

From figure (01) we note that the process of identifying or selecting the appropriate international expansion strategy in several stages (Corinne, 2002, pp. 160-161):

- First, the objective or objectives of the international expansion process must be defined;
- Identifying possible strategies based on a range of factors, whether in-house for the enterprise itself (its physical and technical capabilities, the nature of the product to be marketed externally) or externally, such as the attractiveness of the target market and the various obstacles associated with international business operations;
- These strategies are then arranged according to the expected results and benefits of each strategy;
- Finally, the best strategy is selected to begin the process of international expansion.

### **1.6. Success Factors in the Internationalization strategy:**

St-Pierre, Longe Monnoyer, & Boutary (2006) links the success of the Economic Enterprise's business internationalization strategy to the availability of three (03) factors (St-Pierre, Longe Monnoyer, & Boutary, 2006, pp.2-3):

**A. Innovation and Development (I &D):** Whether in the case of industrial or service SMEs, opening up to foreign markets means having original know-how, or designing new products or new performances. The development of the volume of exports requires that an innovation effort be sustained through an adaptation of some characteristics of the product or the demands of the partners customers or distributors.

**B. Vigilance activities and marketing research:** Enterprises that do not engage in strategic planning, especially small and medium-sized ones, because of the difficulty and complexity of this process, resort to strategic vigilance practices as an appropriate alternative that allows them to carefully analyse their environment and discover opportunities, as well as detect alert signals to avoid strategic surprises. On the other side, weak signals of strategic vigilance enable the enterprise's strategic direction to be defined; For example, strategic

vigilance information analysts can discover opportunities for an enterprise's international expansion through results demonstrated by applications that analyze and convert signals to real opportunities and therefore propose them to decision makers for exploitation

**C. Collaborations and strategic partnership:** Collaborations or partnerships are therefore a way of overcoming the lack of resources or expertise of SMEs that could stop their development on the international market. In addition, the intensification of international competition, the enrichment of knowledge in all economic activities, the reduction of the life cycle of the products justifies even more the interest and the necessity to establish collaborations with various partners in order to access the strategic information necessary to export effectively.

## **2. Practical framework of the study:**

### **2.1. Normality Distribution Test:**

Before embarking on the application of the different tests, you should begin to understand the nature of the data, whether or not to track the normal distribution. If it follows the normal distribution, the parametric tests will be used and applied. If they do not follow the normal distribution, the non- parametric tests will be used (Qadri and Murtat, 2019, page 63).

In order to verify the objectivity of the results in the current study, the Skewness and Kurtosis tests were conducted to ensure that the study data are free of statistical problems that may adversely affect the results of the study hypotheses test as shown in Table 01.

**Table (01): Skewness & Kurtosis Test for the Scales**

<b>Variables</b>	<b>Skewness factor</b>	<b>Kurtosis factor</b>
The Strategic analysis of internal environmental factors.	-0.969	2.124
The Strategic analysis of external environmental factors.	-1.169	3.311
Determining the strategic position.	-2.210	7.768
Export diagnosis.	-1.953	7.946
International Market Entry Strategy.	-2.026	7.974

**Source:** results obtained from Statistics SPSS IBM0.21 software.

### **2.2. Multicollinearity test:**

The lack of correlation of independent variables (dimensions of Export diagnosis) will be verified by a test of Variance Inflation Factor (VIF), Tolerance test, and Table 02 Clarify this.

***The Importance of export diagnosis in the Algerian Economic enterprise's strategy for entering international markets - Empirical study-***

---

**Table (02): Multicollinearity Test for the Scales**

Variables	Variance inflation factor (VIF)	Tolerance factor
The Strategic analysis of internal environmental factors.	1.002	0.997
The Strategic analysis of external environmental factors.	1.417	0.705
Determining the strategic position.	1.415	0.707

**Source:** results obtained from Statistics SPSS IBM0.21 software.

From table 2 we note that the VIF for the independent variables of the study is limited between 1.002 and 1.417 and is less than 10, and the tolerance is limited between 0.707 and 0.997, which is more than 0.1, so there is no correlation between the independent variables and no problems arise when analysing and testing the validity of hypotheses. Problems with the correlation of independent variables arise if the VIF exceeds the value of 10 and the tolerance factor is less than 0.1 (Mekrache, 2015, p. 200).

### **2.3. Reliability:**

Reliability estimates are based on the average internal correlation between all individual items within a test ranging between 0, 1 and the value 70. It is considered an appropriate value for reliability (Sekaran & Bougie, 2016).

After the exploratory factor analysis was performed, the reliability test was carried out. Table 03 shows that Cronbach's alpha coefficients exceeded the recommended level, with values ranging from (.711 to .925). On the other hand, the value of the total consistency coefficient for the export diagnosis scale was (.817). The entering international markets decision variable was recorded (.932).

**Table (03): Reliability Test for the Scales**

Code	Item	Alpha coefficients
<b>Reliability test for export diagnosis</b>		
A1	Our enterprise evaluates its strengths as part of its orientation to international markets.	.711
A2	Our enterprise evaluates its weaknesses as part of its orientation to international markets.	.894
A3	Our enterprise checks the availability of the capacity needed to enter international markets, and the possibility of providing it.	.879
A4	Our enterprise carries out a functional analysis: production, financing, degree of preparation for export - necessary technical and technical skills, marketing function, logistics).	.872
A5	Our enterprise evaluates its opportunities as part of its orientation to international markets.	.885

6	Our enterprise evaluates its threats as part of its orientation to international markets.	.865
A7	Our enterprise determines the extent of its competitiveness in international markets as well as the ability to cope with commercial threats and risks	.709
A8	Our enterprise determines its strategic position so as to know what strategy is suitable for entering international markets.	0.784
<b>Cronbach's alpha value for the scale as a whole.</b>		<b>.817</b>
<b>Reliability test for The entering international markets decision</b>		
B1	Our enterprise precisely defines the objective or objectives of its decision to enter international markets.	.865
B2	Our enterprise determines the range of products to be marketed in international markets on the one hand, and the characteristics of each product on the other	.819
B3	Our enterprise determines the value that customers accept in international markets for the acquisition of export product	.902
B4	Our enterprise provides customers in international markets with information and specifications regarding the export product, and urges them to buy it in order to satisfy their needs.	.925
B5	Our enterprise determines the methods by which the export product is delivered to customers or distributors, as well as the way in which storage and geographical distribution are made.	.904
B6	Our enterprise determines the appropriate form or way to enter international markets.	.878
B7	Our enterprise determines the appropriate time to enter international markets.	.852
B8	Our enterprise seeks to ensure a presence in international markets in a systematic and continuous manner.	.804
<b>Cronbach's alpha value for the scale as a whole.</b>		<b>.932</b>

**Source:** results obtained from Statistics SPSS IBM0.21 software.

#### **2.4. Descriptive analysis of study scales:**

The axes and variables of the study will be analyzed descriptively by relying on the arithmetic mean as the most important indicator of measurement of centralism, and standard deviation as the most important indicator of measurement of dispersion. The responses of sample study members were as shown in the table 04.



***The Importance of export diagnosis in the Algerian Economic enterprise's strategy for entering international markets - Empirical study-***

**Table (04): Responses of sample study for the Scales**

Scales	arithmetic mean	standard deviation	Ranking
The Strategic analysis of internal environmental factors dimension	4.31	0.51	1
The Strategic analysis of external environmental factors dimension	3.67	0.75	3
Determining the strategic position dimension	3.93	0.70	2
Export diagnosis scale	<b>3.97</b>	<b>0.38</b>	-
International Market Entry Strategy scale	<b>4.03</b>	<b>0.69</b>	-

**Source:** results obtained from Statistics SPSS IBM0.21 software.

Overall, the total arithmetic mean of the study's independent variable axis (Export diagnosis) is 3.97, falling under category IV of the Licart five-point ladder in the interval [3.40; 4.20] [ ˆ This reflects a high level of export diagnosis in all its dimensions practiced by the SMEs Sample Study.

From the other side, the total arithmetic mean of the study's dependent variable axis (International Market Entry Strategy) is 4.03, falling under category IV of the Licart five-point ladder in the interval [3.40; 4.20] [ ˆ This reflects a high level of practice in deciding to enter international markets, in other words, that the SMEs in question are well aware of the value of a clear methodology in their process of entering international markets.

### 2.5. Testing Hypotheses:

To test the main hypothesis, the multiple linear regression test was used, and the results of the test of this hypothesis were as shown in the table 05.

**Table (05): Results of the multiple regression analysis test for the main hypothesis**

Export diagnostic dimensions /International Market Entry Strategy	Correlation coefficient (R)	Determination coefficient (R <sup>2</sup> )	Analysis of variance (ANOVA)			
			F test for model		T test for model	
			Variation coefficient value F	Sig	T coefficient value	Sig
Internal environmental factors	.0637	.515	16.207	.005	10.233	.000
External environmental factors	0.360	.226	6.235	.000	6.806	.000
The strategic position	.625	.463	15.397	.000	5.486	.000

**Source:** results obtained from Statistics SPSS IBM0.21 software.

From the previous table we note that Pearson's coefficient value was fairly high at The independent change of International Market Entry Strategy in Internal environmental factors ".637" indicating a correlation Between Entering international markets strategy and Internal

environmental factors by the study sample, and for Sig testing the regression of this test hypothesis is that the F value is equal to "16.207" at a Sig of .005.

From these results, it can be said that the regression model is statistically significant at the indicative level of .005, which confirms the impact of Internal environmental factors on the effectiveness of International Market Entry Strategy, as well as the value of the determination coefficient is equal to "0.515" in the sense that the Strategic analysis of internal environmental factors in export diagnosis performed by the enterprise an explanation of 51.5 % of the change in international markets entry strategy in the study sample and the rest 48.5 % belongs to the other variables (Strategic analysis of external environmental factors, and determining the strategic position of the enterprise). This is confirmed by the detailed analysis of the multiple regression, so that the imposition of null hypothesis ( $H_0$ ) and the acceptance of the alternative hypothesis ( $H_1$ ) that there is a statistically significant effect of the impact of the export diagnosis dimensions in the decision to enter international markets.

### **3. Conclusion:**

The study aimed to test the impact of export diagnosis on international markets entry strategy. The Cronbach's alpha and measurement model proved the reliability and convergent and discriminant validity of the study scales.

The results also showed a statistically significant positive impact relationship for all dimensions of export diagnosis in the SME's decision to enter international markets.

In the light of the analysis of the above-mentioned study and the results, especially those associated with Algerian exporting economic enterprises under study, the following proposals may be made for the benefit of Algerian exporting economic enterprises in general:

- Trying to benefit from the results of academic research from scientific articles that provide practical solutions to overcome the obstacles of the Algerian producer's presence in different international markets;
- Ensure the continued presence of specialized international forums in various countries, with the need to make a distinct information effort, in coordination with the commercial representation offices abroad;
- International marketing for the promotion of Algerian economic enterprises' exports outside of burns, given that marketing is one of the key factors for achieving a competitive and distinct attitude in today's business environment.

Lastly, we note that we have found it important to cover other subjects directly or indirectly associated with this study, with a view to achieving further expansion in the study's area.

These relevant themes can therefore be included:

- A diagnostic study of the sources of information available to the managers of Algerian economic enterprises wishing to internationalize their activities and to test their effectiveness in this process;
- A study on Algerian diplomacy's contribution to facilitating the entry of the Algerian Economic enterprise into international markets and how it operates.

***The Importance of export diagnosis in the Algerian Economic entreprise's strategy for entering international markets - Empirical study-***

---

**Bibliography List :**

- Abid, N. (2015). *L'intelligence économique et ses répercussions sur le contrôle de gestion -Cas des EPE de la wilaya de Tlemcen-*. (thèse Doctorat en comptabilité et contrôle de gestion), Algérie: Université Abou Bakr Belkaid – Tlemcen.
- Arrouche, N. (2020). *L'internationalisation des entreprises algériennes : motivations et contraintes*. (thèse du Doctorat en Économie et Finance Internationales), Algérie :Université Mouloud Mammeri de Tizi-Ouzou.
- ASSABANE , I., & MSSASSI , S. (2019). ***LES RISQUES EN PME EXPORTATRICES INCITATIFS A LA VEILLE STRATEGIQUE : UNE ETUDE EXPLORATOIRE AUPRES DES PME MAROCAINES EXPORTATRICES VERS L'AFRIQUE***. *Revue Internationale du Marketing et Management Stratégique*, 01(04), 20-40.
- Bouglet, J. (2010). *Stratégie d'entreprise* , édition lextenso,(1<sup>ère</sup> édition). paris, france.
- Chabounia, A. (2008). *Information monitoring systems in economic institutions - the role of information specialists* -. (PhD thesis in library science), Algeria: Mohamed Mentouri University, Constantine.
- Corinne, p. b. (2002). *Marketing international* . édition Dunod, (4<sup>ème</sup> édition), paris, France.
- Josée St-Pierre, Marie-Christine Longe Monnoyer, Martine Boutary. *Le rôle des TIC sur le degré d'exportation des PME : une étude exploratoire*. 8ème Congrès international francophone en entrepreneuriat et PME, Oct 2006, Fribourg, Suisse. hal-02551395.
- Kadri, A & Murtat, M. (2019). *Methods of ascertaining the normal distribution of data using some statistical laws, Spss software, Liserel and Excel and the consequences of its breach (applied examples)*. *Journal of Psychological and Educational Studies*, 08, pp.61-81.
- Khirdja.H.,(2023). *The impact of foreign trade liberalization on economic growth in Algeria using the trade openness index for the period 2010-2020*. *Journal of Economic Integration*,11(03),247-259.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill-Building Approach* (17th ed.). Chichester, West Sussex, USA: John Wiley & Sons Ltd.
- PANET-RAYMOND, A .,ROBICHAUD,D., MENVIELLE,W., & BALBINOT,Z.(2018).*Marketing international*. Edition Chenelière Education, Montréal, Canada.
- Malaykia, A. (2017). *Export obstacles for non-oil products in Algeria: Empirical study of the managers of exporting companies*. *Journal of Economic Reforms and Integration into the World Economy*, 12 (24), 170-186.
- Mkrache, F. (2015). *The impact of intelligent management on the strategic orientation of the institution: the case study of the Algerian airline company*, (doctoral thesis in management sciences), Algeria: Mohamed Khidir University, Biskra.
- Ortiz, J. A., & Ortiz, R. F. (2008). *Des obstacles à l'exportation chez les petites et moyennes entreprises: une proposition intégrative*. *Revue internationale PME*, 21(02), 9-42.
- PANET-RAYMOND, A .,ROBICHAUD,D., MENVIELLE,W., & BALBINOT,Z.(2018).*Marketing international*. Edition Chenelière Education, Montréal, Canada.
- Remas, M. (2016). *International marketing policies for economic institutions in Algeria under modern technologies - Empirical study on a sample of economic institutions in Algeria*. (PhD thesis in commercial sciences), Algeria: Aby Bakr University Belkaid, Telemcen.
- Ruzzier, M., Hisrich, R. D., & Antonic, B. (2006). *SME internationalization research: past,present and future*. *journal of small businessse entreprise development*, 13(04), 476-497.