

2006

The internet and export marketing from a Middle Eastern perspective

Zafar U. Ahmed

Prince Fahad Bin Sultan National University

Craig C. Julian

University of Southern Queensland

Imad B. Baalbaki

American University of Beirut

Tamar V. Hadidian

American University of Beirut

Publication details

Pre-print of: Ahmed, ZU, Julian, CC, Baalbaki, IB & Hadidian, TV 2006, 'The internet and export marketing from a Middle Eastern perspective', *Journal of Asia Business Studies*, vol. 1, no. 1, pp. 10-15.

ePublications@SCU is an electronic repository administered by Southern Cross University Library. Its goal is to capture and preserve the intellectual output of Southern Cross University authors and researchers, and to increase visibility and impact through open access to researchers around the world. For further information please contact epubs@scu.edu.au.

The Internet and Firm Internationalisation from a Middle Eastern Perspective

Zafar U. Ahmed, PhD
Texas A&M University at Commerce,
Commerce, Texas

Craig C. Julian, PhD
Department of Marketing and Tourism,
University of Southern Queensland,
Toowoomba, Queensland

Imad Baalbaki, PhD
American University of Beirut,
Beirut, Lebanon

Tamar V. Hadidian, MBA
American University of Beirut,
Beirut, Lebanon

Paper submitted for review to: Journal of Asia Business Studies

Send all correspondence to:
Dr. Craig Julian
Department of Marketing and Tourism,
Faculty of Business
University of Southern Queensland
Toowoomba Queensland 4350

Phone: 61 7 46315591
Fax: 61 7 46315597
E-Mail: julian@usq.edu.au

Key Words: Internet, Export Marketing, Internationalisation, Lebanon

The Internet and Firm Internationalisation from a Middle Eastern Perspective

Abstract

This study explores the role of the Internet in a firm's internationalisation process. The data was gathered based on a survey of 61 Lebanese manufacturing firms. Statistical analysis was carried out using cross-tabulation, Chi-square analysis and Fisher's Exact Test. Results show a positive relationship between Website ownership, average annual sales volume and export. The findings further indicate that the main reason for owning a corporate Website was to attract clients outside of Lebanon. The second and third top reasons for owning a corporate Website turned out to be improving the company's image and advertising respectively. Finally, the findings indicate a positive relationship between Website ownership and engaging in export, share of exports over total sales and the number of countries the firm exports to.

Introduction

Gibb (1990) claimed that in areas where there are already a significant number of small and medium-sized businesses, the predisposition to start a business will be higher. This can be proved by statistics that show higher rates of start-ups in areas that already have a high proportion of small and medium-sized businesses. Where no situation in support of the development of enterprise culture exists, those situations can be socially produced through training, education, promotion and reward systems intended to influence the ambitions and capabilities of the younger population during their formative years (Gibb, 1990).

Keng and Jiuan (1989) stated that in all countries around the world small and medium sized firms are the major providers of technological innovation and entrepreneurship. According to the authors, small enterprises adapt to environmental changes much quicker and more flexibly than larger firms. Smaller firms can respond to market forces quicker than their larger counterparts (Yaprak, 1985).

The appearance and development of strong small and medium-sized enterprises (SMEs) is vital to Lebanon's economic recovery and sustainable growth. A sound SME development strategy is needed to implement policies efficiently and to promote cooperation among the different institutions responsible for the delivery of services. So far both the public sector and professional organizations have failed to provide sustained support for small business development (UNDP, 2002).

In general the expansion of a nation's exports has positive effects on the growth of the economy as a whole as well as on individual firms (Cavusgil and Nevin, 1981). Exporting is of vital economic importance to trading nations and their firms. Exports boost profitability, improve capacity utilization, provide employment, and improve trade balances (Barker and Kaynak, 1992). According to Gripsrud (1990) the growing internationalisation of the world economy and the widespread opinion that increased exports benefit society has stimulated research in this area. In the U.S., the growing trade deficit is the most immediate factor behind the interest in this topic. A common objective in most countries today is to find ways to increase exports. This can be achieved either by encouraging exporting firms to export more or by inducing non-exporters to begin exporting. In 2000, Lebanese exports represented about five percent of GDP, which is considered a very low level (UNDP, 2002). According to

Fadi Abboud, President of the Association of Lebanese Industrialists “In this globalized world, industries do not survive if they are not export oriented” (Tenbelian, 2003: 23).

Given the substantial attention paid to the Internet in the business media and the widely held view that the Internet represents a substantive opportunity for both domestic and international marketing, it is rather astonishing that only limited scholarly research has been devoted to understanding the role of the Internet in the context of some of the major streams of research in marketing and international marketing (Hoffman and Novak, 1996). As such, conceptual and empirical evidence regarding the role and the impact of the Internet in business and exporting is quite scarce. The relative absence of a theoretical framework has led to significant confusion regarding the subject matter (Samiee, 1998). Dou, Nielsen and Tan (2002) suggest “The diffusion of global e-commerce has spurred the growth of exports through the Internet”. According to a recent report (Gould, 1997), global online exports will surge to \$1.4 trillion by the end of 2004. Accordingly, the Internet may be an effective marketing tool for exporters in a number of ways. Hamill (1997) argued that the effective use of the Internet could provide a low-cost "gateway" to the global market for companies intending to or engaging in exporting, especially for small-to-medium sized enterprises located in peripheral economies and those operating in global niche markets. The Internet has the potential of resolving some long-standing problems associated with exporting (Samiee, 1998). However, “the appropriateness of the Internet for an exporter should be viewed in light of its direct and indirect costs and benefits and expressed in terms of incremental revenue attributable to the use of the Internet in exporting” (Samiee, 1998: 414). As such, this

study examines the role of the Internet in export marketing for small to medium sized enterprises.

Literature Review

Evidently, as an increasing number of exporters develop Web sites, absence from the Internet can create a competitive disadvantage. However, non-exporting firms cannot look forward to becoming exporters overnight by virtue of developing and maintaining a Web site (Samiee, 1998). The costs related to designing and maintaining a Web site, for instance, can be larger than the capital of smaller firms (Gould, 1997). Developing an export-specific infrastructure within the firm is fairly involved and expensive. Moreover, export marketing involves many macro and micro planning and management considerations including meeting local product standards, target market pricing and competitive factors, export currency and payment issues, customer support and service requirements, legal and regulatory considerations, etc. None of these issues will be addressed simply by being present on the Internet (Samiee, 1998).

“The proposition that firms typically adapt to international marketing via an evolutionary series of sequential stages has a long and distinguished intellectual history” (Bennett, 1997: 327). It can be argued that the use of the Internet for global marketing allows firms to “leapfrog” the conventional stages of internationalisation, as it removes all geographical limitations, permits the instant establishment of virtual branches all around the world, and allows direct and immediate foreign market entry to the smallest of businesses (Bennett, 1997). Quelch and Klein (1996) suggested that

the Internet will speed up the internationalisation of small and medium-size firms. The Internet is expected to offer smaller firms “a level playing field” in relation to their larger competitors by reducing the traditional importance of economies of scale, making global advertising more affordable, and extending smaller firms’ market reach globally (Kotler, 2000: 670).

In a study of 358 UK exporting companies, Bennett (1997) found that Website owners generally expressed favourable views of their experiences of Web use, which appeared to be looked upon as facilitating export marketing without the need for foreign branches or direct foreign representation. Executives in Website owning companies were less cost conscious *vis-à-vis* export expenditures than executives from non-Website businesses (particularly in smaller firms). Moreover, they were less worried about lack of knowledge of foreign markets, languages and cultures (“psychic distance” variables) but did see the need to obtain foreign representation as more of an export barrier; 76 per cent of Website owners were pleased with the outcomes of Web use, and only 11 percent were “disappointed”.

Barriers to exporting might be significantly lessened by the use of the Internet. A company’s Website offers information about the firm and its products to browsers all over the world. Therefore, the conventional model of firms obtaining export orders through information leaking out of a company via formal and informal contacts with clients, suppliers, bankers etc... is not particularly relevant in the post-Internet situation. Exporters do not need to decide which foreign markets to serve because customers throughout the entire Internet world are likely to place orders (Bennett, 1997). The evolutionary model of international marketing, Welch (1996) argued,

emphasised the importance of experiential knowledge as a foundation for making steady progress towards internationalisation, involving information and skills obtained through the actual conduct of international business activities. This was a sluggish process as it involved relatively informal information acquisition and transfer via company employees seeking to build contacts and relationships in order to create a customer base. Therefore, according to Bennett (1997), it is logical to propose that the use of the Internet for international marketing might be improving information flow and reducing the costs of information collection and transmission to such a degree that some of the fundamental reasons for the slow and gradual internationalisation of companies are no longer relevant in the modern business world.

Several export development models classify exporters into several groups ranging from non-exporters to those that actively export. Other export development models divide exporters into sporadic and regular exporters (Samiee and Walters, 1991). According to Samiee (1998), the latter classification of exporters is more relevant for an analysis of Internet-based exporting because once a firm decides to engage in exporting with some level of regularity, its Websites should communicate a serious exporting business attitude rather than one that is only “experimenting”. Evidently, as firms gain experience with Internet use and as more powerful software and hardware technologies are offered, more sophisticated responses will follow. Sporadic exporting firms, on the other hand, are mainly domestically focused and their infrastructures and Web sites are primarily focused towards their domestic business (Samiee, 1998).

In a study conducted in the US by Robideaux, Elfrink, and Bachmann (1998) they proposed six factors that may affect a firm's decision to develop its own corporate Website. The objectives they proposed included: improving a firm's image, attracting new clients within the local area, attracting new clients outside the local area, better serving present clients, complementing other advertising, and satisfying curiosity/interest in the Internet. In a later study, Baalbaki and Sweidan (2000) investigated the management objectives behind the development of corporate Web sites in Lebanon. Improving corporate image, attracting new clients, and complementing other advertising turned out to be significantly important objectives behind the development of corporate Web sites in Lebanon.

Based on the results of studies conducted in the US and Europe, and after thoroughly reviewing the previous literature on Internationalisation and Export Marketing, the following research objectives have been formulated. First, is there a positive relationship between owning a corporate Website in Lebanon and export propensity? Second, is there a positive relationship between website ownership and engaging in export? Third, is there a positive relationship between website ownership and the number of countries that have been exported to? Finally, is there a positive relationship between website ownership and share of exports over total sales?

Methodology

The study was based on an empirical investigation of the role of the Internet in export marketing from the perceptions of senior managers of firms engaged in international business. The sample of firms came from a wide cross section of industries including,

food and beverage, jewellery, clothing and textiles, paints, plastics, paper, metallic, furniture, electronics, toiletries, ceramics, marble and granite, concrete and pharmaceuticals. The sampling frame was provided by the Lebanese Ministry of Industry. In order to obtain valid and reliable measures of the variables, previously validated scales were used for all of the constructs in this study. The questionnaire was developed and pre-tested using a small sample of exporters with the final instrument used to personally interview all respondents. All items measuring the role of the Internet in export marketing were measured via five-point bipolar scales with scale poles ranging from strongly disagree (1) to strongly agree (5).

The instrument contained items identified by the literature as to the use of the Internet in export marketing (Robideaux, Elfrink, and Bachmann, 1998; Baalbaki and Sweidan, 2000;). Robideaux, Elfrink, and Bachmann (1998) proposed six factors that may affect a firm's decision to develop its own corporate Website. These factors included improving a firm's image, attracting new clients within the local area, attracting new clients outside the local area, better serving present clients, complementing other advertising, and satisfying curiosity/interest in the Internet. In a later study, Baalbaki and Sweidan (2000) investigated the management objectives behind the development of corporate Websites in Lebanon. Improving corporate image, attracting new clients, and complementing other advertising turned out to be significantly important objectives behind the development of corporate Websites in Lebanon. As such, this study included the following uses of the Internet in export marketing: improving a firm's image, attracting new clients within the local area, attracting new clients outside the local area, better serving present clients,

complementing other advertising, and satisfying curiosity/interest in the Internet (Robideaux, Elfrink and Bachmann, 1998; Baalbaki and Sweidan, 2000).

After the pilot test the questionnaire was used to personally interview respondents from 61 firms out of an original sample of 82 accounting for an effective response rate of 74.4 percent and considered to be more than adequate (Groves, 1990).

Data Analysis

Prior to analysing the data a description of the sample is provided. The sample consisted of 61 respondents of which 55 were males (90.2% of the sample) and 6 were females (9.8% of the sample). This was as expected given it reflects the results of the Industrial Survey conducted by the Ministry of Industry (1999) where 88% of the workforce were males with females representing only 12% of the workforce.

In relation to the respondent's age, 9.8% of the respondents were under 25 years of age, 32.8% were between 25 and 35 years of age, 24.6% were between 36 and 45 years of age and 32.8% were over 45 years of age. Regarding the firms in the sample, average annual increase in sales for the past three years saw 36.7% of firms experience a net drop in sales with 13.3% experiencing an average annual sales increase of between 0% and 4%. This meant that 50% of the companies experienced either very low sales growth or a net drop in sales.

As far as export activity was concerned approximately 83.6% of firms were engaged in export with 54.9% of these firms being involved in international business for the

past 11 years or more. However, only 23.5% of these companies export to more than 9 countries. Furthermore, 72.5% of the exporters in the sample exported to Saudi Arabia. Saudi Arabia has the highest percentage compared to all the other countries. This was expected, since Saudi Arabia was the top destination for Lebanese exports for the years 2000 and 2001 (Ministry of Economy and Trade, 2003).

As for Website ownership, 54.1% of the companies do own a website. According to the UNDP (2002), Lebanese companies have begun to take profit from opportunities in e-commerce, but many establish a Web presence without streamlining their internal business cycle to new requirements. Attracting new clients outside of Lebanon and improving the firm's image appear to be the top reasons behind having a corporate Website. Advertising seems to be an important reason as well, but not quite as important as attracting new clients outside of Lebanon or improving the firm's image.

A check for non-response bias was also conducted. An 'extrapolation procedure' technique was used to assess non-response bias. This assumes that the groupings of actual respondents by an identified criterion are similar to the 'theoretical' non-respondents (Armstrong and Overton, 1977). Frequencies and independent *t*-tests were used to determine whether significant differences existed between the sample and the target population based on industry classification. No significant difference was identified between the sample and the target population for this classification variable. Therefore, as there appears to be no significant difference between respondents and non-respondents then the sample can be considered sufficient to draw conclusions about the use of the Internet for Lebanese firms.

To determine whether or not a positive relationship existed between owning a corporate Website and export the term export had to first be operationalised. The term export was operationalised on the basis of whether or not the company engaged in exporting, the number of countries the company exported to and the company's share of exports over total sales in 2002. Cross tabulation and chi-square tests were used for this purpose. The chi-square test allowed the researchers to test the statistical significance of the observed association in a cross-tabulation. In other words, it assisted in determining whether or not a systematic association existed between the two variables. If an association existed between the two variables, then cross-tabulation will assist in determining the direction of the relationship.

In order to determine whether there was a relationship between owning a corporate Website and engaging in export, a cross-tabulation was run between the two variables. The results of the cross tabulation are presented in Tables 1 and 2. Since one cell (25%) in Table 1 contained an expected count less than 5, Fisher's exact test was used to interpret the results. The results of the test are shown in Table 2. The Fisher's Exact Test in Table 2 revealed an exact (2-sided) significance of 0.004. Since the exact significance (0.004) is less than α (0.05) this means that there was a significant relationship between owning a corporate Website and engaging in export.

Insert Tables 1 and 2 about here

Concerning the direction of the relationship between owning a corporate website and engaging in export it can be concluded from Table 1 that those firms that own a Website are more engaged in export (97%) than those who do not own a Website (67.9%). Taken together with Table 2 this infers that there is a positive relationship between Website ownership and engaging in export.

In order to determine whether a relationship existed between Website ownership and the number of countries a firm exported to, a cross-tabulation was conducted between Website ownership and the number of countries the firm exported to. The results of this cross-tabulation are presented in Table 3 below.

Insert Tables 3 and 4 about here

Concerning the direction of the relationship between Website ownership and the number of countries exported to it can be concluded from Tables 3 and 4 that there was a positive significant relationship between the two variables. For example, 75% of the sample that had a corporate Website exported to 4 or more countries whilst 57.9% of the sample that didn't have a corporate Website exported to 3 countries or less.

To determine whether a significant relationship existed between Website ownership and the share of exports over total sales in 2002, a cross-tabulation was conducted

between the two variables, Website ownership and share of exports over total sales. The results of this cross-tabulation are presented in Table 5 below.

Insert Tables 5 and 6 about here

As can be concluded from Table 5 and Table 6, a significant relationship exists between Website ownership and share of exports over total sales.

Regarding the direction of the relationship between Website ownership and share of exports over total sales it can be concluded from Table 5 that 15.6% of those who own a Website have a share of exports over total sales of less than 10%, whilst 40.6% of those who own a Website have a share of exports over total sales of between 11% and 40%, and 43.8% of those who own a Website have a share of exports over total sales of more than 40%. As such, it can be concluded that there is a positive significant relationship between Website ownership and share of exports over total sales.

DISCUSSION

This study was concerned with an empirical investigation of the role that the Internet plays in export marketing. The data was gathered based on a survey of 61 Lebanese manufacturing firms. Statistical analysis was carried out using frequency distribution, cross-tabulation, Chi Square and Fisher's Exact Test. The analysis revealed several

useful insights into the role of the Internet in export marketing. First, the findings indicate that the main reason for owning a corporate Website was to attract clients outside of Lebanon. The second and third top reasons for owning a corporate Website turned out to be improving the company's image and advertising respectively. Finally, the findings indicate a significant positive relationship between Website ownership and engaging in export, share of exports over total sales and the number of countries the firm exports to. For example, firms that own a Website are more engaged in export (97%) than those who do not own a Website (67.9%). Furthermore, 75% of the sample that had a corporate Website exported to 4 or more countries whilst 57.9% of the sample that didn't have a corporate Website exported to 3 countries or less. Thereby indicating that a large percentage of the sample that were involved in export and firmly committed to export had a corporate Website whilst those that were not heavily involved in export or not quite committed to exporting didn't have a corporate Website. Leading to the possible conclusion that the more the firm exports or is committed to export the greater the need for a corporate Website. Finally, 15.6% of those who own a Website have a share of exports over total sales of less than 10%, whilst 40.6% of those who own a Website have a share of exports over total sales of between 11% and 40%, and 43.8% of those who own a Website have a share of exports over total sales of more than 40%. As such, it can be concluded that there is a significant positive relationship between Website ownership and share of exports over total sales. Furthermore, the more committed the firm was to export the greater the likelihood the firm had a corporate Website and that exports represented a significant portion of total sales. Thus, we conclude from this study that a corporate Website played an important and significant role in Lebanese firms' ability and commitment to engage in and actively pursue foreign export markets.

In spite of the important findings, the study had several limitations that relate to the sampling procedures and the sample size. Convenience sampling was the sampling technique used in this project. Although the abovementioned technique has many advantages, it also has serious limitations. Many sources of selection bias are present, including respondent self-selection. Moreover, convenience samples are not representative of any definable population. Therefore, it would not be theoretically meaningful for us to generalize to any population from a convenience sample, and convenience samples are not suitable for marketing research projects involving population inferences. Concerning sample size, our sample was relatively small (61 companies). However, the sample size decision was guided by a consideration of resource constraints.

Although our study helped shed light on the current situation, the data available are those that have been disclosed by the senior managers of Lebanese manufacturing firms. Data included some typical errors that are usually encountered in surveys, as well as errors due to the prejudiced declarations of manufacturers who are, for many reasons, often unwilling to reveal their real numbers, attitudes and perceptions. Finally, the lack of transparency in both the private and the public sectors in Lebanon is a major limitation to this type of research.

Future research should attempt to employ a more sophisticated definition of export. Whilst the relatively basic measure of export employed in this study (engage in export, share of exports over total sales, and number of countries exporting to) served to highlight some important issues and outcomes, more refined and multi-dimensional export measures could offer more interesting insights. In fact, in this research project,

we did not differentiate between the two different types of export: direct and indirect export. As a result, the findings may have been different if we had looked at one or the other. Although in this study we established that certain variables are positively related to each other what we still do not know is which variable is an antecedent of the other. The investigation of this issue is put forward as an agenda for future research. There is a need to empirically investigate which variable causes the other in order to properly guide Lebanese manufacturing firms. Finally, our study showed that the top three objectives for Web presence are: attracting new clients outside Lebanon, improving image, and advertising. Future research should empirically investigate the extent to which firms in other countries use the Internet for this purpose to see if this study has cross-national implications.

REFERENCES

- Armstrong, J.S., & Overton, T.S. (1977). Estimating non-response bias in mail surveys. *Journal of Marketing Research*, 14, 396-402.
- Baalbaki, I.B. & Sweidan, A.B. (2000). Corporate web sites: Objectives, effectiveness, and satisfaction. *Proceedings of the Academy of Business Administration Conference*, April 2000.
- Barker, AT. & Kaynak, E. (1992). An empirical investigation of the differences between initiating and continuing exporters. *European Journal of Marketing*, 26 (3), 27-36.
- Bennett, R. (1997). Export marketing and the Internet: Experiences of web site use and perceptions of export barriers among UK businesses. *International Marketing Review*, 14 (5), 324-344.

- Cavusgil, S.T. & Nevin, J.R. (1981). Internal determinants of export marketing behaviour: An empirical investigation. *Journal of Marketing Research*, 18, 114-119.
- Dou, W., Nielsen, U. & Tan, C.M. (2002). Using corporate websites for export marketing. *Journal of Advertising Research*, 42 (5), 105-115.
- Gibb, A. (1990). Entrepreneurship and intrapreneurship – exploring the differences. In R. Donkels and A. Miettinen (Eds.), *New Findings and Perspectives in Entrepreneurship*, Hant: Gower Publishers.
- Gould, C. (1997, 15 June). Sticker Shock on the Internet. *The New York Times*.
- Gripsrud, G. (1990). The determinants of export decision and attitudes to distant market: Norwegian fishery export to Japan. *Journal of International Business Studies* 21 (3), 469-486.
- Groves, R.M. (1990). *Survey errors and survey costs*. New York: John P. Wiley and Sons.
- Hamill, J.H. (1997). The Internet and international marketing. *International Marketing Review* 14 (5), 300-323.
- Hoffman, D.L. & Novak, T.P. (1996). Marketing in hypermedia computer-mediated environments: Conceptual foundations. *Journal of Marketing*, 60 (July), 50–68.
- Keng, K.A. and Jiuan, T.S. (1989). Differences between small and medium sized exporting and non-exporting firms: Nature and nurture. *International Marketing Review*, 6 (4), 27-40.
- Kotler, P. (2000). *Marketing management*. 10th Edition. Englewood Cliffs, NJ: Prentice Hall.
- Quelch, J.A. & Klein, L.R. (1996). The Internet and international marketing. *Sloan Management Review*, 38 (3), 60–75.
- Ministry of Economy and Trade (2003). Available from <http://www.economy.gov.lb>.

- Ministry of Industry (1999). Industrial Survey.
- Robideaux, D.R., Elfrink, J.A., & Bachmann, D.P. (1998). Service firms and Internet marketing: Objectives and satisfaction. In S. Fullerton and D. Moore (Eds.), *Proceedings of the Academy of Business Administration 1998 Conference*, Toronto, Canada.
- Samiee, S. (1998). Exporting and the Internet: A conceptual framework. *International Marketing Review*, 15 (5), 413-426.
- Samiee, S. & Walters, P.G.P. (1991). Segmenting corporate exporting activities: Sporadic versus regular exporters. *Journal of the Academy of Marketing Science*, 9 (2), 93-104.
- Tenbelian, V. (2003, January). Industry gets itself back on track: New measures revive ailing sector. *Lebanon Opportunities*, pp. 19- 23.
- UNDP (2002). *Globalization, Towards a Lebanese agenda: Lebanon 2001-2002*. New York: United Nations Development Program, National Human Development Report.
- Welch, L.S. (1996). Information behaviour and internationalisation. *International Journal of Technology Management*, 11(1/2), 179-192.
- Yaprak, A. (1985). Empirical study of the differences between small exporting and non-exporting US firms. *International Marketing Review*, 23, 72-83.

Tables

Table 1. Website Ownership-Engage in Export Cross-Tabulation

Engage in Export	Website Ownership of Company		Total
	Yes	No	
No	1	9	10
	3%	32.1%	16.4%
Yes	32	19	51
	97%	67.9%	83.6%
Total	33	28	61

Table 2. Owning a Website-Engaging in Export Fisher's Exact Test Results

Chi-Square Calculated	Chi-Square Tabulated (DOF=1, $\alpha=0.05$)	Fisher's Exact Test: Exact Sig. (2-sided)	Conclusion
9.361	3.841	0.004	There is a significant relationship at the 0.05 level.

Table 3 - Website Ownership-Number of Countries Exporting to Cross Tabulation

Number of Countries Exporting to	Website Ownership of Company		Total
	Yes	No	
1-3 countries	8	11	19
	25%	57.9%	37.3%
4-8 countries	12	8	20
	37.5%	42.1%	39.2%
9 countries or more	12	0	12
	37.5%	0%	23.5%
Total	32	19	51

Table 4. Website Ownership-Number of Countries Exporting to Chi-Square Results

Chi-Square Calculated	Chi-Square Tabulated (DOF=2, $\alpha=0.05$)	Conclusion
10.652	5.991	There is a significant relationship at the 0.05 level

Table 5 - Website Ownership-Share of Exports over Total Sales Cross Tabulation

Share of Exports Over Total Sales in 2002	Website Ownership of Company		Total
	Yes	No	
Less than 10%	5	17	22
	15.6%	65.4%	37.9%
11%-40%	13	7	20
	40.6%	26.9%	34.5%
Over 40%	14	2	16
	43.8%	7.7%	27.6%
Total	32	26	58

Table 6 - Website Ownership-Share of Exports over Total Sales Chi-Square Results

Chi-Square Calculated	Chi-Square Tabulated (DOF=2, $\alpha=0.05$)	Conclusion
16.906	5.991	There is a significant relationship at the 0.05 level