

7. Summary and Conclusions

Export orientation of companies and relationship capacities and behavior have been identified to be the two most important factors influencing firms' export performance.

Sporadic exporting companies lack of export market strategies. This causes that sporadic exporters penetrate foreign markets rather coincidentally and without any preparation. They tend to trust in the acquisition of information through learning-by-doing that causes frequent failures in addition to the withdrawal from foreign market operations. Sporadic exporters in our study did not realize adaptations or specializations to develop their products and processes to market trends.

The one-market focus instead of a diversified approach to various foreign markets increases the fragility of existing relationships.

As after-sales services and overall export services are totally absent, long-term and trustworthy relationships with clients cannot be established in their case. Furthermore, we claim that export promotion programs should be aimed at companies' competencies and skills as well as companies' resources with respect to export orientation and relationship capacities and behavior. Those variables which influence significantly export continuity represent a potentially impactful target for public promotion programs.

The relevant activities include the provision of knowledge and tailor-made information as well as the value generation of export operations.

We have been able to identify three different forms of export intensity of companies. The sporadic and the regular exporters and an interesting transition stage between both identified exporting forms from the literature review. The major difference between the company in the transition stage and sporadic exporters is the existence of export administration efforts with respect to almost all identified internal categories of a company concerning its export orientation.

We may hope that through the strengthening of sporadic exporters in the Mexican economy, Mexico will gain a stronger competitive position in international markets.