



Entrepreneurship & Marketing Strategy

The Mauritian SME under Globalisation

MRC Unsolicited Research Grant Scheme

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Presentation Overview

- Introduction & Research Objectives
- Research Methodology
 - Qualitative Research
 - Survey
- Findings
- Study Implications
- Conclusion

Introduction

- SMEs are the driving force of both developing and highly industrialized economies as they are the primary source of innovation, growth and new employment (WTO, 2005)
- SMEs usually comprise of approximately 99 % of all enterprises worldwide and account for approximately 44 -70 % of employment and they play an especially important role in new job creation (UNCTAD, 2006)
- It has become increasingly difficult to discuss the development of SMEs without linking it to the globalisation of markets

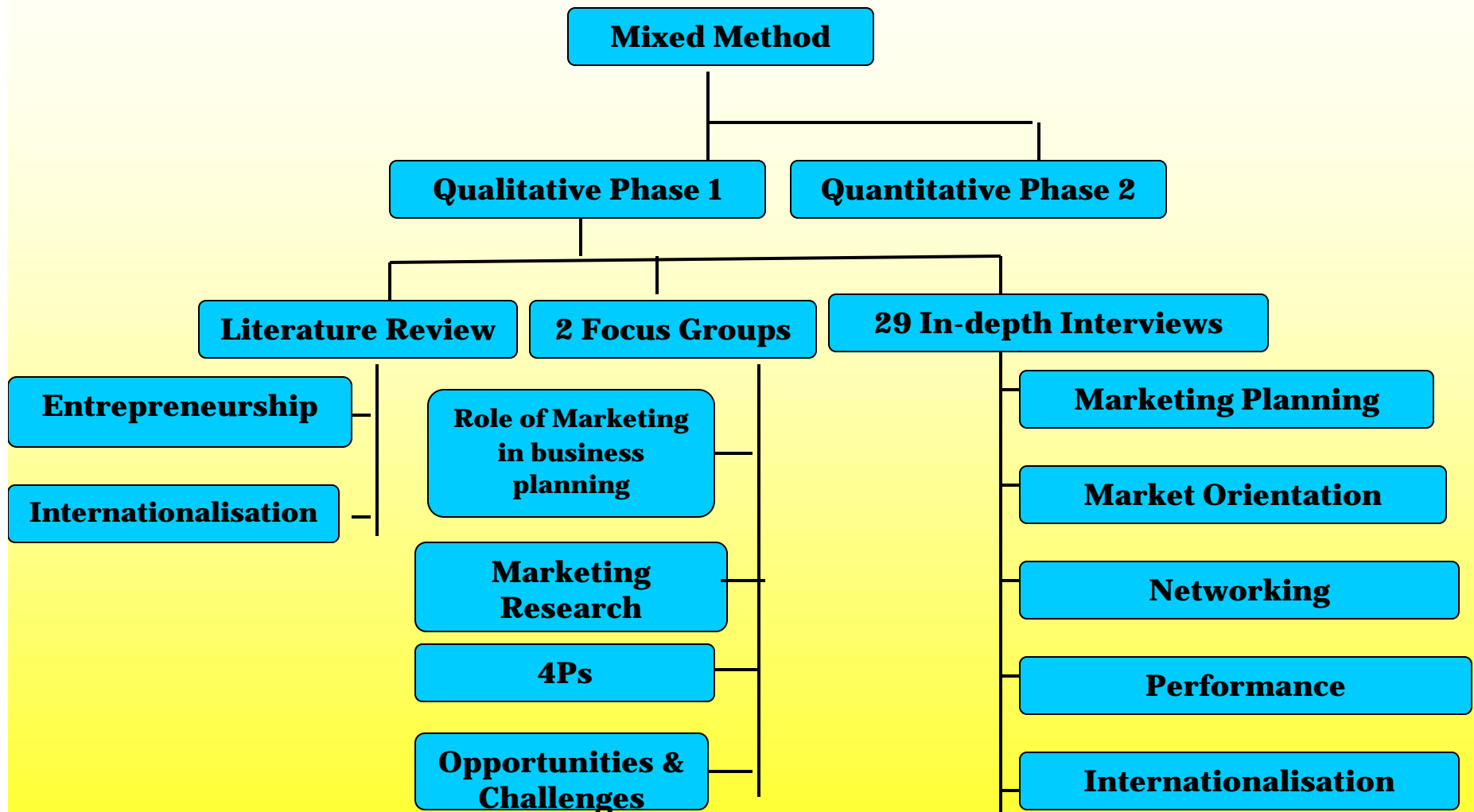
Introduction

- Considerable variation in the sophistication of marketing practice
- Ranging from virtually no marketing at all, lack of understanding of markets, to sophisticated marketing strategies and tactics marketing
- Marketing practice is situation specific
 - nature of the markets served
 - growth stage of the firm
 - type of industry
 - types of product or service offered
 - quality and style of management
 - access to resources

Research Objectives

- **Understand the general marketing orientation of SMEs in Mauritius.**
- **Analyse the marketing competencies of SMEs in Mauritius.**
- **Analyse the extent of internationalisation of Mauritian SMEs.**

Methodology



Qualitative Research

- The main objective of interviews and focus groups was to understand the perceptions of entrepreneurs on the three aspects:
 - Marketing as a culture in the small firm,
 - Marketing as a strategy and
 - Marketing as tactics
 - Quotes from interviews were clustered around themes to identify pertinent issues

Survey

- Use of a structured questionnaire to solicit the views and perceptions of SME owners/managers on different marketing, entrepreneurial and internationalisation issues
- English & French Version
- 31 questions
 - *Marketing competencies of SMEs*
 - *Globalisation And Competitiveness Of SMEs*
 - *Mauritian small firms' adaptability to globalisation*
 - *Strategic orientation of SMEs*
 - *International focus of SME*
 - *Reliance over Networking*
 - *Motives towards internationalization*

Sampling Plan

- Database of registered SMEs held by SEHDA 2004-2005
- Stratified proportionate sampling by sector
- Personal Interviews
- Sample size 600
- Response rate -43.8%

| Type of Industry | Population | Sample | Response |
|-----------------------------|------------|--------|----------|
| Food & Beverage | 213 | 112 | 78 |
| Leather & Garments | 154 | 81 | 29 |
| Wood & Furniture | 198 | 104 | 41 |
| Paper products & Printing | 94 | 49 | 23 |
| Chemicals, Rubber & Plastic | 82 | 43 | 12 |
| Jewellery & Related Items | 77 | 41 | 28 |
| Fabricated Metal Products | 169 | 89 | 18 |
| Other | 153 | 81 | 34 |
| Total | 1140 | 600 | 263 |

Qualitative Research

In-depth Interview Findings

- Respondents appear to acknowledge marketing planning as being essential to the future prospects of their enterprise but (93.1%) stated that there is no long term marketing planning
- The marketing mix is often confused with the marketing strategy of the business
- Pricing seems to be the element of the marketing mix, which retains most of their time and concern.
- ‘...we look at the price policy because of the cost of raw materials...we introduce products to attract customers...as for advertising we do it now and then’.
- A substantial reliance over local and international networks for technology acquisition, market knowledge and product development
- A very strong focus on satisfying customers and developing long term relationships with them

Focus Group Findings

- **Major Challenges/ Opportunities facing SMEs in Mauritius**
- **Size of Local Market**
- **Labour Laws**
- **Cost of Raw Materials**
- **Institutional Support**
- **Knowledge of Foreign Markets/Opportunities**
- **Product Development**
- **Networking**

Survey Findings

- **Based on an analysis of 263 completed questionnaires**
- **Sample Profile**

Gender

Female – 16.8%

Male – 83.2%

Age

41-50 yrs – 33.4%

Education Level

Secondary Level – 58.2%

Primary Level – 19.9%

Tertiary Level – 19.3%

Company's Age

>15 yrs – 55.8%

Number of Employees

0-9 employees – 65.6%

10-49 employees – 30.9%

Importance of Marketing Competencies

| | Vry Imp | Imp | Nthr Imp nor Unimp | Not Imp | Nt at all Imp | Mean | Mode |
|--|----------------|------------|-----------------------------------|----------------|----------------------|-------------|-------------|
| Knowledge of customers. | 52.47 | 41.83 | 4.56 | 1.14 | 0.0 | 1.54 | 1 |
| Knowledge of market trends. | 44.49 | 46.39 | 6.84 | 1.90 | 0.38 | 1.67 | 2 |
| Knowledge of competitive advantages. | 40.68 | 43.73 | 11.79 | 3.42 | 0.38 | 1.79 | 2 |
| Knowledge of competitive disadvantages. | 33.21 | 48.85 | 13.74 | 3.44 | 0.76 | 1.90 | 2 |
| Availability of on-time information for decision-making. | 33.46 | 48.67 | 15.21 | 2.28 | 0.38 | 1.87 | 2 |
| Exact sales forecasting. | 27.86 | 45.04 | 18.32 | 8.02 | 0.76 | 2.09 | 2 |
| Development of marketing plan. | 24.33 | 42.21 | 25.48 | 6.46 | 1.52 | 2.19 | 2 |
| Market segmentation to identify distinct groups of customers. | 22.90 | 46.18 | 19.85 | 8.78 | 2.29 | 2.21 | 2 |

Importance of Marketing Competencies

| | | | | | | | |
|---|-------|-------|-------|------|------|------|----------|
| Development of new products/services. | 31.94 | 50.57 | 12.93 | 3.04 | 1.52 | 1.92 | 2 |
| Deletion of old/weak product/services. | 21.46 | 46.36 | 20.31 | 7.66 | 4.21 | 2.27 | 2 |
| Improvement in quality of products/services. | 50.76 | 40.46 | 7.25 | 1.53 | 0.0 | 1.60 | 1 |
| Effective advertising/promotion | 20.23 | 42.37 | 24.43 | 8.40 | 4.58 | 2.35 | 2 |
| Managing public relationships through PR activities. | 17.49 | 43.73 | 27.76 | 4.94 | 6.08 | 2.38 | 2 |
| Managing market image/regulation of the company. | 29.39 | 48.09 | 17.56 | 3.44 | 1.53 | 2.00 | 2 |
| Achievement of sales targets. | 33.46 | 44.49 | 12.55 | 7.60 | 1.90 | 2.00 | 2 |
| Building a climate of trust with customers | 58.17 | 38.40 | 2.28 | 1.14 | 0.0 | 1.46 | 1 |
| Exact fulfilment of promises to customers. | 54.96 | 40.08 | 4.20 | 0.76 | 0.0 | 1.51 | 1 |
| Building a climate of trust with suppliers. | 45.63 | 46.77 | 6.08 | 1.14 | 0.38 | 1.64 | 2 |
| Building a climate of trust with banks. | 47.53 | 42.21 | 6.84 | 2.66 | 0.76 | 1.67 | 1 |
| Assessment of results and comparison with targets. | 25.86 | 50.57 | 15.59 | 7.22 | 0.76 | 2.06 | 2 |

Importance of Marketing Competencies

| | | | | | | | |
|--|-------|-------|-------|-------|------|------|----------|
| Terms to ease payments for customers. | 25.10 | 49.81 | 14.07 | 7.98 | 3.04 | 2.14 | 2 |
| Use of effective pricing methods. | 29.89 | 45.98 | 16.48 | 6.90 | 0.77 | 2.03 | 2 |
| Development of climate of trust with government. | 28.14 | 39.92 | 19.39 | 7.60 | 4.94 | 2.21 | 2 |
| Effective confinement of costs/expenses | 33.46 | 53.99 | 8.75 | 3.80 | 0.0 | 1.83 | 2 |
| Quality assessment production | 36.88 | 50.95 | 9.51 | 2.66 | 0.0 | 1.78 | 2 |
| Control of raw materials and supplies | 36.50 | 55.51 | 6.08 | 1.90 | 0.0 | 1.73 | 2 |
| Control of ratio of own to borrowed capital | 27.10 | 51.15 | 17.18 | 3.82 | 0.76 | 2.00 | 2 |
| Use of advanced marketing technologies. | 19.77 | 44.11 | 21.67 | 10.27 | 4.18 | 2.35 | 2 |
| Availability of working capital. | 34.98 | 53.99 | 9.89 | 1.14 | 0.0 | 1.77 | 2 |
| Setting market share objectives. | 24.05 | 45.42 | 22.52 | 7.25 | 0.76 | 2.15 | 2 |
| Setting profitability objectives. | 32.70 | 48.29 | 14.45 | 4.18 | 0.38 | 1.91 | 2 |
| Determining target markets. | 22.81 | 48.67 | 19.39 | 7.60 | 1.52 | 2.16 | 2 |
| Establishing the brand proposition in the various target markets. | 22.52 | 44.27 | 23.66 | 6.87 | 2.67 | 2.23 | 2 |
| Deciding brand positioning. | 20.53 | 41.44 | 29.66 | 6.46 | 1.90 | 2.28 | 2 |
| Determining marketing mix strategies. | 23.95 | 41.06 | 27.00 | 5.70 | 2.28 | 2.21 | 2 |

Mauritian SMEs & Importance of Marketing Competencies

| Factor analysis of marketing competencies | | | |
|--|--------------------|--------------------------------|-------------------------|
| Factor and items | Eigen value | % of Explained Variance | Cronbach's Alpha |
| Factor 1: Operational Marketing Competencies | 12.41 | 10.76 | 0.8391 |
| Factor 2: Brand Management Competencies | 2.90 | 9.66 | 0.8816 |
| Factor 3: Micro Environment Management Competencies | 1.98 | 9.55 | 0.8237 |
| Factor 4: Sales Management Competencies | 1.62 | 9.00 | 0.8373 |
| Factor 5: Marketing Control Competencies | 1.53 | 8.89 | 0.7599 |
| Factor 6: Market Research Competencies | 1.21 | 8.81 | 0.827 |
| Factor 7: Financial Management Competencies | 1.17 | 8.55 | 0.8351 |
| Total Variance Explained | | 65.21 | |
| <p>Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.</p> | | | |

SMEs Performance on Marketing Competencies

| | Str Agree | Agree | Nthr Agree nor Disagree | Disagree | Stry Disagree | Mean | Mode |
|--|------------------|--------------|--|-----------------|--------------------------|-------------|-------------|
| We encourage customer comments and complaints because they help us to do a better job. | 40.68 | 49.81 | 8.37 | 1.14 | 0.0 | 1.71 | 2 |
| After-sales service is an important part of our business strategy. | 30.80 | 46.77 | 15.21 | 4.18 | 3.04 | 2.02 | 2 |
| We have a strong commitment to our customers. | 51.71 | 42.21 | 6.08 | 0.0 | 0.0 | 1.54 | 1 |
| We are always looking at ways to create customer value in our products. | 42.59 | 47.53 | 9.51 | 0.38 | 0.0 | 1.68 | 2 |
| We measure customer satisfaction on a regular basis. | 30.53 | 43.89 | 22.52 | 2.29 | 0.76 | 1.99 | 2 |
| Our firm would be a lot better off if the sales force worked a bit harder. | 18.63 | 42.59 | 31.56 | 5.32 | 1.90 | 2.29 | 2 |
| In our company marketing's most important job is to identify and help meet the needs of our customers. | 27.38 | 54.75 | 15.59 | 1.90 | 0.38 | 1.93 | 2 |
| We define quality as the extent to which our customers are satisfied with our products/services. | 42.21 | 45.63 | 9.51 | 1.90 | 0.76 | 1.73 | 2 |

SMEs Performance on Marketing Competencies

| | | | | | | | | |
|---|-------|-------|-------|-------|-------|-----|------|----------|
| We regularly monitor our competitors' marketing efforts. | 14.07 | 36.12 | 31.94 | 12.17 | 5.70 | 263 | 2.59 | 2 |
| We frequently collect marketing data on our competitors to help direct our marketing plans. | 11.79 | 23.57 | 41.44 | 16.35 | 6.84 | 263 | 2.83 | 3 |
| Our salespeople are instructed to monitor and report on competitor activity. | 10.65 | 28.90 | 31.56 | 17.49 | 11.41 | 263 | 2.90 | 3 |
| We respond rapidly to competitors' actions. | 15.97 | 35.36 | 32.32 | 10.65 | 5.70 | 263 | 2.55 | 2 |
| As members of top management, we often discuss competitors' actions. | 13.31 | 35.74 | 35.36 | 10.65 | 4.94 | 263 | 2.58 | 2 |
| We consider opportunities based on competitive advantage. | 14.89 | 43.13 | 27.86 | 9.54 | 4.58 | 262 | 2.46 | 2 |
| In our firm the marketing people have a strong input into the development of new products/services. | 10.69 | 36.64 | 42.75 | 6.87 | 3.05 | 262 | 2.55 | 3 |
| Marketing information is shared with all departments. | 11.83 | 35.88 | 37.79 | 11.45 | 3.05 | 262 | 2.58 | 3 |
| All departments are involved in preparing business plans/strategies. | 9.92 | 32.82 | 43.51 | 9.16 | 4.58 | 262 | 2.66 | 3 |
| We do a good job integrating the activities of all departments. | 11.45 | 44.27 | 32.44 | 9.54 | 2.29 | 262 | 2.47 | 2 |
| The marketing people regularly interact with other departments on a formal basis. | 10.69 | 35.88 | 41.60 | 9.92 | 1.91 | 262 | 2.56 | 3 |
| Marketing is seen as a guiding light for the entire firm. | 17.18 | 30.92 | 41.98 | 5.34 | 4.58 | 262 | 2.49 | 3 |

SMEs Performance on Marketing Competencies

| | | | | | | | | |
|---|-------|-------|-------|-------|-------|-----|------|----------|
| Our management information system can quickly determine the profitability of our major customers. | 12.93 | 33.84 | 41.83 | 7.98 | 3.42 | 263 | 2.55 | 3 |
| Our management information system can quickly determine the profitability of our product lines. | 12.21 | 34.73 | 42.75 | 6.49 | 3.82 | 262 | 2.55 | 3 |
| Our management information system can quickly determine the profitability of our sales territories. | 11.07 | 31.68 | 45.80 | 6.87 | 4.58 | 262 | 2.62 | 3 |
| Our management information system can quickly determine the profitability of our distribution channels. | 9.54 | 32.06 | 47.71 | 6.49 | 4.20 | 262 | 2.64 | 3 |
| Frontline staff interacts directly with customers to see how we can serve them better. | 21.67 | 46.01 | 23.19 | 5.32 | 3.80 | 263 | 2.24 | 2 |
| We do a lot of marketing research to assess customer perceptions of our products/services. | 11.07 | 33.21 | 36.64 | 9.54 | 9.54 | 262 | 2.73 | 3 |
| We are slow to detect changes in our customers' preferences. | 1.53 | 17.18 | 28.24 | 35.11 | 17.94 | 262 | 3.51 | 4 |
| We collect industry information on an informal basis. | 14.89 | 38.93 | 32.44 | 9.92 | 3.82 | 262 | 2.49 | 2 |
| We regularly review the likely effect of changes in our business environment (e.g, interest rate changes, changes in legislation) | 17.87 | 48.67 | 28.14 | 3.80 | 1.52 | 263 | 2.22 | 2 |

SMEs Performance on Marketing Competencies

| | | | | | | | | |
|---|-------|-------|-------|-------|-------|-----|------|----------|
| We regularly have inter-departmental meetings to discuss market trends and developments. | 6.90 | 24.52 | 55.56 | 8.81 | 4.21 | 261 | 2.79 | 3 |
| Our marketing people regularly discuss customer needs with other departments. | 4.21 | 29.50 | 54.41 | 8.81 | 3.07 | 261 | 2.77 | 3 |
| Customer satisfaction data are regularly distributed to all departments. | 6.51 | 24.52 | 55.17 | 9.96 | 3.83 | 261 | 2.80 | 3 |
| There is minimal communication between marketing and other departments about market developments. | 2.68 | 13.03 | 51.34 | 27.20 | 5.75 | 261 | 3.20 | 3 |
| When one department finds out something about a competitor it is often slow to alert other departments. | 1.53 | 11.49 | 52.11 | 24.52 | 10.34 | 261 | 3.31 | 3 |
| It takes us forever to decide how to respond to competitors' price changes. | 2.29 | 16.79 | 35.50 | 29.39 | 16.03 | 262 | 3.40 | 3 |
| Somehow we tend to ignore changes to our customers' product/service needs. | 3.82 | 16.79 | 27.86 | 32.44 | 19.08 | 262 | 3.46 | 4 |
| We regularly check our product/service developments to assess whether they are in line with customer needs. | 18.25 | 52.09 | 25.10 | 3.04 | 1.52 | 263 | 2.17 | 2 |
| Our business activities are driven more by technological advances than by market research. | 12.17 | 24.71 | 44.87 | 12.17 | 6.08 | 263 | 2.75 | 3 |
| The products/services we sell are determined more by internal politics than market needs. | 7.98 | 12.17 | 41.83 | 29.66 | 8.37 | 263 | 3.18 | 3 |

SMEs Performance on Marketing Competencies

| | | | | | | | | |
|---|-------|-------|-------|-------|-------|-----|------|----------|
| If a competitor launches a programme targeted at our customers we'll react immediately. | 17.18 | 36.26 | 31.68 | 9.92 | 4.96 | 262 | 2.49 | 2 |
| The activities of our departments are well co-ordinated. | 12.98 | 45.80 | 33.59 | 6.87 | 0.76 | 262 | 2.37 | 2 |
| Customer complaints fall on deaf ears in this firm. | 1.15 | 13.36 | 19.08 | 39.31 | 27.10 | 262 | 3.78 | 4 |
| We are quick to respond to significant changes in our competitors' pricing. | 9.16 | 37.02 | 39.31 | 9.92 | 4.58 | 262 | 2.64 | 3 |
| If we find out that customers are dissatisfied with the quality of our products/services we immediately take corrective action. | 35.50 | 45.42 | 17.18 | 1.15 | 0.76 | 262 | 1.86 | 2 |
| We invest significantly in managing and promoting our service brands. | 11.79 | 35.74 | 37.26 | 11.03 | 4.18 | 263 | 2.60 | 3 |
| We invest significantly in managing and promoting the reputation/image of our organization/firm. | 15.59 | 42.21 | 33.46 | 5.70 | 3.04 | 263 | 2.38 | 2 |
| We invest significantly in customer loyalty programs. | 15.97 | 31.94 | 40.68 | 7.22 | 4.18 | 263 | 2.52 | 3 |
| We invest significantly in research into internal perceptions about our brand(s) | 9.51 | 27.00 | 42.97 | 12.93 | 7.60 | 263 | 2.82 | 3 |
| We invest significantly in research into external perceptions about our brand(s) | 13.69 | 27.38 | 41.83 | 9.51 | 7.60 | 263 | 2.70 | 3 |

SMEs Performance on Marketing Competencies

| Factor analysis of SMEs Current Business Philosophy | | | |
|--|---------------------|--------------------------------|-------------------------|
| Factor and items | Eigen values | % of Explained Variance | Cronbach's Alpha |
| Factor 1: Competitive Environment Monitoring | 12.84 | 26.25 | 0.9114 |
| Factor 2: Marketing Research Orientation | 5.02 | 10.27 | 0.9052 |
| Factor 3: Managing Information For Profitability | 3.55 | 7.37 | 0.961 |
| Factor 4: Customer Service Orientation | 2.67 | 5.61 | 0.8347 |
| Factor 5: Inter-Departmental Coordination | 2.10 | 4.33 | 0.9145 |
| Factor 6: Market-Driven Orientation | 2.05 | 4.28 | 0.7733 |
| Factor 7: Information Sharing Orientation | 1.58 | 3.48 | 0.896 |
| Factor 8: Market Trends Identification | 1.27 | 2.69 | 0.6846 |
| Factor 9: Communication Orientation | 1.18 | 2.48 | 0.7543 |
| Factor 10: Market Responsiveness Orientation | 1.11 | 2.29 | 0.6089 |
| Total Variance Explained | | 70.21 | |
| Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. | | | |

Impact of Globalisation on Marketing Performance

| | Very high impact | Moderately high impact | Neither high nor low impact | Moderately low impact | No impact at all | N | Mean | Mode |
|---|-------------------------|-------------------------------|------------------------------------|------------------------------|-------------------------|-----|------|----------|
| Competitive pricing of your products/services | 25.95 | 32.82 | 22.14 | 10.69 | 8.40 | 262 | 2.43 | 2 |
| Product quality | 25.19 | 31.30 | 21.76 | 12.60 | 9.16 | 262 | 2.49 | 2 |
| Speed of reaction to customer needs | 20.23 | 36.26 | 24.43 | 9.54 | 9.54 | 262 | 2.52 | 2 |
| Company brand image | 14.94 | 32.18 | 30.27 | 11.11 | 11.49 | 261 | 2.72 | 2 |
| Personal selling | 10.31 | 23.66 | 36.26 | 13.36 | 16.41 | 262 | 3.02 | 3 |
| Product range | 14.12 | 37.40 | 28.24 | 7.63 | 12.60 | 262 | 2.67 | 2 |
| Contacts with industry suppliers | 14.56 | 30.65 | 33.33 | 9.20 | 12.26 | 261 | 2.74 | 3 |
| Distribution coverage | 9.23 | 30.38 | 35.38 | 9.23 | 15.77 | 260 | 2.92 | 3 |
| Marketing research | 4.98 | 25.67 | 41.76 | 11.49 | 16.09 | 261 | 3.08 | 3 |
| Product performance | 14.56 | 32.95 | 24.14 | 14.56 | 13.79 | 261 | 2.80 | 2 |
| Cost advantage | 17.62 | 35.25 | 27.97 | 8.81 | 10.34 | 261 | 2.59 | 2 |
| After-sales service | 11.20 | 28.19 | 28.96 | 12.36 | 19.31 | 259 | 3.00 | 3 |
| Advertising | 8.85 | 20.38 | 36.15 | 11.92 | 22.69 | 260 | 3.19 | 3 |
| Other promotions | 9.16 | 22.90 | 36.26 | 10.31 | 21.37 | 262 | 3.12 | 3 |
| Product design | 12.98 | 32.82 | 29.01 | 9.16 | 16.03 | 262 | 2.82 | 2 |
| Marketing information gathering | 4.21 | 22.61 | 41.00 | 12.64 | 19.54 | 261 | 3.21 | 3 |
| Packaging | 9.16 | 22.52 | 32.44 | 12.60 | 23.28 | 262 | 3.18 | 3 |
| Attraction and retention of customers | 17.94 | 35.88 | 25.19 | 10.31 | 10.69 | 262 | 2.60 | 2 |
| Marketing planning | 10.31 | 25.19 | 39.69 | 7.63 | 17.18 | 262 | 2.96 | 3 |

| SMEs Response to Globalisation | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Mean | Mode |
|---|-----------------------|--------------|-----------------------------------|-----------------|--------------------------|-------------|-------------|
| You have put stronger emphasis on profit margin. | 17.18 | 49.24 | 26.72 | 5.73 | 1.15 | 2.24 | 2 |
| You had frequent price adjustments. | 16.09 | 49.04 | 23.75 | 8.05 | 3.07 | 2.33 | 2 |
| You had to provide extra service to justify higher prices. | 14.50 | 40.08 | 33.21 | 8.40 | 3.82 | 2.47 | 2 |
| You had to practice competitive pricing to maintain customers. | 16.03 | 43.51 | 25.57 | 10.31 | 4.58 | 2.44 | 2 |
| You tried to increase sales volume. | 20.99 | 53.44 | 20.99 | 3.05 | 1.53 | 2.11 | 2 |
| It provided you with an opportunity to capitalise on new markets. | 10.31 | 42.75 | 35.50 | 8.02 | 3.44 | 2.52 | 2 |
| You were forced to stay ahead of new competitors. | 9.96 | 38.70 | 41.76 | 7.28 | 2.30 | 2.53 | 3 |
| You had to carry marginally profitable products to satisfy customers. | 10.73 | 45.98 | 35.63 | 6.13 | 1.53 | 2.42 | 2 |
| You had to invest more in technology. | 17.56 | 41.22 | 30.15 | 7.63 | 3.44 | 2.38 | 2 |
| You had to reduce product lines. | 3.45 | 28.74 | 45.98 | 16.86 | 4.98 | 2.91 | 3 |
| You had to introduce new products. | 14.89 | 51.15 | 27.10 | 4.58 | 2.29 | 2.28 | 2 |
| You had to increase market research. | 7.66 | 32.95 | 43.30 | 10.73 | 5.36 | 2.73 | 3 |
| You had to provide more discounts to customers to move slow products. | 11.88 | 39.46 | 33.33 | 9.96 | 5.36 | 2.57 | 2 |
| You had to increase promotional activities. | 8.02 | 29.77 | 42.75 | 13.36 | 6.11 | 2.80 | 3 |
| You had to broaden sales force responsibility. | 11.07 | 42.75 | 33.21 | 9.54 | 3.44 | 2.52 | 2 |
| You had to re-examine distribution channels. | 5.75 | 33.33 | 38.31 | 16.09 | 6.51 | 2.84 | 3 |
| You had to reduce sales force. | 5.38 | 25.00 | 46.54 | 13.46 | 9.62 | 2.97 | 3 |
| You had to change marketing planning. | 3.82 | 29.77 | 46.56 | 11.83 | 8.02 | 2.90 | 3 |

Importance of Internationalisation for Mauritian SMEs

| International orientation | Very important | Important | Neither important nor unimportant | Not important | Not at all important | Mean | Mode |
|--|----------------|-----------|-----------------------------------|---------------|----------------------|------|----------|
| Undertaking foreign visits for business. | 22.61 | 40.20 | 19.60 | 7.54 | 10.05 | 2.42 | 2 |
| Undertaking foreign holiday. | 10.10 | 26.26 | 34.85 | 14.14 | 14.65 | 2.97 | 3 |
| Encouraging foreign visits for key staff within the enterprise. | 6.57 | 22.22 | 38.89 | 14.65 | 17.68 | 3.15 | 3 |
| Encouraging language learning by key staff within the enterprise. | 4.04 | 23.23 | 37.37 | 16.67 | 18.69 | 3.23 | 3 |
| Paying for language training for key staff within the enterprise. | 3.57 | 16.33 | 43.37 | 15.82 | 20.92 | 3.34 | 3 |
| Learning about foreign markets. | 12.18 | 40.61 | 29.44 | 6.60 | 11.17 | 2.64 | 2 |
| Knowledge about foreign competitors. | 7.54 | 34.67 | 34.17 | 6.53 | 17.09 | 2.91 | 2 |
| Experience of foreign cultures. | 11.11 | 37.88 | 30.81 | 8.08 | 12.12 | 2.72 | 2 |
| Developing links with international business networks (formal and informal international contacts) | 16.58 | 42.71 | 23.12 | 6.53 | 11.06 | 2.53 | 2 |
| Having a network of foreign friends/colleagues. | 20.10 | 41.21 | 23.12 | 8.04 | 7.54 | 2.42 | 2 |
| Encouraging foreign visitors to the enterprise. | 13.13 | 36.87 | 29.29 | 9.09 | 11.62 | 2.69 | 2 |

International Orientation of SMEs

| | Very much | Relatively much | Neither much nor little | Relatively little | None at all | Mean | Mode |
|--|-----------|-----------------|-------------------------|-------------------|-------------|------|----------|
| There was significant planning for exporting products/services. | 2.29 | 11.45 | 18.70 | 9.92 | 57.63 | 4.09 | 5 |
| There was significant amount of effort involved in developing foreign customer bases. | 5.73 | 8.78 | 17.94 | 11.45 | 56.11 | 4.03 | 5 |
| There was significant amount of financial resources allocated to developing foreign markets. | 3.05 | 10.31 | 18.70 | 12.21 | 55.73 | 4.07 | 5 |
| There was significant amount of human resources dedicated to develop foreign markets. | 2.67 | 9.92 | 20.99 | 9.54 | 56.87 | 4.08 | 5 |
| There were more financial resources devoted to developing domestic markets. | 27.10 | 43.89 | 18.32 | 6.87 | 3.82 | 2.16 | 2 |
| There were more human resources devoted to developing domestic markets. | 30.15 | 38.55 | 23.66 | 3.82 | 3.82 | 2.13 | 2 |
| There was significant planning for developing domestic markets. | 29.77 | 44.66 | 18.32 | 3.82 | 3.44 | 2.06 | 2 |

Study Implications

- SMEs who understand and appreciate the added value of a strong marketing orientation culture will be in a better position to compete internally and externally
 - Tactics (4P's) and strategies (Marketing planning, competitor monitoring, marketing research)
 - Upgrading Financial Management & Marketing Skills
- Policy measures to support the internationalisation process of Mauritian SMEs
 - Building resource base (market knowledge, human resources, financial resources, institutional support, training)
 - Access to and quality of market information
 - Networking (technology access and skills development)
 - Competitiveness through coopetition (simultaneous cooperation and competition)

Conclusion

- **The present survey has contributed to a more in-depth understanding of the role of marketing, entrepreneurship, and internationalisation of the Mauritian SME under globalisation**
- **The results can be viewed as a foundation for more thorough follow-up research**
- **Limitations – response rate and non-inclusion of those SMEs who are not members of SEHDA**

Thank You for Listening

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