

VILNIUS UNIVERSITY

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**INTEGRATED EXPORT DEVELOPMENT UNDER CONDITIONS OF  
GLOBALIZATION**

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Social Sciences, Management and Administration (03 S)

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VILNIAUS UNIVERSITETAS

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**INTEGRUOTA EKSPORTO PLĖTRA GLOBALIZACIJOS SĄLYGOMIS**

Daktaro disertacijos santrauka

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## INTRODUCTION

### *Relevance of research*

Constantly changing global business environment encourages the search for new competitive capabilities, thus creating background for the stimulation of international business relationships. The importance of international trade relationships, them being an integral part of international business, shifts the focus of attention towards the search of new export development strategic directions. The obvious and potential benefit for the state's economic growth and development requires exploitation of propelling challenges in the global arena. It is widely accepted that an increase in the export volumes has a positive impact both on the development of separate states as well as individual subjects of the economy. Current empirical researches (Baylis, Smith, 1997; Andersen, Herbertsson, 2003; Sena, 2004, Kearney, 2004; Beck, 2006) reveal the impact of speedier globalization processes for the current state's involvement into political, technological, cultural integration processes thus attracting attention of all concerned: both international business management theorists, state institutions, interested in export development and business sector enterprises. Integration tendencies in the world economy stimulate the search of new export development methods and strategic means, their evaluation and implementation as the important driving forces for national economic growth.

As the states enter into more and more into international exchanges, export promotion and development mechanisms evolve in the global trading system. Current Lithuanian state's position, as it enters into exchanges with the ever-changing global environment, must be conceptually justified, enabling equal participation in the international trade and the ability to withstand globalization's challenges. Most importantly, export promotion and development mechanisms and instruments should allow for timely responses towards the increasing liberalization of economic relationships and encourage the introduction of prerequisites for the acceleration of economic growth, creating new workplaces, and encouraging rational use of local resources. Current changes in the world reveal that every state, despite its small-scale local market, can become an equal participant of the global market. State support for exporters becomes a necessity due to inevitable competition with economy subjects from other states who are in a more favorable position. This advantageous position is acquired not only through the longer experience in the global market but also from effectively functioning export promotion processes management system in their countries.

As a reaction to the challenges of the contemporary globalization processes, many scientists, such as Northdurft (1992); Hibbert (1998); Porter (1990); Patnayak (1996); Czinkota (2002); Prahallad (1990); Evans (1997) distinguish export development conception which emphasizes the importance of non-traditional export development. This type of development would include creation of new exportable products and/or penetration into the new, previously inapproachable, markets as well as development and diversification of non-traditional export areas thus creating more dynamic and competitive business environment. Representatives of this concept argue that for the research and implementation of export development methods and means there is a need to identify opportunities, which not only allow sustaining traditional markets or entering the new ones, but also provide help while creating competitive advantages in the enterprise, product sector and state levels. States are not always capable of fully

implementing export development due to specific restrictions that exist internally. Management of successful export development processes is a complex task, as it requires a lot of efforts, resources and persistence in comparison with traditional export promotion methods. Consequently, it defines concentration of theorists' efforts for new export development strategic directions formation, new internationalization and export development trajectories models creation. The challenges in the management of export development in the context of global area create new requirements for the states, their national institutions and economy subjects. They are challenged to adopt new strategic export development decisions that would encourage focus on the creation and acceptance of new skills. Such innovations would allow overstep the boundaries of traditional business and enable the acquisition of competitive advantage in the global area product markets.

### ***Scientific problem***

Accelerating changes of the global business environment evoke the need for an updated understanding of the possible benefits of exporting and in a new way to evaluate its attitude towards long term perspective. As the scientific research object, states' export development is especially relevant in the merging sciences of economy and management. From the long term point of view, the directions of export development are mostly frequently discussed by theorists, who are stressing the importance of the export function and its impact for the economy and for the country's economic growth. In the traditional economic growth theories the emphasis lies within the autarchy economic policy which attempts to satisfy economy's requirements without export and import operations and without international trade division. In the current world such a point of view is difficult to justify as globalization driving forces have an inevitable impact on businesses and encourage more openness level in the countries where economic isolation would seem paradoxical.

Special attention to the researches related to the formation of export development directions formation has been given by foreign authors- as Czinkota, Ronkainen, Gencturk, Kotabe, Cavusgil, Zou, Porter, Dicken, 2003 and many more. Different aspects of this question were also considered in the studies of Lithuanian authors such as Purlys, Rakauskienė, Jucevicius, Marcinskas, Melnikas, Diskienė, Miskinis, Langviniene, Kucinskiene and Vilpisauskas. However, the modern-day solution and practical application of this problem is shifting and requiring to for new export development directions and strategically important decisions under the impact of current world economy conditions. Growing importance of export development in the global area allows for distinction of four conceptual directions, which accelerate export opportunities exploitation in the long term perspective. . *The first direction* - theoretical end empirical research of export processes in the micro level, tries to explain why and how enterprises engage into the export activities thus supporting the discretionary management of export development processes. (Hibbert, 1987; Albaum, Stradskov, Duerr, 2005; Czinkota, Ronkainen, Moeffett, 2005). Existing literature on export marketing extensively investigates the effectiveness of a number of firm level factors on business export performance. The importance of export development processes is widely analyzed in the international trade literature, focusing on the effectiveness of decision – making by enterprises. The newest concepts in this area emphasize export development potential of economy subjects. Establishment of strategic alliances in exporting (Obadia,

2009), exploring the entrepreneurial underpinning for export development (Giamartino, Mcdougall, Bird, 1993; Ibeh, Young, 2001), and cluster formation (Narayana, 2007; Karelakis, Mattas, Chryssochoidis, 2008) are widely accepted contemporary directions tailored for export development patterns in small and medium-sized enterprises (SMEs).

*The second direction* is related to the analysis and evaluation of export promotion support provided by state to the exporters (Gencturk, Kotabe, 2001; Czinkota, 2002; Purlys *at all.* 2004; Shamsuddoha, 2006; Jakutis, Liukaitis, Samulevičius, 2007, etc.). Relevance of export promotion analysis and research is conditioned by the state's concern towards economy subjects which are encouraged to try and find realistic mechanisms and instruments, inducing their active involvement into export activity.

Through increasing involvement into the global economic integration processes, determined by growing market requirements and declining trade barriers among national economies, it is critical to acknowledge that *the third direction* - the solution one of the key components to many globalization problems – is emphasizing the importance of sustainable competitive advantage as opposed to the search for only short term competitive advantages (Porter, 1990; 1995; 2003; Hamalainen, 2003; Sena, 2004; Korsakienė 2004). Acemoglu, Johnson, 2005; Stonehaus, Snowdown, 2006). Intensifying expansion of international trade (export and import) determines the transformation of states' economic policies, search for new instruments by formulating and implementing export development and promotion strategies together with the creation of suitable institutional structure, which could accelerate the adaptation process of states and their economy subjects in the global space.

States, which are tied together by globalization, experience faster economic growth than the ones that integrate into the world economy at a slower pace. Therefore, *the fourth direction*, which is related to the evaluation of globalization catalysts - globalization driving forces should be included into the current polemics as it relates to further export development directions in Lithuania. Integrated utilization of purposeful and concentrated export development instruments that are suitable to the state's macroeconomic policy, strategies and specific political and economic situation, would reveal the potential for Lithuanian export development in the global area.

With respect to challenges of global trading environment system whilst evaluating Lithuania's state economy, the need for exploration of new integrated export promotion and development methods and means that would be suitable for increasing economic growth arises. To summarize, it can be therefore stated that it is actually a ***scientific problem*** –that is analyzed in this doctoral dissertation **the expansion of the export development concept in consideration to the challenges of globalization.**

***The object of the research of dissertation:***

***Export development in the global area.***

***The main aim of the research***

To prepare the integrated export development directions model with the focus on its applicability to Lithuania's export development possibilities improvement in the context of current state of globalization.

In order to achieve the aim of the research detailed ***objectives are formulated:***

- (1) To evaluate and present theoretical aspects of export promotion and export development strategic directions in the context of globalization challenges.
- (2) To identify alternatives for of export promotion and development instruments as well as their practical applicability by using advanced world and Finland's experience in particular.
- (3) To prepare the model of theoretical export development trajectories
- (4) To reveal obstacles that are suppressing Lithuanian SME's export development and to evaluate motivation for Lithuanian export promotion activity transformation through the use of empirical research.
- (5) To verify the applicability of the export development trajectories model and to supplement it.
- (6) Through the use of the results from the empirical research, to foresee areas and means for the improvement of the integrated export development, while promoting export volumes growth of the SME's enterprises.

### ***Methodology and methods of research***

The basis for the analysis of the scientific problem in this thesis was the employment of a highly explorative and complex perspective towards the scientific object and its integrated parts. In order to find a solution for the problem raised, as well as to present the theoretical and practical results, the following common and specific scientific methods were used: analysis and synthesis of scientific literature, analysis and comparison of statistical data, logical abstraction, surveys, grouping, elaboration, comparison, summary and graphic design.

SPSS program was used in order to summarize the survey results.

### ***Structure and the scope of the research***

The dissertation consists of introduction, three chapters, conclusions and suggestions. The volume of the dissertation is 214 pages, including 22 tables, 29 pictures and 12 appendices.

The first part of this dissertation, "Theoretical interpretations of export development concepts and their evaluation", analyses internationalization and globalization processes and their impact upon export development directions, as well as highlights the inducement of national export strategy and the importance of its application for economy subjects export development. This part of the thesis also emphasizes the concepts of export promotion and export development strategies together with their importance while selecting export development directions. Furthermore, the first part of the thesis highlights the importance of suitable institutional structure formation and the impact of positive institutional encouragement on the results of export development. Presentation of the theoretical integrated export development trajectories model, which is prepared by the author, finishes the theoretical part.

In the second part, „Lithuanian export development management in the world's context“, application of export promotion advanced experience is discussed. In this part world experience is analyzed and summarized. Moreover, Finland's innovative experience in this area in the global context is emphasized. Lastly, the second part of the thesis discusses Lithuanian export promotion policy, export development strategy and



the impact upon export promotion encouragement instruments to enterprises' competitiveness as well as upon country's economic growth.

In the third part of the dissertation, logical and statistical analysis of empirical research results, together with the systematization of these results, provides the support towards the integrated export development directions. This analysis also enables the creation of Lithuanian integrated export development directions model and identification of the directions for future research. At the end of the thesis conclusions and proposals are presented.

### ***Used sources in dissertation***

Comprehensive analysis of multiform scientific literature as well as statistical and methodological sources was carried out in the dissertation. The sources of scientific literature, used for the preparation of this dissertation were mainly foreign (USA and European countries). The main literature sources used in the dissertation are monograph editions and scientific articles, published empirical researches, reflecting the newest results of export promotion and export development researches; also statistical data; legal documents, regulating global trading system; materials from conferences and scientific recommendations, information from electronic databases. This dissertation was also complemented through the use of data from primary research, based on surveys.

### ***Scientific novelty, theoretical and practical significance of the dissertation***

Scientific novelty of the dissertation is presented by the results of the scientific research that are submitted for public defense. The subject matter is theoretical and multipurpose; export development mechanisms and instruments as well as their creation, adaptation and other aspects are analyzed.

*Theoretically*, the main scientific result of this work is new conceptual view of integrated export development and the use of instruments under the conditions of globalization. The proposed government export development model and its theoretical and practical adaptation allows for a disclosure of concentrated and integrated export development directions, which point out to the coordinated export development improvement.

*Practically*, the following aspects of dissertation are significant:

- Lithuania's integrated export development trajectories model was created. It allows for systematic formulation of export promotion and development strategy as well as institutional structure, while implementing changes caused by the challenges of globalization processes.
- Lithuanian SME manufacturing industry and services companies' view towards the importance of export support and instrument content was empirically supported. Statistically important dependency of these parameters and current internationalization stage as well as export promotion instruments' usefulness were defined.
- During this scientific research a model was examined. SMEs and export development expert evaluations were investigated in order to prepare recommendations for necessary changes.
- Dissertation's empirical research and its outcomes, which include foreign trade (export) problems' evaluation, their reasons, structure of export support institution system, export development and expansion activities as well as their evaluation and

applicability under Lithuanian conditions, can be applied in practical work of exporters, consultants and other foreign trade participants.

- The main arguments and results of this work can also be used whilst teaching export management and export promotion subjects in universities, preparing qualification improvement seminars, as well as being useful to those involved in export activities, for example manufacturing companies' specialists and consultants. The theoretical material and research results from this dissertation are being used in the subject "Export Management" given by the author.
- The key ideas and recommendations can be adapted to the development of further scientific research and improvement of theoretical integrated export development mechanisms.

## **REVIEW OF THE CONTENT OF DISSERTATION**

### ***Theoretical interpretations of export development conceptions and their evaluation***

Analysis of scientific material revealed that the contemporary export development conceptions theoretical grounding in the long term perspective requires integrating different conceptual directions, highlighting the impact of globalization processes and their driving forces. Therefore, the first part of the first chapter "The theoretical interpretations of export promotion and development conceptions and their evaluation" of the dissertation, attention, at first, is devoted for the highlighting theoretical aspects of their possible impacts for export development opportunities. Searching for business development possibilities necessitates theoretical and empirical valuation of international business processes in the context of the current internationalization and globalization processes. Internationalization, influenced by globalization challenges, acquires new qualitative and quantitative features.

From the viewpoint of Dhanapala 2001; Wild, Wild, Han, 2006, an essential link between internationalization, globalization and the nation state is the concept of sovereignty. The state, as the main participator/actor in the internationalization processes, exercises sovereign right independently to shape its domestic and foreign trade policy. Therefore, in the opinion of author, it is possible to predicate that in internationalization processes of every state it is possible envisage its economic, political, cultural, social and technological, etc. development peculiarities.

Currently proceeding contemporary globalization has become the most essential worldwide. Globalization is perhaps the most important force at work in contemporary society, business, management and economics (Held *et al.* 2002; Stonehouse *et al.* 2004; Gupta, Govindarajan, 2004). Authors Garrett (2000), Pugaciauskas (2000) defines globalization as process of worldwide common production, technologies, management patterns, social structures, and political organizations, cultures and values convergence leading to common supranational institutions and ultimately to common society. In more and more complex international business environment international trade is integral to the process of globalization; therefore its development becomes the important component of economic growth and development. Considering the importance of exports for countries' economic development, the question of the day is how states and their economy subjects should improve export performance in the markets radically changed by globalization?

Concept of export-led growth (growth through exports), especially stresses significance of exports for country's economic growth, the necessity to create production facilities to serve export markets, to attract foreign private investment and technology to build new export industries, also to create export promotion and development strategies and export promotion institutional structure. (Jatuliavičienė, 2000; Beggs, Fischer, Dornbush, 2005; Todaro, Smith, 2006).

Literature studies reveal that separate authors present different definitions of globalization but uniting features in all definitions are that they highlight the trend towards greater political, economical, cultural and technological interdependence among national institutions and economies (Stonehaus *et al.*, 2004; Kluyver, Pearce, 2003; Kucinskiene, Jatuliaviciene, 2005).

The globalization processes create business environment that radically differs from the former providing new challenges and trade-offs. Discussing the peculiarities of the global economy it is useful to evaluate as it opens new markets, provides extensive choice of the human and other resources, activates the process of partnership and creates competitive pressure (Kucinskiene, Jatuliaviciene, 2002). Therefore it is useful to identify a number of key drivers of change, which are forces likely to affect the structure of an industry, sector or market. Yip (1992; 1995) identified industry globalization drivers in five areas: market, competitive, cost, technology and government – underlying conditions that create the potential for an industry to become more global. In this respect the drivers of globalization are a combination of many factors which have forced businesses to look outside their domestic markets for growth opportunities

The drivers of environmental change are of particular concern for business enterprises. The regulations, legislation and policies of governments can drive businesses to potential globalization. Especially positively was the shift to increasing liberalization of world trade of the countries by lessening trade barriers through reduced import quotas and other international barriers.

The effects of globalization are recognized as the most important factor, which fundamentally impacts the government's ability to respond to an ever-increasing number of public policy issues. Under conditions of globalization state functions can be transferred /or divided “upwards” for supranational/regional and/or global institutions/subjects, “downwards” for local institutions and “slantwise” for private actors, such as transnational corporations (TNCs).

The globalization forces, creating complex and dynamic environment, engender companies to develop a new strategic management styles and new set of competencies that would enable the success in the global marketplace. Market openness, associated with globalization, has increased the speed, frequency and magnitude of access to worldwide markets, including all tangible and intangible aspects of commerce, by a new and more diverse set of competitors. Businesses seek to achieve a sustained competitive advantage in an increasingly competitive and geographically diverse marketplace by accepting long-term strategic decisions.

In the second part of the first chapter alteration of internationalization models in the context of globalization challenges is discussed. Two stage-method models of internationalization have surfaced: the Uppsala internationalization and the innovation-related internationalization (I-M) models, considering the internationalization of firms to be a gradual slow and incremental process and the network model (Johansson, Mattsson, 1988) describing internationalization as a cumulative process, in which relationships are

continually established, maintained, developed, broken and dissolved in order to achieve the objectives of the firm.

The stage approach to internationalization has been well documented and finds support in business practice. The author presents comparison of different points of view in relation with the criteria defining content and number of different stages.

The innovation model (Bilkey, Tesar, 1997; Cavusgil, 1980; Reid, 1981; Crick, 1995; Naidu ir Rao, 1993) is similar to the Uppsala except at beginning. The model assumes that internationalization begins with a series of management innovations that occur within the firm. Exporting is often the first major step.

The challenge of competing on global basis is causing business enterprises to behave in new ways. Responses to the global environment challenges direct attention of researchers that it is necessary to define concepts which could be identify favorable opportunities and possible threats for successful business development based on new competences. The theoretical and empirical aspect of current business development highlights the importance of entrepreneurship and innovations as one of the most important key drivers of change (Giamartino, McDougall, Bird, 1993; McDougall, Oviatt, 2000; Zahra, George, 2002). There is no particular answer for suitable responses of the global environment, but those enterprises with greater entrepreneurship and innovation capacity will achieve a better response from the environment, by creating capabilities needed to improve their competitive position. Therefore, a perspective for long term competitiveness in the modern globalization environment calls for innovational management. In new global business market will not only survive but also prosper only enterprises that will to upgrade their products, use technology skillfully and will cooperate with national consulting, and training institutions, research institutes.

Traditional internationalizations models are insufficient to describe the growing number of firms that are providing goods and services globally from birth – the Born Global firm. This concept, discussed in the dissertation explains why some small and medium sized firms get involved in international activity shortly after their inception (Bell, 1995; Knight, Cavusgil 1996; Madsen, Rasmussen, Servais 2000; Rasmussen, Madsen, Evangelista, 2001).

Literature studies revealed (Bartlett, Ghoshal 1992, 1995; Pfeffer, 1994; Ghoshal, Bartlett 1997, Zou, Cavusgil, 2002; Adler, Gundersen, 2008)) that management attitudes of national and international companies responsible for establishing potential competitive advantages have been the subject of some research and allowed to identify peculiarities of these specific management orientations ethnocentrism, polycentrism, regiocentrism, geocentrism and cybercentrism. Considering the literature analyzed, empirical research of internationalization process models and management orientations was researched later by the author. Globalization challenges for enterprises, eager for entrenchment into the global space, force to overcome identified obstacles stemming out from necessity to make adaptations in order to expand and diversify export markets and to improve competitiveness. Therefore, stages of domestic to global evolution and their characteristics highlighting the importance of needed changes during evolutionary transformation of the company from local stage to universal one are presented in the thesis.

In an increasingly complex international business environment, characterized by economic interdependence, trade development through exports is gaining wide

acceptance as important and one of the necessary components of a country's economic growth and development.

Instruments of export promotion are deeply analyzed in the third part of the first chapter. Export promotion as trade stimulation through policy action [Cavusgil et al (1990)] that would most greatly increase exports, seeks to improve the export performance of a country in an increasingly competitive, global economy.

Realignments on both macro and micro levels are occurring on a daily basis, making past orientations obsolete and compelling companies to seek new business beyond national borders. Exports and export promotion activity that have received interest only recently due to the balance of trade deficit, unemployment and domestic growth slowdown, are becoming important components of the state economic development program (Todaro, Smith, 2006). The economic justification for government involvement in export promotion is based on the theory of asymmetric information and other market failures. Private firms alone will not provide foreign market information, as companies hesitate to incur research and marketing costs that can also benefit competitors.

The understanding that export expansion is needed to achieve further growth and development induced the governments of various countries to create export promotion policies, export strategies, establish export promotion institutions and create programmes for export promotion.

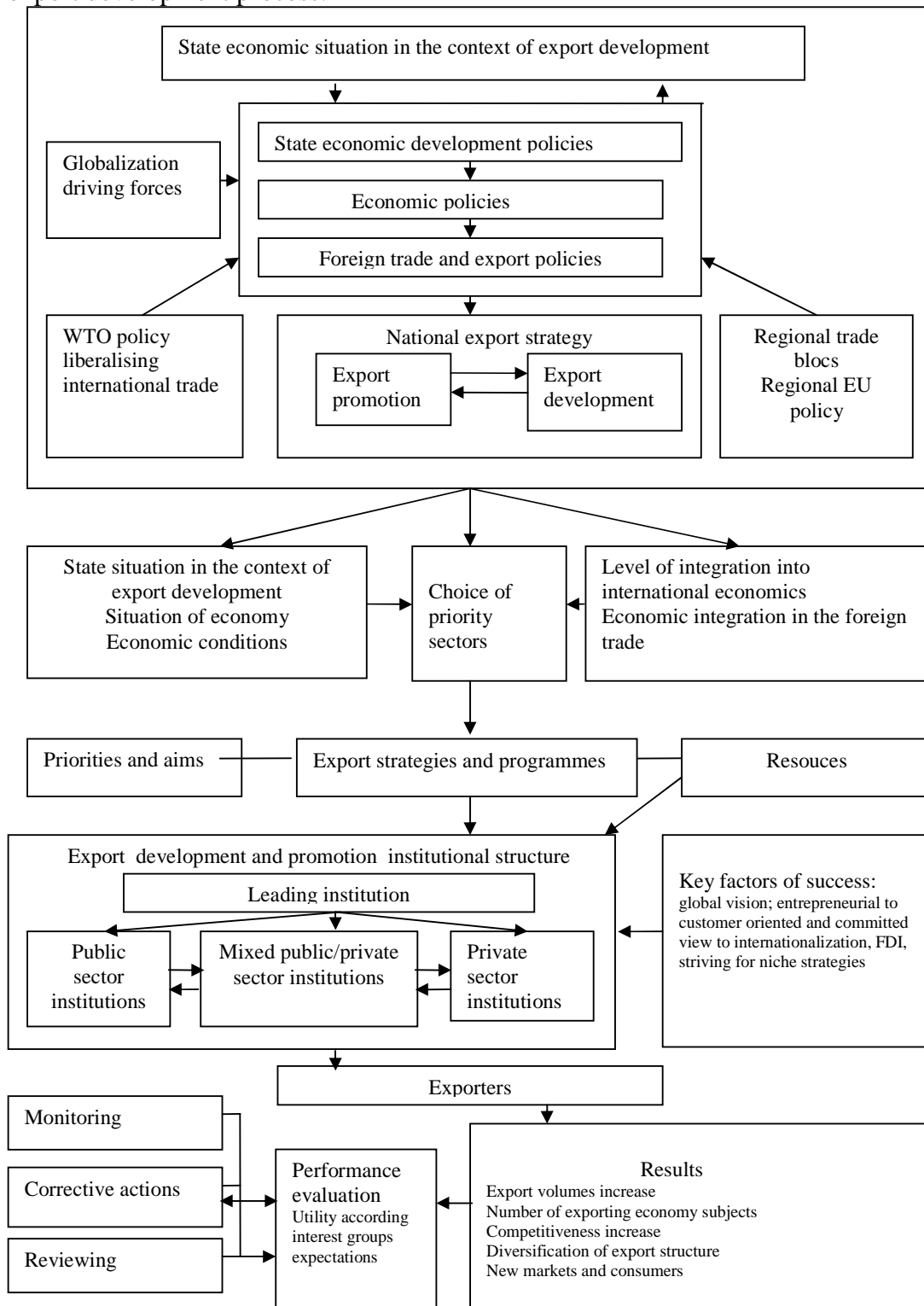
Governments were responding to greater liberalization of foreign trade regulations and increased competition from abroad. Export promotion strategy is an important component of country's economic growth and development and is related with possibilities to increase exports. Differences between two concepts export promotion and export development strategy evidence in their orientation. Export development aims at producing new export products and/or penetrating new markets that were not accessible before. The aim of export development strategy is to identify existing opportunities and encourage new industries or production facilities to be set up in order to meet newly identified demands in the international market (Nordurf, 1992; Hibbert, 1998).

Trade promotion organizations are re-examining their role in light of today's changing trade environment. The question which arises at first is that of the proper institutional framework for export promotion. A wide variety of state institutions provide export assistance. Although export promotion programs can be the exclusive prerogative of government institutions, involving implementation and sponsorship by government alone, with strengthening of the private sector they are duplicated by private sector institutions, or are the result of the joint efforts of government and business. Who and where gives the assistance for exporters and the form of assistance varies among the countries according to the country's history, political and economic circumstances, economic and social structure. This occurs because there is not uniform agreement on the nature or extent of involvement by private and public sector in export promotion.

The export assistance philosophies of countries or regions can be characterized by the amount of public and private sector involvement and the degree to which they are loosely coordinated or strategically integrated.

Today a high profile is given for public sector institutions in export promotion. Governments are moving towards a greater support for exporters in a number of ways. International competition will be further increased as a result of these activities.

Analysis of the theoretical literature on export development concepts development allows to present theoretical integrated export development trajectories model, presented in Figure 1. Its objective is to identify main forces driving national export development process.



**Figure 1. Theoretical integrated export development trajectories model** (developed by the author)

Summarizing it is possible to say, that during last decades export-led economies grew faster than those trying to protect their local markets with high barriers. Considering export benefit, every state is interested in active support as for its economy subjects export opportunities improving, as helping for current or potential exporters to widen or strengthen their activities in the international markets. State's economic growth, based on exporting, as the engine of economic growth must be concurrent with entrepreneurship, innovations implementation, infrastructure improvement for export purposes, investment climate improvement trying to strengthen or create new high technology exporting industries.

Striving for long term economic growth under conditions of current globalization, at first it is needed to evaluate current economy's position and potential. New techno economic and socio institutional paradigms require new and balanced changes. The lack of country's financial, institutional and human resources requires defining priorities for national trade support network foreseeing which support types must be emphasized, for which target auditory must be devoted and in which way to be provided also as needed resources. Integrated export development trajectories conceptual model, including theories. SME's characteristics and strategy's configuration, enable single-mindedly to manage export development process in the context of globalization conditioned integrational processes context.

### ***Lithuanian export development management in the world context***

Seeking get deeper understanding about export promotion practice, in the first part of the second chapter advanced experience of export promotion is analyzed. Empirical studies support the view that export promotion agencies (EPAs) can be crucial for export success (Rose, 2005). Research, performed by Lederman, Olarreaga, Payton (2006) suggests that today's EPAs are effective in boosting exports. Recognition and support (including adequate funding) from sponsoring governments is critical. There must be a sophisticated understanding of the trade promotion organizations (TPO's) role among the country's leadership, and active involvement to produce system-wide engagement and support. National economic policy should also direct resources into industry sectors that have growth potential, not into propping up industries that are inherently disadvantaged. A further critical aspect is the positive engagement between the business community, industry and exporter associations and groupings. Dialogue should be continuing, future-oriented and collaborative in tone and action.

Finnish government policy states that, because Finland is a small economy, rapid economic growth can only be achieved by utilizing the global market, i.e. by exporting and going global. The Finnish approach defines export promotion in its broadest terms and in so doing brings together a number of parallel initiatives to internationalize the economy.

The world trade promotion organizations (TPO) awards recognize outstanding performance by TPO's. demonstrating outstanding performance in their diverse approaches to trade promotion. The experience of Finland was evaluated by example of Finpro, recognized as best from the best among TPO's in 2006. Finpro transformed itself into one partnering with individual companies to help them innovate and internationalize their business

It should be noted that Finland's approach emphasize the internationalization of the enterprise, employ a focused industrial cluster approach, link export strategy directly

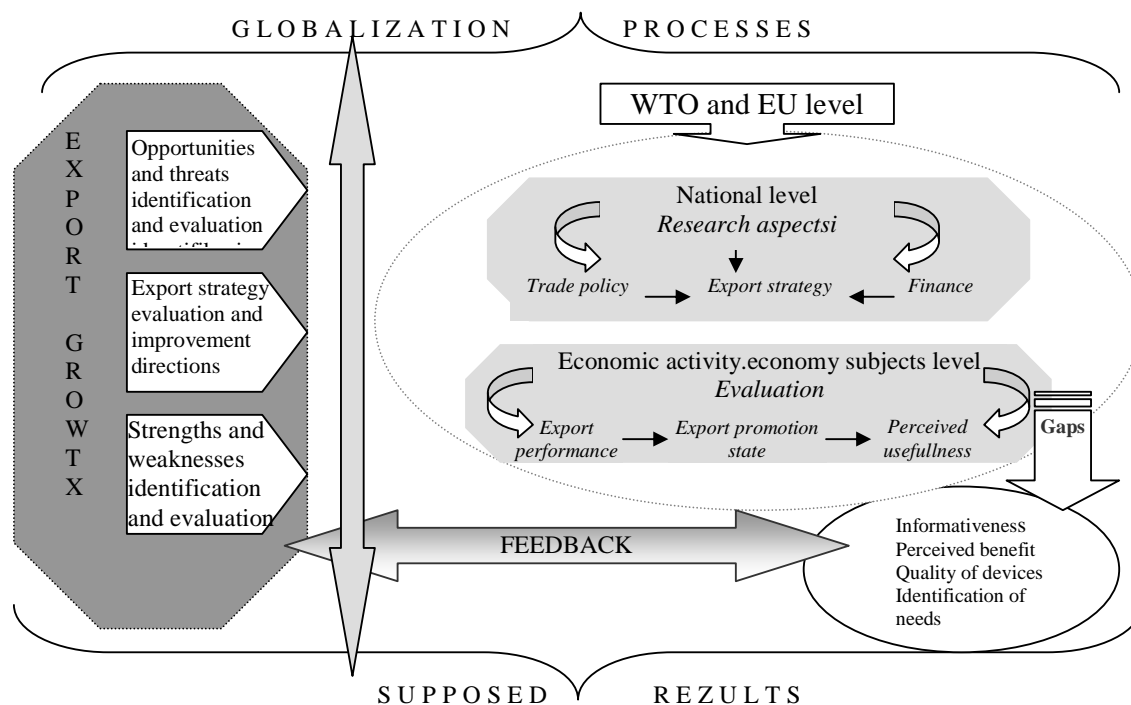
to industrial strategy, ensure institutional networking, emphasize the public-private sector partnership in R & D and treat export support as a business.

Finland takes a long-term, cluster-specific approach to export development. Finland's National Industrial Strategy, launched in 1993 following a period of unparalleled economic recession, identifies key clusters in the Finnish economy where conditions are thought to exist for long-term competitive expansion and progressive export growth. Economic and export development/internationalization strategies focus on these sectors using a 20-year time-frame.

Finnish and foreign-owned companies are equally eligible for government and EU-sponsored incentives in Finland. The incentives are mostly intended to promote investments in economically less developed regions in northern and eastern Finland. Most of the support is provided for small and medium sized enterprises only and includes cash, grants, loans, tax benefits, equity participation, guarantees and employee training.

Finland invests heavily in the innovation system. It has been estimated that the total investment into research and development is around 5 bn. € annually. The share of the public sector is estimated more than 70 percent. The key criterion in the allocation of competitive and fixed-term research funding is the scientific quality of research.

Evaluating Lithuanian export development trajectories in the context of integration processes it is useful to perform research according to the research sequence presented in the Figure 2.



**Figure 2. Lithuanian export development trajectories research sequence** (developed by the author)



### ***Lithuanian export development subjects interests' diagnostics***

The third chapter describes research methodology and presents the reasoning behind the choice of empirical research stages, as well as empirical research problem.

The following criteria for the achievement of empirical research aims were distinguished by the author:

1. By type of impact (influence on export growth).
2. By impact object (SME's in manufacturing industry and services (wholesale and retail trade and construction) industries.
3. By utility of impact.

The practical case analysis is employed in this research which allows for the evaluation of functionality of the proposed theoretical model.

Survey data has been used to test statistical *hypotheses*:

H.1. Evaluation of export promotion encouragement depends on the type of firm's activity area

H.2. With the growing export experience, the application of export promotion is evaluated more favorably.

H.3. With the growing involvement in export activities the need to collaborate increases.

H.4. There is interdependence among the lack of information in the separate areas of export.

H. 5. There is interdependence among the usefulness of separate export tools

The survey questionnaires were based on theoretical considerations and prepared by author's theoretical model of integrated export development trajectories. Based on the parameters of this material sampling, adaptation to empirical research, has been identified, and questions had been formulated. Questionnaire consists of open and closed questions which are divided into three parts. First part analyzes current situation of respondents' enterprises exporting situation whilst defining their current internationalization stage. In the second part, testing of raised hypotheses is conducted and respondent attitude to export promotion state is identified. The third part questions a possible need for (increased) cooperation intensity, with the consideration to the internationalization stage.

Survey data was processed and analyzed by using statistical data analysis methods such as statistical data analysis packet SPSS 13.0, Mann-Whitney and Kruskal-Wallis test criteria as well as Spearman correlation ratio.

### ***The results of the research***

As the respondents named the types of **economic activities** they are in, while answering questions based on the nominal scale, their answers showed that more than half of the enterprises operated within the manufacturing sector- 52,6 percent while less than half of them operated within trade and construction sectors- 47,4 percent (see appendix 12). Through the use of the interval scale, responses regarding **length of companies' activities** were gathered. The results showed that there were 21,1 percent of companies that had the operational history of up to 5 years, 40 percent five to nine years, 30,3 percent ten to fifteen years and 8,7 percent operated longer than 20 years. According to the **size of the companies by the number of people employed**, there were 23, 2 percent of up to 9 employees, 49-55,8 percent of 10 employees and 21 percent of the companies had 50 to 249 employees.

**The experience in the export activities** was measured, and the results revealed that 13,4 percent of the companies have never exported and show no intention to do so. 7,9 percent of the companies with no exporting experience wanted to start internalization process.

There were not many companies that would consider themselves as **experienced exporters to geographically and culturally remote countries**- 6,3 percent. The majority of the researched companies failed upon their first exporting experiences- 32,1 percent. There were 24,3 percent of the companies that successfully exported and wanted to expand their export further and 21,1 percent of the companies were experienced exporters selling to geographically and culturally proximate countries.

Evaluating **export involvement**, companies that only fulfill occasional export orders, make up for just over one fifth of the responders- 21,3 percent. Companies that fulfill regular export orders, but do not intend to research active export possibilities are dominating the research- 35,8 percent. Only 18,4 percent of respondents are actively researching the possibilities to export. Furthermore, only 6,3 percent of the companies had prepared an export marketing plan. Similarly, only 6,1 percent of the companies have prepared their long-term export strategy.

The main **product realization market** of the respondent companies is Lithuania (66,8 percent), EU countries (26,5 percent) and companies outside of the EU (6 percent).

The majority of the respondents (61,8 percent) were companies whose **export part of sales** was 10 to 49 percent, 26,2 percent of the companies had 10-19 percent export part of sales, 35,6 percent had 20 to 49 percent and 16,1 percent had more than 50 percent of export as part of their sales. Equally, 11,4 percent and 10,7 percent of the companies had accordingly up to 5 percent or 5 to 9 percent as their export part from the sales.

In regards to the levels of **goods and services adaptation and standardization levels**, almost half of the exported products are the same as the products being sold internally- 44,6 percent. Products, which have been minimally adapted, play quite a significant role reaching to 33,9 percent. However, only 19,6 percent of adapted and/or new products are exported to the foreign markets.

Evaluating the **prognosis of export development**, only 15 percent out of 323 participating respondents agree that the volumes of export should increase. 46,8 percent believe that the export volumes will not change, whereas 23,2 percent trust that the export volumes should decrease.

While evaluating the **help in promoting export**, the majority of respondents thought it was average (44,1 percent), 31,4 percent believed it to be negative and only 24,6 percent evaluated the help positively.

During the analysis of respondent opinion on the export promotion evaluation, some of hypothesis were sought to confirm:

**Hypothesis 1:** Evaluation of export promotion encouragement depends on the type of firm's activity area

From all of the respondents that negatively evaluated export promotion, 56,8 percent were manufacturing and 43,2 percent were services sector companies. Within the manufacturing companies, 33,7 percent evaluated the help negatively. In the services sector 28,7 percent evaluated the help negatively.

From all of the respondents that positively evaluated export promotion in Lithuania, manufacturers make up to 42,5 percent and service industries- 57,5 percent.

Within the manufacturing companies, 19,8 percent evaluated the help positively. Within the services industry, 29,9 percent evaluated the help positively. The help was valued as average by 55,8 percent of manufacturing companies and 44,2 percent service companies' respondents.

It can be thus confirmed that opinion on export development evaluation and the type of firm's activity area are not related, i.e. the differences of opinions are statistically unimportant since (Chi-Square)  $p=0,085$ , hypothesis is not confirmed.

**Hypothesis 2:** With the growing export experience, the application of export promotion is evaluated more favorably

Among the companies that have never exported and are not intending to do so, 16,7 percent evaluated the export promotion encouragement negatively, which represented 7,2 percent of overall respondents. 18,8 percent evaluated help favorably, which represented 10,3 of overall respondents. 64,6 percent or 19,9 percent of overall respondents evaluated help as being average. Since  $p=0,007$ , there is a dependency and the numbers are statistically reliable.

Among the companies that have never exported but would like to start the export, the export promotion help was valued favorably by 21,5 percent of respondents, or 6,9 percent of overall respondents with 25,0 percent (or 6,3 percent overall) valuing it negatively and 53,6 percent (or 9,6 overall) valuing it as being average. Since  $p=0,0556$ , the valuation of export promotion and export experience are not interrelated, i.e. statistically insignificant.

Having compared the results for the statement "Started exporting but the results were disappointing" together with "How do you value export promotion help in Lithuania", 28,0 percent or 29,7 percent of overall respondents valued it negatively and 40,7 percent or 30,8 percent of overall respondent valued the help as being average. 31,4 percent or 42,5 percent of overall respondents valued help positively. Since  $p=0,110$  the differences are statistically insignificant. It is confirmed then, that respondents that experienced export downfalls, also value export promotion help in Lithuania negatively.

Among the experimental companies that *have successfully exported and wanted to carry on*, export promotion help was valued unfavorably by 51,7 percent of respondents, or 41,4 percent of overall respondents, with 28,1 percent (or 16,0 percent overall) valuing it as being average and 20,2 percent (or 20,7 overall) valuing it favorably. Since  $p=0,000$ , values are statistically reliable.

Among the companies that *are experienced exporters into geographically and culturally close markets*, export promotion help was valued unfavorably by 20,0 percent of respondents, or 11,7 percent of overall respondents. 15,4 percent (or 11,5 percent of overall respondents) valued the help favorably. 64,6 percent (or 26,9 percent of overall respondents) did not have an opinion. Since  $p=0,001$ , values are statistically reliable.

Among the companies that *are experienced exporters into geographically and culturally distant markets*, export promotion help was valued favorably by 56,6 percent of respondents, or 14,9 percent of overall respondents. 21,7 percent (or 3,2 percent of overall respondents) did not have an opinion while 21,7 percent (or 4,5 percent of overall respondents) valued the help unfavorably. Since  $p=0,001$ , values are statistically reliable.

It can be therefore summarized, that research results showed interdependence between company's internationalization level and it's opinion toward the usefulness of export promotion, most favorably evaluated by the experienced exporters into geographically and culturally close markets. Hypothesis, that with the growing export

experience, the application of export promotion is evaluated more favorably, was partially confirmed.

**Hypothesis 3:** With the growing involvement in export activities, the need to collaborate increases.

Evaluating the level of companies involvement in export activities and their agreement on LEPA's participation in organizing collaboration connections among local companies as well as from companies that only export on few occasions the agreement with this hypothesis reached 51,9 percent or 18,7 percent of overall respondents. 48,1 percent or 25,3 percent of overall respondents neither agreed nor disagreed. There were no companies that disagreed with the statement. Since  $p=0,274$ , statistical correlation is insignificant.

Evaluating companies, that are regularly involved in export activities, but not investing in actively exploring the possibilities of export and their agreement on LEPA's participation in organizing collaboration connections among local companies was expressed by 57,4 percent or 35,6 percent of overall respondents. There were no companies that disagreed and 42,3 percent or 38,7 percent of overall respondents neither agreed or disagreed. Since  $p=0,625$ , statistical correlation is insignificant.

Among the companies, that actively research export possibilities the agreement on LEPA's participation in organizing collaboration connections among local companies was expressed by 57,6 percent or 17,4 percent of overall respondents. 40,9 percent or 18,0 percent of overall respondents neither agreed or disagreed. 1,5 percent of overall respondents disagreed. Since  $p=0,98$ , statistical correlation is insignificant.

Among the companies, that prepared their export in foreign markets marketing plan, the agreement on collaboration was expressed by 68,2 percent or 6,8 percent of overall respondents. 31,8 percent or 4,7 percent of overall respondents neither agreed nor disagreed. There were no companies that disagreed. Since  $p=0,663$ , statistical correlation is insignificant.

Among the companies, that have a prepared export strategy, the agreement on LEPA's participation in organizing collaboration was expressed by 72,7 percent or 7,3 percent of overall respondents. 27,3 percent or 4,0 percent of overall respondents neither agreed or disagreed. There were no respondents that disagreed. Since  $p=0,406$ , statistical correlation is insignificant.

It can be thus defined that with the growing involvement in export activities, the need to collaborate are not related, i.e. the differences of opinions are statistically unimportant since hypothesis is not confirmed.

### **Correlation**

In order to analyze data, only Spearman correlation coefficients that are statistically significantly deviating from 0 ( $p=0,000<0,01$  marked \*\* and  $p<0,05$  marked \*) were chosen.

The strength of the relationship was analyzed and Spearman correlation coefficients were counted between: evaluation of export support help in Lithuania and

- (1) The part of company's export sales,
- (2) The importance of company's certain advantages of products and services in foreign markets,
- (3) The lack of information on export in certain areas,
- (4) The usefulness level of separate export support tools.

The results of Spearman correlation confirmed that with the improvement of export support in Lithuania, (1) The part of company's export sales increases; (2) The importance of after sale service increases and the importance of new product development decreases; (3) The lack of information on trading conditions and prices decrease; (4) The usefulness of non market risk insurance of exporters, expert and consultant services increases while commercial attaché activities decrease and vice versa.

Correlation analysis in evaluation of the connection between company's activity period and other questions revealed, that there is a 99 percent guarantee, that with the increase in the time period of company's activities:

- the average number of staff grows (0,260)\*\*;
- the sales part of exports increase (0,153)\*\*;
- the lack of information on the purchasing power in the foreign markets appear (0,191)\*\*;
- technology of the product is considered to be the main advantage in foreign markets (0,213) \*\*;
- market research and introduction of information implementation tools are considered to be the most useful export promotion/support activities (0,323) \*\* (and vice versa)

It can be 95 percent guaranteed that with the increasing time period of company's activities,

- the main advantage in the foreign markets is product price (0,159)\*;
- the lack of information about the governmental export development help decreases (-0,143)\* and vice versa;

**Hypothesis 4:** There is interdependence among the lack of information in the separate areas of export

**Hypothesis 5:** There is interdependence among the usefulness of separate export devices

In order to check the hypotheses, correlational analysis between **(1) interrelating connection among the lack of information within the companies on the export in different areas** and between **(2) the level of inter-relational dependency on usefulness of different export support tools** is produced. In all of the cases, Spearman correlation coefficients were counted.

**(1)** According to the research, many results are statistically significantly deviating from 0 ( $p=0,000<0,05$ ). The highest results correlation on **the lack of information on the export in different areas** was noticed between:

- lack of information on prices and trading conditions (0,530);
- lack of information on demand and trading conditions (0,470) as well as prices (0,566);
- lack of information on competitors and potential partners (0,475) and prices (0,458) as well as product demand (0,629)
- lack of information on partners and potential partners (0,434) as well as competitors (0,512).

Therefore, as the lack of information increases in one area, the need for information rises in the other area. 95 percent guarantee of this statement is possible in 28 out of 36 times. Importantly, as the lack of information on purchasing power and trading conditions is increasing, the lack of information in all other areas is also

increasing and vice versa. Hypothesis, that there is interdependence among the lack of information in the separate areas of export was partially confirmed.

Also, despite a not particularly strong correlational relationship, there is a 95 percent certainty that the lack of governmental export development help (in 7 cases out of 8) is also related to the need of information in all other areas and vice versa.

(2) According to the research, in 21 out of 36 cases, the correlational importance level  $p$  is smaller than 0,05 in the *usefulness of different export support tools*.

95 % guarantee can be given in suggesting that there is a connection of medium strength results correlation (above 0,4) between the usefulness of non market risk exporters' insurance and the usefulness of expert and consultant services (0,474). Also, as the usefulness of expert and consultant services increases, so does the usefulness commercial attaché activities and vice versa.

Hypothesis, that there is interdependence among the usefulness of separate export tools was partially confirmed.

### **Mann-Whitney Test**

In the further analysis it was determined; whether the average between question “**Main type of your economical activity**” and **the average of question group of the usefulness of export development instruments**, differ. To analyze the difference in the manufacturing and service industry groups non-parameter Mann- Whitney criteria was used.

The total average of *businessmen missions organization* advantages reached 3,24 points, and the averages in manufacturing (3,06) and services (3,43) among the companies show that service companies are more favorable toward the advantages of businessmen missions. Differing opinions are in these respondent groups are statistically significant with  $p=0,059$  ( $p<0,05$ ).

Evaluation of *better Lithuania's image* was significantly higher within the manufacturing companies (4,02) rather than the service companies (3,69), and the overall evaluation reached 3,86 (one of the highest evaluations) considering that image formation is one of the most useful means in promoting/supporting export.

The highest total evaluation was given by the respondents to *participation in exhibitions and fairs* (3,87). Participation in exhibitions and fairs is evaluated almost equally by manufacturing (3,95) or service (3,80) companies, While  $p=0,283$ , the differences are not significant. This confirms that participation in exhibitions and fairs is an important instrument in export development encouragement among manufacturing or service companies.

*Market research and benefits of information providing* is equally important to manufacturing (3,42) and service (3,58) companies. The average evaluation is 3,50. Since  $p=0,303$ , the differences are insignificant.

*Expert and consultant services* are more important to manufacturing companies (3,72) than the service companies (2,71). The average evaluation is 3,55. Since  $p=0,048$ , the differences are statistically insignificant.

The worst overall evaluation of 2,7671 is given to *commercial attaché activities*, with manufacturing companies evaluating it 2,71 and service companies 2,81. Since  $p=0,431$ , the differences are statistically insignificant.

The implementation of business infrastructures is more important to the manufacturing companies (3,66) than in the service companies (3,52). The average evaluation is 3,58. Since  $p=0,506$ , the differences are statistically insignificant.

### **Kruskal-Wallis test**

The differences between unconnected questions “**What is your company’s main market for product realization**” and “**How do you evaluate export development help in Lithuania**” were researched within the answer groups by using non-parameter Kruskal-Wallis criteria.

Most of the companies that *realize their biggest part of production within Lithuanian market* (61,5 percent), positively evaluated export development help. Since  $p=0,01$ , data is statistically reliable. Therefore, we can declare that companies trading mainly in Lithuanian market, value export development help positively.

Among the companies that *realize their production within the EU countries*, 31,3 percent of respondents evaluated export development help positively, with 24,8 percent valuing it as being average and 20 percent evaluated the help negatively. Since  $p=0,005$ , data is statistically reliable.

Among the companies that *realize their production outside of the EU*, 4,3 percent of respondents evaluated export development help positively, with 4,9 percent valuing it as being average and 10,6 percent evaluated the help negatively. Since  $p=0,006$ , data is statistically reliable.

The differences between unconnected questions “**What is your company’s main market for product realization**” and “**Would you agree with LEPA’s participation in organizing communication connection between local companies whilst increasing export**” were also researched within the answer groups by using non-parameter Kruskal-Wallis criteria.

Most of the companies that *realize their biggest part of production within Lithuanian market* (67,6 percent), agreed with LEPA’s participation in organizing communication connection between local companies whilst increasing export. 66,4 percent neither agreed or disagreed and 1 respondent disagreed. Since  $p=0,676$ , the differences are statistically insignificant.

Among the companies that *realize their production within the EU countries*, 25,8 percent of respondents agreed, with 25,5 percent neither agreeing or disagreeing and 1 respondent disagreeing. Since  $p=0,512$ , the differences are statistically insignificant.

Among the companies that *realize their production outside of the EU*, 5,64 percent of respondents agreed with 6,4 percent neither agreeing or disagreeing and only 1 respondent disagreeing. Since  $p=0,667$ , the differences are statistically insignificant.

### **Evaluation of export development help in relation to the importance of company’s advantages in the foreign markets/quality advantages**

Average evaluations of product quality and competitive advantage are higher among the companies that value export development help positively or negatively, rather than the companies that valued export development help as being average.

Among the companies that export same products as they are produced for the local market, the average advantage of *businessmen missions organization* is valued 2,95. This criteria is 1,36 among the companies that export minimally adapted products and 1,5 is the positive evaluation of companies that export adapted or new products. Therefore we can state, that in the last two groups the advantage of businessmen

missions organization is valued much worse. For these two respondent groups, according to their level of exported products adaptation, opinion differences are statistically significant with  $p=0,029$ .

*Better Lithuania's image formation* was valued 3,73 by the companies that export same products as they are produced for the local market, 1,02 by the companies that export minimally adapted products and 1,15 by the companies that export adapted or new products. Since  $p=0,468$ , the differences are statistically insignificant.

Evaluation of *participation in exhibitions and fairs* was valued 3,77 by the companies that export same products as they are produced for the local market, 0,95 by the companies that export minimally adapted products and by the companies that export adapted or new products. Since  $p=0,25$ , the differences are statistically insignificant.

*Market research and benefits of information providing* are best valued by the companies that export same products as they are produced for the local market- 3,36, 1,13 are given by the companies that export minimally adapted products. Since  $p=0,002$ , the differences are statistically insignificant.

*Non market risk insurance of exporters* is best valued by the companies that export same products as they are produced for the local market- 3,19 (best evaluation), 1,09 are given by the companies that export minimally adapted products and 0,99 by the companies that export adapted or new products. Since  $p=0,808$ , the differences are statistically insignificant.

*Conferences and seminars* were valued 3,38 by the companies that export same products as they are produced for the local market, 0,93 by the companies that export minimally adapted products and 0,98 by the companies that export adapted or new products. Since  $p=0,012$ , the differences are statistically insignificant.

*Expert and consultant services* were valued 3,37 by the companies that export same products as they are produced for the local market, 1,18 by the companies that export minimally adapted products and 1,24 by the companies that export adapted or new products. Since  $p=0,080$ , the differences are statistically insignificant.

*Commercial attaché activities* were valued 2,73 by the companies that export same products as they are produced for the local market, 1,49 by the companies that export minimally adapted products and 1,38 by the companies that export adapted or new products. Since  $p=0,0625$ , the differences are statistically insignificant.

The *implementation of business infrastructures* was valued 3,41 by the companies that export same products as they are produced for the local market, 1,027 by the companies that export minimally adapted products and 0,89 by the companies that export adapted or new products. Since  $p=0,227$ , the differences are statistically insignificant.

### ***Expert research***

The results of expert research - the usefulness and implementation of Lithuania's export promotion system's condition and perspectives evaluation, while trying to establish main directions of export development, explore advantages and disadvantages of export supply, offer recommendations of how to eliminate negative export development factors and perspective export development formation. While evaluating export research results and seeking for experts' data confidentiality, author supplies information with the help of grouping method, which does not allow to identify individual expert opinion.



While evaluating Lithuania's **export development prognoses**, experts of all groups proposed an opinion with the dominating statement, that export capacities within the next year (2010), will increase insignificantly, and while evaluating government's export development promotion usefulness, all expert were unanimous and evaluated the help as being average.

The republic of Lithuania Seimas (LRS) economic committee members' opinion of highlighted three export development problems groups:

- (1) Lack of coordination among governmental institutions which are involved in development.
- (2) No common development strategy.
- (3) Lack of funds for infrastructure, which is vital for improvement of export development

Academic experts suggest that the main export development problem is global financial and economical crisis, together with small supply of export. Among another reasons experts highlight little governmental support and financing of export promotion tools as well as lack of exporters courage and lack of competencies.

LEPA experts also accentuate export supply problems - low levels of Lithuanian companies' competitiveness and cooperation, lack of international standards, knowledge, experience, activity and initiative.

LRS economic committee members, while answering the question, ***which export promotion tools are in their opinion most useful***, named exporters non-risk insurance, participation in trade fairs and exhibitions as well as business infrastructure tools implementation. Academic experts also prioritized businessmen mission organization and participation in trade fair and exhibitions. LEPA experts were most favourable towards businessmen mission organisation, better formation of Lithuanian image and participation in trade fairs and exhibitions.

While answering the question, ***which export development devices are lacking***, LRS economic committee members highlighted the need of more effective businessmen mission organisation, especially during the official visits of country's leaders. Also, the activities of staff within Lithuanian Republic embassies and consulates should be stimulated, while improving Lithuanian image formations policy implementation.

LEPA members firstly highlighted the lack of systematic view on export development devices and a need for a solid export development tools' plan within governmental level. LEPA experts also named a too small network of business promoting organisations or embassies (such as LEPA or commercial Attaché) in foreign countries, their financing and support towards events in foreign countries.

While answering the question, **to which direction export development help should be orientated**, LRS Economic committee members unanimously highlighted priority area - development of services export. Experts expressed their opinion about the help to existing and potential exporters.

Majority of LEPA experts highlighted the importance of service export development, help toward all existing and potential exporters. Some experts highlighted the need of support toward increase of SMEs export proportions and goods export development.

Evaluating ***export development support towards the groups, classified according their internationalization levels, while seeking for export development***, all LRS Economic committee experts argued, that help should be given to companies, that

experimentally successfully exported and who want to increase export. Many experts also think, that help should also be given to companies, which never exported, but would like to start export, also companies, that are experienced exporters in geographically and culturally distant countries.

Academic experts unanimously agree that help should be given to companies which never exported, but would like to start export, also the companies which started exporting but were disappointed with the results, and companies, which experimentally successfully exported and who want to further increase their export.

LEPA member unanimously agree, that help should be given to companies that have never exported, but would like to start exporting, also the ones that are experienced exporters in geographically and culturally distant and remote countries.

While highlighting *sectors, which are seen as most perspective while expanding their product's export*, experts were not unanimous. LRS Economic committee members highlighted SMEs that are exporting products of tourism and recreational sectors, transport service sector, IT, laser (high-tech industries) as well as medical service sector.

Academic experts thought, that the most perspective sectors that add more value are electronics and mechanics, biotechnology sectors.

LEPA experts highlighted traditional sectors, since they are the biggest part of country's industry (metal works, furniture and wood, textiles etc.), also sectors that create a sizable added value, but are not occupying significant place in the GDP structure - service sector (transport, logistics, print, business, financial).

While evaluating *which export promotion and development tools transformation is most needed*, experts were not unanimous. LRS Economic committee experts thought that the most important directions are innovation promotion, FDI attraction and export development activities integration.

Academic experts were most favourable towards strengthening of local companies' and export promotion institution cooperation, innovation promotion, FDI attraction and restructuring of export development institutional structure.

LEPA experts noted innovation promotion, FDI attraction and directions of export development activities integration, as well as directions of governmental export promotion help aggregation within one institution.

To summarize, it can be stated that usefulness of export development tools was evaluated as being average in both - Lithuanian SMEs and expert evaluation empirical studies. This shows, that export support institutional structure and export development tools transformation is vital. While reaching for integrated Lithuania's export development implementation, main perspective directions can be focused on - innovation promotion, attraction of direct foreign investment and integration of export support activities, in reach of export development, strengthening of local companies' export support institution cooperation and reorganization of export support institution structure.

### ***Integrated model of directive export development***

Lithuanian economy subjects, who seek for export development within dynamic and complicated world economy, are constantly confronted with continuing and hardly predictable changes in users' preferences, technology, innovation and other egzogenic or endogenic factors. Therefore, in the view of unavoidable transformation, there is a need to identify specific export development directions and create export development

promotion mechanisms, while looking out for possibility of integrating to competitive world market.

It needs to be admitted, that theoretical base allows for the choice of main mechanisms and instruments of successful reaction towards the challenges of global environment. Therefore government export direction identification and their adaptation in reality has caused a new perspective to form. In the increasingly changing conditions, there is a need to understand new national country's export development promotion instrumentation and try to solve a problem, while understanding it and using the support of integrated approach.

Therefore, trying to solve particular problems of the country's economic development, attention should be concentrated towards specific integrated export development directions.

Empirical researches revealed a rather pessimistic evaluation of current export development condition, as well as lack of knowledge on export promoting institution help and disadvantages of Lithuania SMEs export supply. In author's opinion, a reliable model, which reflects globalisation encouraging power, allows for a possibility to choose and implement integrated long-term export development directions, which cannot be used without current export development model reforms.

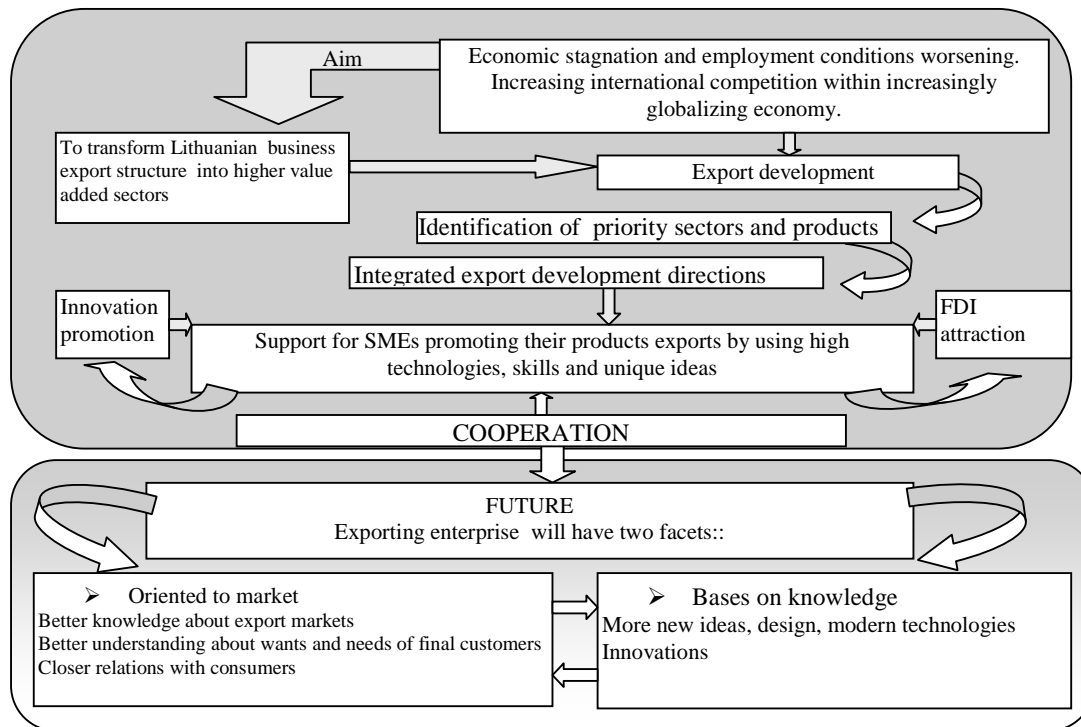
Globalization processes caused an increasing international competition which drives for research of new export development directions, while developing unique capabilities, exceptional competencies, which allow not only for generation of high added value produce, but also for strengthening of export supply while presenting high-tech products. The restructuring of Lithuanian business structures to high added value sectors, which are competitive in global environment, would create better economical growth possibilities.

In author opinion, it is vital to modify current export development model, stimulating its dynamism, diversification a constant development, strengthening connections with global economy, positioning within global market dynamic sectors. It is necessary to intensify efforts within areas of innovation, technological, entrepreneurial and collaboration.

Prepared integrated export development model is an extra tool for encouragement of national economic growth. This view allows to concentrate attention on the importance of specifying the levels of economic activities and subjects, to align them and reach for suitability of global environment needs.

Export encouragement institutional environment transformation, the choice of priority subject, most perspective export development for SMEs, the level of internationalisation that were chosen during the expert research as well as concentrated export support towards those SMEs, in authors opinion, would allow to seek for directed export development while implementing new model.

Performed empirical research shows that in globalizing world economy the growth must be based on integrated export development directions. Therefore, for the public and private sector institutions and economy subjects the need arises to strengthen incentives and institutions, striving for intensive (especially non-traditional) export development. Support for SME's and their goods and services, in the opinion of author, becomes prerogative, therefore export promotion policy and national export strategy should be more oriented to SME's enterprises (see Figure 3).



**FIGURE 3. Lithuanian integrated export development directions model (developed by the author)**

Under conditions of globalization and integration into EU, export promotion and development acquire local and national component. Globalization processes induce changes, new approach to support for exporters. The main aim should be to improve national export promotion policy; its instruments and institutional framework striving to increase Lithuanian economy capabilities of withstanding pressure of competitive forces inside EU and outside its borders.

From this point of view, export promotion public sector services should be orientated to the improvement of national competitiveness, at the same time enterprises directing more attention towards their export volumes growth. A lot of Lithuanian enterprises lost opportunities to use export promotion services or evaluate them moderately. In this context, public sector export promotion services should be oriented to improvement of national competitiveness. Many Lithuanian companies do not use export development possibilities that are offered, therefore a bigger awareness of available help, basing on the experience of Finland, is needed

It is useful to use economic activities/ services cluster point of view, supply support for exporters according to their internationalisation levels, offer service packages that allow to fight export problems of certain groups. It is not sufficient to be supported only by your company's export supply, but it is vital to implement generic initiatives, that are coordinated by public sector export promotion institutions. Empirical researches showed, there is a lack of systematic view towards help for export. Even though it is declared that there is a lot of support toward companies that are starting to export and export expansions instruments, there is a lack of certain concentration. The support toward export in Lithuania and in foreign countries has to be clear and elaborated.

Evaluating export development directions in the nearest future, it is possible to state in summary that cooperation is needed not only among public sector institutions. In the opinion of the author, cooperation among public and private sector institutions in scientific research activities, at the same time attracting foreign direct investments, is the only way to achieve continual export development, creating and implementing effective national and sectoral export development strategies and ensuring that they will become the integral part of global development strategies.

*Trade diversification* discovers new possibilities for export development of not only goods but also services (business, especially tourism services). While striving for successful exporting of goods and services, international competitiveness is the main aim. Obviously, market access is important determinant for success, but without competitive goods and services it is not a sufficient condition. Therefore, competitiveness of Lithuanian enterprises should be based on supply improvement and development of new competencies, based on entrepreneurship and innovativeness.

Although export promotion devices are applied widely in Lithuania, until recently there is a lack of wider studies and researches which would show and measure the effectiveness of separate tools' effectiveness. Further research should be related to Lithuanian exporters' activity research, separate export promotion and development tools and their impact on individual exporters' analysis and evaluation. To sum up, it can be argued, that positive Lithuanian economy growth expectations are mostly related to new export development strategic directions, which entail the growth of work productiveness in Lithuanian companies, new high-tech and medium-tech and modern management method implementation, expanded marketing, export structure diversification with the involvement to export of as a many as possible companies.

## CONCLUSIONS AND SUGGESTIONS

1. In the complicated and dynamic business environment, tendencies of internationalization and globalization, as well as increasing interdependency, have an impact on countries' economic structures and for the most part influences the trajectories of economic development and export development, general structural changes and rational use of country's resources in order to expand international economical relations. The processes of globalization are creating a radically different business environment, which evokes new challenges and mutual compromises. The drivers of globalization impact new business and export strategic directions, as well forms of its development, structure, strategies and tools.

2. The analysis of new internationalization models that were caused by globalization processes, allows claiming, that within the current conditions internationalization process means wider understanding of international activity, which includes not only importance of production realization in foreign countries, but also a deeper involvement in international trading processes, constant development and growth. This strengthens country's economy subjects' successful involvement into international activities, which in turn causes changes in products and organizational structures, behaviour and management philosophies and is a decisive factor in a further involvement in globalization processes on the local, national, regional and global interaction levels.

3. The review of literature sources has showed that integrated export development benefits enable a conceptual look into theoretical multi-aspect export development directions. Therefore it is useful to highlight the benefits created by export in the context of different economical levels (macroeconomic and microeconomic) and evaluate them according to the spending towards export promotion.

4. National export strategy activities should be oriented not only to promote exporting of already existing products, maintenance of traditional markets' or export expansion into new markets, but also to the export development, which is conditioned by innovativeness, productivity and competitiveness by non-traditional and especially high technology products. This should have a fundamental impact on the economic and social development of a country and its regions, as well as helping to create a long-term competitiveness of the product within the company, sector and country's levels.

5. In all levels of strategy formation model, it is useful to incorporate the main principle - collaboration of private and public sector institutions in the national export development promotion tools enhancement. Therefore, acknowledgment of importance of export promotion and development for the country's economic development, is a rationale behind every country's need to create individualistic, susceptible to challenges of globalization processes, national export promotion institutional system and it's capabilities reinforcement, while using advanced experience of other countries.

6. In order to implement country's export promotion policy, national export strategies and export promotion and development programs, by using suitable instruments, allow to foresee, conditioned by past activities and desired future directions, state's and separate

company's internationalization trajectories, which could be either a country, either a regional or global one.

7. Supported by analysis of substantial scientific literature and empirical researches of advanced experience, the author has prepared the conceptual theoretical export development trajectories model, which integrates theories, SMEs characteristics and national export strategy configuration, which in turn allows for export development management process in the context of conditioned by globalization integration processes. This integrated approach allows to improve competitive advantages for successful participation in the international and global markets

8. State's economic growth based on export, as a catalyst of economic growth, has to be inseparable from entrepreneurship, implementation of innovations, improvement of investment climate and infrastructure for export purposes, whilst trying to fortify or create exports of high technology industries. For the export promotion, lack of countries' financial, institutional and human resources, demand to find priorities for the national trade promotion network, in foreseeing which support types should be emphasized, which target audience are they attributed to and in which way are they supplied, as well as which resources are needed.

9. The research of foreign countries' advanced experience showed the advantages of integrated approach while evaluating export development perspectives. Export promotion should be targeting SMEs first, giving a particular attention to export development rather than export promotion. However, considering heterogeneity of other country's environment and institutional structures, there is a freedom of choice, and the specific choice can only be made after conducting an elaborate analysis.

10. Finland's national export strategy is based on these assumptions, that in reaching for export development, government and private sector have to work together. This approach allows for integration of major foreign based export promotion activities (international commercial representation, participation in exhibitions and fairs, advertising campaigns) into the general initiatives of country's economic development and investment promotion. Even though, the view is emphasising a critical connection between country's export performance and research and development activity, under Lithuania's economical conditions in striving for export development, it becomes difficult to implement the main innovation system elements that are crucial for success: sizeable investments in research and development activity; high quality university system; innovations of private companies, whilst in tight collaboration with all innovation system actors.

11. After conducting the analysis of author's during researches collected data, it can be stated that current Lithuanian export performance state and export promotion support given is evaluated as being average. The main reasons that caused this situation are:

- Structural, reflected as a relatively low international competitiveness, weaknesses of the Lithuanian export supply, stemming from the traditional production structure, dominated by homogenous, easily replaceable and market sensitive

products; in the exports dominate of low qualified work, nature resources and energy prone branches;

- The low level of export development and promotion financing. The existing export development and promotion financing system, covering a large number of the initiatives calls for the elaboration of the system of coordinated and directed activities enabling the effective spending of export development and promotional programs. This situation leads directly to the need of founding the systematic, long-term approach towards export development and promotion.
- Inadequate activities' coordination among institutions that are responsible for the export- led economic growth and national export strategy creation within national, regional and local levels.

12. The researches conducted by the author showed, that Lithuanian export promotion institutional system activities must be reorganised with the orientation towards adoption of integrated perspectives for export development. Research results allow to state, that there is a significant potential for export development among Lithuanian SMEs, paying special attention towards export development support contribution to companies that exported unsuccessfully and companies that want to expand existing successful export activities. During the research it was found, that the benefits of export development tools by both - Lithuanian SMEs and expert evaluation - were evaluated as being average in empirical researches. This shows that there is a great need for transformation of structure for export promotion institutions, and export development tool choices as well as their reinforcement. While striving for the implementation of integrated Lithuanian export development, it is useful to name the most perspective directions - innovation encouragement, attraction of direct foreign investments and integration of export promotion activities, while seeking for export development, collaboration connections among local companies and support for export promotion institutions strengthening as well as reorganisation of export promotion institutional structure.

13. For Lithuanian public and private sector institutions and economic subjects, it is vital to find new ways in striving for intensive and rapid export development (especially non-traditional). Lithuania's integrated export development direction model's the main components are Lithuania's business export structure transformation towards higher added value sector and integrated export development directions formation.

14. In conducting directed export policy, there is a need for identifying priorities and aims as well as their implementation. In this work it is stressed, that while striving for targeted support and specifically promoting SMEs export development of Lithuanian origin goods and services, solid criteria of given support benefits and realistic Lithuanian origin production export growth should be established, based on data provided by companies, which used those support tools and not simply applying the criteria of current amount of provided tools. Having considered egzogenic analysis of factor impact, export strategy can be then formed every year, providing realistic markers of expected export growth.

15. LEPA can be described as reproductive, competence enhancing organisation. Constant changes in it's structure, as well as activity orientations show, that this is a learning organisation. Simple reproduction, that is based on one or another country's experience



would probably be not successful, considering the varying economic and export promotion institution structure. Author believes, that in near future, the role of public sector in Lithuanian export support system will remain dominant, however, there is a need of more active collaboration with private sector organisations. In authors opinion, LEPA is a major contender in becoming main public sector export support institution, which encourages Lithuanian companies' internationalisation.

16. The research that was carried out shows that most of the respondents' value export promotion in Lithuania as being average. In order to operatively and flexibly react to market fluctuations, cooperation within the information collection and dissemination areas, would allow reduction of costs and a more effective use. According to the experience of Finland, the creation of common Internet portal which provides information on export development support, with the participation of at least main public sector export promotion institutions in the beginning, would allow strengthening informativeness of provided services and would expand their accessibility. Having considered Finland's experience, the solution of LEPA's (future Enterprise Lithuania) separation of export help function from TUI, assigning it to the future Invest in Lithuania is arguable. Network creation, based on the opinion of the author, is the best alternative. Export support must be provided while reaching for export capacity growth as well as supporting export development to export oriented investments to high technology areas.

17. Further export development depends on improvement of export promotion system and holistic approach, which would ensure country's public and private sectors' export institutional network, promotion, economy subjects' collaboration expansion, their activities coordination whilst attempting to promote export synergy. Orientating to export based economic development, export national strategy creation and use of support instruments is dynamic and not a static process, therefore proposed outcomes are suitable in this stage of the process. For that reason proposed concepts, theories and suggestions after some time could alter, if the change in the country's economic situation under the condition of globalisation occurs.

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Gražina Jatuliavičienė was born on December 27<sup>th</sup> 1957 in Mažeikių district, village Ruzgai.

*Education*

1980- Vilnius university, Faculty of Economics

*Professional experience*

From 1992 till now Vilnius University, Faculty of Economics, Doctorant; Assistant; Senior assistant; Lecturer.

1991-1992 Lithuanian Academy of Management, Department of Innovations, Lecturer

1986-1991 Republican school of training courses of Lithuanian Ministry of Trade, Senior accountant; Supervisor of economic teaching; Lecturer; Head of training methodical office

1979-1986 Lithuanian textile sales depot, expert of goods; Senior expert of goods

She got prize nominations at Vilnius University, Faculty of Economics in 2004-2006 and 2007 at the competition among assistants and lecturers in scientific activity.

*Fields of scientific research:*

Exports, International Business, Strategic Management, Production/Operation Management.

## REZIUME

### *Temos aktualumas*

Šiuolaikinės globalios verslo aplinkos pokyčiai skatina rasti naujų konkurencinių gebėjimų, sudarančių prielaidas aktyvinti tarptautinius verslo sandorius. Tarptautinių prekybos santykių, kaip integralios tarptautinio verslo dalies, svarba verčia sutelkti dėmesį į naujų, globalizacijos nulemtų eksporto plėtros strateginių kryptių paiešką. Atsižvelgiant į aiškia ir potencialią eksporto naudą valstybės ekonominiam augimui ir plėtrai, reikia išnaudoti globalios erdvės iššūkius. Plačiai pripažįstamas eksporto apimčių augimo teigiamas poveikis tiek bendrai atskirų valstybių ekonomikos, tiek individualių ūkio subjektų ekonominei plėtrai. Dabartinės situacijos empiriniai tyrimai (Baylis, Smith, 1997; Andersen, Herbertsson, 2003; Sena, 2004; Kearney, 2004; Beck, 2006) atskleidžia spartėjančių globalizacijos procesų poveikį šiuolaikinei valstybei įsitraukti į politinės, technologinės, kultūrinės integracijos procesus, o tai pritraukia tarptautinio verslo vadybos teoretikų, valstybės institucijų, suinteresuotų eksporto plėtra, ir verslo sektoriaus įmonių dėmesį. Pasaulinės ekonomikos integracijos tendencijos skatina naujų eksporto plėtros būdų ir strateginių priemonių paiešką, įvertinimą ir pritaikymą kaip svarbias skatinamąsias nacionalinio ekonominio augimo jėgas.

Valstybėms vis labiau įsitraukiant į tarptautinius mainus, eksporto skatinimo ir plėtros mechanizmai kinta pasaulinėje globalios prekybos sistemoje. Dabartinė Lietuvos valstybės pozicija, įsitraukiant į mainus su dinamiška globalia aplinka, turi būti konceptualiai pagrįsta, leidžianti lygiaverčiai dalyvauti tarptautinėje prekyboje ir gebanti pasipriešinti globalizacijos trikdžiams. Svarbiausia, kad eksporto plėtros mechanizmai bei instrumentai leistų laiku reaguoti į didėjančią ekonominių ryšių liberalizavimą, sudarytų prielaidas paspartinti ekonominę plėtrą, kurti naujas darbo vietas, skatintų racionalų vietos išteklių naudojimą. Pasaulyje vykstančios permainos atskleidžia, kad, nepaisant mažos vietos rinkos, kiekviena valstybė gali tapti lygiaverčiu globalios rinkos dalyviu. Valstybės parama eksportuotojams tampa būtinumu ir dėl neišvengiamos konkurencijos su kitų šalių ūkio subjektais, kurių padėtis palankesnė dėl eksporto skatinimo ilgametės patirties ir dėl efektyviai funkcionuojančios eksporto plėtros procesų valdymo sistemos.

Reaguodami į globalizacijos iššūkius, mokslininkai Prahallad, 1990; Northdurft, 1992; Evans, 1997; Hibbert, 1998; Porter, 1990; Patnayak, 1996; Czinkota, 2002, išskiria eksporto plėtros koncepciją, kurioje pabrėžiama netradicinio eksporto plėtros svarba - naujų produktų eksportui kūrimas ir / ar skverbimasis į naujas rinkas, neprieinamas anksčiau, netradicinių eksporto sričių plėtojimas ir diversifikavimas, sukuriant dinamiškesnę ir konkurencingą verslo aplinką. Šios koncepcijos šalininkų teigimu, eksporto plėtros strateginių būdų ir priemonių paieškai ir jiems įgyvendinti, reikėtų nustatyti galimybes, padedančias ne vien išlaikyti tradicines rinkas ar įeiti į naujas, bet ir padėti sukurti konkurencinį pranašumą įmonės, produkto sektoriaus ir valstybės lygiu. Valstybės ne visada gali įgyvendinti eksporto plėtrą dėl esamų jose tam tikrų specifinių apribojimų. Sėkmingas eksporto plėtros valdymas yra sudėtingas, nes reikia daug pastangų, išteklių ir atkaklumo, palyginti su tradiciniais eksporto skatinimo metodais. Todėl tai lemia, kad teoretikų pastangos sutelkiamos formuoti naujas eksporto plėtros strategines kryptis, kurti naujus internacionalizacijos ir eksporto plėtros trajektorijų modelius. Eksporto plėtrai valdyti globalios erdvės iššūkių kontekste reikia, kad valstybės, jų institucijos ir ūkio subjektai priimtų naujus strateginius eksporto plėtros

sprendimus, kurie kreiptų kurti ir priimti naujus gebėjimus. Tokios naujovės leistų įgyti konkurencinį pranašumą globalios erdvės produktų rinkose.

### ***Mokslinė problema***

Spartėjant globalios verslo aplinkos pokyčiams iškelia būtina naujai suvokti eksporto teikiamą naudą ir įvertinti ją ilgalaikės perspektyvos požiūriu. Eksporto plėtra valstybėse, kaip mokslinio tyrimo objektas, ypač aktuali ekonomikos ir vadybos mokslų sandūroje. Eksporto plėtos kryptys ilgalaikės perspektyvos požiūriu dažniausiai yra diskutuojamos teoretikų, pabrėžiančių eksporto funkcijos vaidmenį ir įtaką šalies ekonominiam augimui. Tradicinėse ekonominio augimo teorijose pabrėžiama autarkinė ekonomikos politika, siekianti savo ekonomikos poreikius patenkinti be eksporto ir importo operacijų bei tarptautinio darbo pasidalijimo. Tačiau dabartiniame pasaulyje ji yra sunkiai pagrindžiama, nes globalizacijos skatinamosios jėgos neišvengiamai daro poveikį verslui ir palaiko didesnę šalių ekonomikų atvirumą: ekonominė izoliacija čia atrodytų paradoksaliai.

Eksporto plėtos kryptų išskyrimo tyrimams išskirtinį dėmesį paskutiniaisiais dešimtmečiais skyrė užsienio autoriai mokslininkai - Czinkota, Gencturk, Kotabe, Cavusgil, Zou, Porter, Dicken ir kt. Įvairiais aspektais eksporto plėtos kryptų formavimo problematiką savo darbuose nagrinėjo ir Lietuvos autoriai: Purlys, Rakauskienė, Jucevičius, Marčinskas, Melnikas, Diskienė, Vengrauskas, Korsakienė, Kučinskienė, Miškinis, Žukauskas ir kt. Tačiau šios problemos sprendimas ir praktinis pritaikymas kinta ir reikia ieškoti naujų eksporto plėtos kryptų ir strategiškai svarbių sprendimų dėl pasaulinės ekonominės būklės iššūkių-įtakos. Didėjanti eksporto plėtos svarba globaliomis sąlygomis sudaro galimybę išskirti konkrečias konceptualias kryptis, pagreitinančias eksporto galimybių išnaudojimą ilgalaikės perspektyvos požiūriu. *Pirmoji kryptis* - teorinis ir empirinis eksporto procesų tyrimas mikrolygiu, siekiant paaiškinti, kodėl ir kaip įmonės įsitraukia į eksporto veiklą, ir taip pagrįsti savarankišką įmonių eksporto plėtos procesų valdymą (Hibbert, 1987; Albaum, Stradskov, Duerr, 2005; Czinkota, Ronkainen, Moeffett, 2005). Eksporto plėtos procesų svarba plačiai nagrinėjama tarptautinės prekybos literatūroje, atsižvelgiant į analizuojamų įmonių pasirenkamų eksporto strategijų formavimo ir įgyvendinimo efektyvumą. Šios krypties naujausios koncepcijos pabrėžia ūkio subjektų eksporto plėtos potencialą. Strateginių aljansų eksportuojant kūrimas (Obadia, 2009), verslumo svarba eksporto plėtrai (Drucker, 1994; Ibeh, Young, 2001, Jonhson, 2001; Zhao 2001, 2005), klasterių kūrimas (Narayana, 2007; Karelakis, Mattas, Chrysochoidis, 2008) yra plačiai pasirenkamos, ypač smulkaus ir vidutinio verslo (SVV) ūkio subjektų, šiuolaikinės internacionalizacijos kryptys. *Antroji kryptis* - eksporto skatinimo, susijusio su valstybės pagalba eksportuotojams, analizė ir vertinimas (Gencturk, Kotabe, 2001; Czinkota, 2002; Purlys et al., 2004; Ali, Shamsuddoha, 2006; Jakutis, Liukaitis, Samulevičius, 2007 ir kt.). Eksporto skatinimo nagrinėjimo aktualumą lemia valstybės suinteresuotumas skatinti ūkio subjektus ieškoti būdų ir priemonių, padedančių jiems aktyviai įsitraukti į eksporto veiklą.

Įsitraukiant į pasaulinės ekonomikos integraciją lemiamą didėjančių rinkos poreikių, mažėjančių tarpnacionalinių ekonomikų prekybos kliūčių, reikia pripažinti, kad *trečioji kryptimi* - svarbiu ir vienu iš būtinų komponentų tampa ne vien trumpalaikių konkurencinių pranašumų, bet ir nuolatinio konkurencinio pranašumo siekimo globaliose rinkose problemų sprendimas (Porter, 1990; 1995; 2003; Hamalainen, 2003; Sena, 2004;

Korsakienė 2004; Acemoglu, Johnson, 2005; Stonehaus, Snowdown, 2006). Intensyvėjanti tarptautinės prekybos (eksporto importo) plėtra skatina valstybių ekonominės politikos pertvarkymą, naujų instrumentų iešką, formuojant ir įgyvendinant eksporto plėtros ir skatinimo strategijas bei kartu kuriant reikiamą institucijų sistemą, pagreitinančią valstybių ir jų ūkio subjektų pritaikymą globalioje erdvėje.

Valstybėse, susietose globalizacijos saitų, yra aukštesnis ekonomikos augimas negu tose, kurios integruojasi į pasaulio ekonomiką kur kas lėčiau. Todėl *ketvirtoji kryptis* - globalizacijos skatinamųjų jėgų (Yip, 2005; Johnson, Scholes, Whittington, 2005; Gylys, 2008) poveikio vertinimas - turėtų būti įtraukta į dabartinę tolesnių eksporto plėtros kryptių Lietuvoje polemiką. Kryptingų ir sutelktų nacionalinės eksporto plėtros būdų ir priemonių integruotas naudojimas, atsižvelgiant į valstybės makroekonominę politiką ir strategiją bei specifinę politinę ir ekonominę situaciją, atskleistų Lietuvos eksporto plėtros globalioje erdvėje potencialą.

Atsižvelgiant į globalios prekybos sistemos iššūkius ir įvertinant Lietuvos valstybės ir jos ekonomikos ypatumus, kyla poreikis ieškoti integruotų eksporto plėtros ir skatinimo būdų ir priemonių, tinkamų valstybės ekonominiam augimui didinti. Apibendrinant galima teigti, kad disertacijoje nagrinėjama **mokslinė problema** - *eksporto plėtros koncepcijos išplėtimas įvertinant globalizacijos iššūkius*.

***Darbo objektas: eksporto plėtra globalioje erdvėje.***

***Tyrimo tikslas: parengti Lietuvos integruotų eksporto plėtros kryptių modelių šiuolaikinėmis globalizacijos sąlygomis***

***Tyrimo uždaviniai:***

1. Įvertinti ir pateikti eksporto skatinimo ir eksporto plėtros strateginių kryptių teorinius aspektus globalizacijos iššūkių kontekste.
2. Pagrįsti alternatyvių eksporto plėtros ir skatinimo priemonių instrumentų pasirinkimą ir praktinį jų pritaikymą, pasinaudojant pažangia pasaulio ir ypač Suomijos patirtimi.
3. Parengti teorinį integruotos eksporto plėtros trajektorijų modelį.
4. Empirinio tyrimo metu atskleisti Lietuvos SVV įmonių eksporto plėtrą stabdančias priežastis ir įvertinti Lietuvos eksporto skatinimo veiklos transformavimo motyvus.
5. Patikrinti atliekant empirinius tyrimus parengto eksporto plėtros trajektorijų teorinio modelio tinkamumą Lietuvai ir jį papildyti.
6. Remiantis empirinių tyrimų rezultatais numatyti integruotos eksporto plėtros būdų tobulinimo sritis ir priemones, skatinančias SVV įmonių eksporto apimčių augimą.

***Tyrimo metodika***

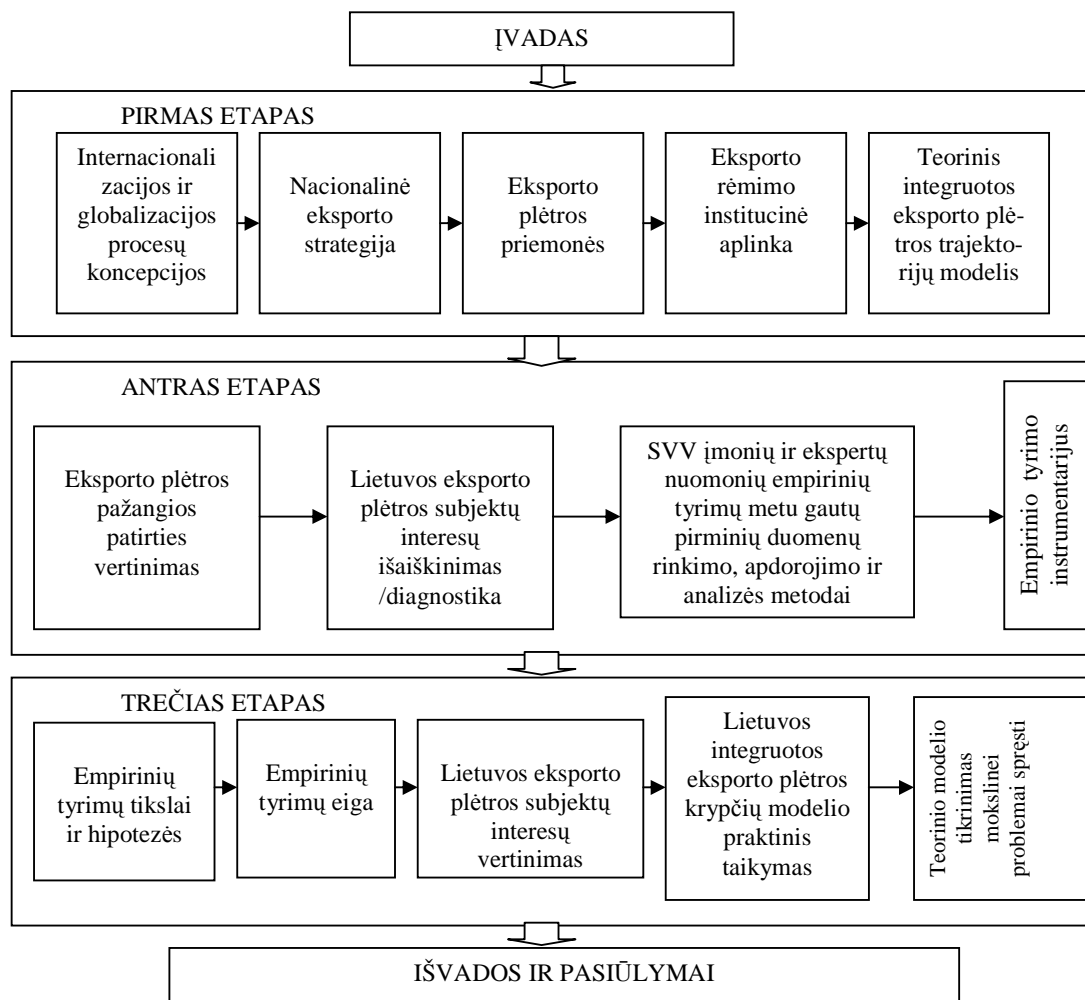
Tyrimo metodikos pagrindas - kompleksinis požiūris į tyrimo objektą ir jo sudedamąsias dalis. Disertacijoje iškeltai problemai tirti bei teoriniams ir praktiniams rezultatams gauti buvo naudojami tokie bendrieji moksliniai ir specialūs metodai: mokslinės literatūros analizė ir sisteminimas, statistikos duomenų analizė ir lyginimas, loginė abstrakcija, apklausa, grupavimas, detalizavimas, apibendrinimas, grafinis modeliavimas. Apibendrinant apklausos tyrimo duomenis naudota SPSS programa.

### ***Disertacijos (disertacinio tyrimo) struktūra ir apimtis***

Disertacinį darbą sudaro pateiktų paveikslų ir lentelių sąrašai, įvadas, trys dalys, išvados ir pasiūlymai, literatūros sąrašas ir priedai. Disertacijos apimtis -214 puslapiai, joje pateikta 22 lentelės, 29 paveikslai ir 12 priedų.

Loginę struktūrą nusako schema, pateikiama 1 pav., kurioje išdėstyta disertacinio tyrimo tikslui įgyvendinti skirtų uždavinių sprendimo seka.

Pirmoje - teorinėje dalyje - „Eksporto plėtros koncepcijų teorinės interpretacijos ir jų vertinimas“ nagrinėjami internacionalizacijos ir globalizacijos procesai ir jų poveikis eksporto plėtros kryptims, atskleidžiamos internacionalizacijos ir globalizacijos koncepcijos, išryškinamos nacionalinės eksporto skatinimo strategijos ir jos priemonių taikymo reikšmė ūkio subjektų eksporto plėtrai. Šioje dalyje pažymima eksporto skatinimo ir eksporto plėtros strategijų koncepcijos ir jų svarba pasirenkant eksporto plėtros kryptis. Šioje dalyje taip pat išryškinama tinkamos institucinės struktūros ir teikiamų paskatų svarba eksporto plėtros rezultatams. Teorinė dalis baigiama pateikiant autorės siūlomą integruotų eksporto plėtros trajektorijų modelį.



**1 pav. Disertacinio tyrimo loginė schema**

Antroje dalyje analizuojamas eksporto skatinimo pažangios patirties taikymas. Šioje dalyje analizuojama ir apibendrinama pasaulinė patirtis ir atlikti šalių eksporto skatinimo būklės tyrimai bei pabrėžiama Suomijos pažangi patirtis šioje srityje globaliame kontekste. Išryškinama Lietuvos eksporto rėmimo politika, eksporto skatinimo ir plėtros strategijos ir jos priemonių įtaka įmonių konkurencingumui ir šalies ekonomikos augimui.

Trečioje dalyje atliekama loginė ir statistinė empirinė tyrimo rezultatų analizė, jų sisteminimas, kuris leidžia pagrįsti integruotos eksporto plėtros strategines kryptis, sukurti Lietuvos integruotos eksporto plėtros trajektorijų modelį ir nustatyti tolesnių tyrimų kryptis. Darbo pabaigoje pateikiamos išvados ir pasiūlymai.

### ***Naudoti informacijos šaltiniai***

Disertaciniame darbe atlikta išsami įvairios mokslinės, statistinės ir metodologinės literatūros analizė. Rengiant disertaciją, daugiausia buvo naudota užsienio (JAV ir Europos šalių) autorių mokslinė literatūra. Pagrindiniai naudoti šaltiniai yra: monografijos, skelbti empirinių tyrimų rezultatai, atspindintys naujausių eksporto skatinimo ir plėtros tyrimų rezultatus; moksliniai straipsniai; statistikos duomenys, teisės aktai, reglamentuojantys globalią prekybos sistemą; konferencijų medžiaga ir mokslinės rekomendacijos; elektroniniai informacijos šaltiniai, nurodyti literatūros sąrašė. Darbe pasinaudota ir pirminio tyrimo, remiantis apklausomis, duomenimis.

### ***Mokslinis naujumas, teorinė ir praktinė reikšmė***

Mokslinį disertacijos naujumą rodo pagrindiniai mokslinio tyrimo rezultatai, teikiami viešai ginti. Darbas yra teorinio-taikomojo pobūdžio, jame eksporto plėtros mechanizmai ir jos instrumentai nagrinėjami jų kūrimo, pritaikymo ir kitais aspektais.

*Teoriniu požiūriu* pagrindinis šio darbo mokslinis rezultatas - naujas konceptualus požiūris į integruotą eksporto plėtrą ir instrumentarijaus naudojimą globalizacijos sąlygomis. Siūlomo valstybės eksporto plėtros modelio teorinis pagrindimas ir praktinis pritaikymas leidžia išskirti koncentruotas integruotos eksporto plėtros kryptis, nukreipiančias koordinuotai siekti eksporto plėtros gerinimo.

*Praktiniu požiūriu* disertacija reikšminga šiais aspektais:

- Parengtas Lietuvos integruotų eksporto plėtros trajektorijų modelis, leidžiantis kryptingai formuoti eksporto skatinimo ir plėtros strategiją ir institucinę struktūrą, atliekant globalizacijos procesų iššūkių nulemtus būtinus pasikeitimus.
- Empiriškai pagrįstas Lietuvos SVV apdirbamosios pramonės ir paslaugų įmonių požiūris į paramos eksportui reikšmę ir priemonių turinį. Nustatyta statistiškai reikšminga šių parametru priklausomybė nuo esamo internacionalizacijos etapo ir eksporto skatinimo priemonių naudingumo.
- Mokslinio tyrimo metu patikrintas modelis ir išsiaiškintas SVV įmonių ir eksporto plėtros ekspertų vertinimas, siekiant parengti reikiamų pakeitimų rekomendacijas.
- Disertacijoje atliktas empirinis tyrimas bei surinkti duomenys, apimantys užsienio prekybos (eksporto) problemų įvertinimą, jų priežastis, eksporto rėmimo institucijų sistemos struktūros, eksporto skatinimo ir plėtros veiklos įvertinimą ir pritaikymą Lietuvos sąlygomis, gali būti taikomi praktiniame eksportuotojų, konsultantų ir kitų užsienio prekybos dalyvių darbe.



- Svarbiausi darbo teiginiai ir rezultatai taip pat gali būti naudojami dėstant eksporto valdymo ir eksporto skatinimo dalykus universitetuose, rengiant kvalifikacijos tobulinimo seminarus, būti naudingi eksportu besiverčiančių prekybos, gamybos įmonių specialistams ir konsultantams. Disertacijoje pateikiama teorinę medžiagą ir tyrimų rezultatus autorė naudoja dėstydamą dalyką „Eksporto valdymas“.
- Svarbiausias išvadas ir pasiūlymus galima pritaikyti tolesniems moksliniams darbams plėtoti bei tobulinant teorinius integruotos eksporto plėtros mechanizmus.

## IŠVADOS IR PASIŪLYMAI

1. Sudėtingoje ir dinamiškoje verslo aplinkoje internacionalizacijos ir globalizacijos tendencijos bei didėjanti ekonominė tarpusavio priklausomybė lemia valstybių / šalių ekonomikos struktūras ir iš dalies ekonomikos augimo ir eksporto plėtros trajektorijas, struktūrinių pokyčių visumą bei racionalų šalies išteklių naudojimą, siekiant plėsti tarptautinius ekonominius ryšius. Globalizacijos procesai kuria verslo aplinką, kuri radikaliai skiriasi nuo ankstesnės, suteikdama naujus iššūkius ir abipusius kompromisus. Globalizacijos skatinamosios jėgos sąlygoja naujas verslo ir eksporto strategines kryptis, jo plėtros formas, struktūras, strategijas ir priemones.

2. Globalizacijos procesų sąlygoti naujieji internacionalizacijos modeliai ir jų analizė leidžia teigti, kad šiuolaikinėmis sąlygomis internacionalizacijos procesas reiškia platesnį tarptautinės veiklos suvokimą, apimančią ne vien produkcijos realizavimo svarbą užsienio šalyse, bet ir gilesnį išitraukimą į tarptautinės prekybos procesus, nuolatinį vystymąsi bei augimą. Tai stiprina šalies ūkio subjektų sėkmingą išitraukimą į tarptautinę veiklą lokaliais, nacionalinėmis, regioninėmis ir globalios sąveikos lygmeniu.

3. Atlikta literatūros šaltinių studija parodė, kad integruotos eksporto plėtros nauda teikia galimybę konceptualiai pažvelgti į teorines daugiaaspektes eksporto plėtros kryptis. Todėl tikslinga išryškinti eksporto teikiamą naudą skirtingų ekonominių lygių kontekste (makroekonominiu ir mikroekonominiu) bei vertinti pagal daromas išlaidas eksportui skatinti.

4. Nacionalinės eksporto strategijos turėtų ne vien skatinti eksportuoti jau sukurtus produktus, išlaikyti tradicines rinkas ar plėsti eksportą į naujas rinkas, bet ir eksporto plėtrą, sąlygojamą inovatyvumo, produktyvumo ir konkurencingumo, netradiciniais ir ypač aukštų technologijų produktais. Tai turėtų didžiulę įtaką valstybės ir jos regionų ekonominei bei socialinei raidai ir padėtų sukurti ilgo laikotarpio konkurencingumą produkto, įmonės, sektoriaus ir valstybės lygiu.

5. Visais lygiais į strategijos formavimo modelį naudinga įtraukti pagrindinį principą – viešojo ir privataus sektoriaus institucijų bendradarbiavimą plėtojant nacionalines eksporto plėtros skatinimo priemones. Todėl eksporto skatinimo ir plėtros reikšmės valstybių ekonominiame vystymuisi pripažinimas skatina poreikį kiekvienai valstybei kurti savitą, reaguojančią į globalizacijos iššūkius, nacionalinę eksporto rėmimo institucijų sistemą ir jos gebėjimų stiprinimą, remiantis kitų šalių pažangia patirtimi.

6. Sėkmingai valstybės eksporto rėmimo politikai įgyvendinti, nacionalinė eksporto strategijai ir eksporto skatinimo ir plėtros programos, naudojant tinkamus instrumentus, leidžia numatyti praeities veiksmų ir norimų ateities krypčių sąlygotas valstybės ir atskirų įmonių internacionalizacijos trajektorijas, kurios gali būti šalių, regioninės ir globalios.

7. Remiantis išsamia mokslinės literatūros analize ir pažangios patirties empiriniais tyrimais, parengtas teorinis eksporto plėtros trajektorijų konceptualus modelis, integruojantis teorijas, SVV charakteristikas ir nacionalinės eksporto strategijos

konfigūravimą, įgalinantį kryptingai valdyti eksporto plėtros procesą globalizacijos nulemtų integracinių procesų kontekste. Toks integruotas požiūris leidžia gerinti konkurencinius pranašumus siekiant sėkmingai dalyvauti tarptautinėse ir globaliose rinkose.

8. Valstybės ekonominis augimas remiantis eksportu, kaip ekonominio augimo skatuliu, turi būti neatsiejamas nuo įmonių vadybos, inovacijų diegimo, infrastruktūros tobulinimo eksporto tikslams, investicijų klimato gerinimo siekiant sustiprinti ar sukurti aukštų technologijų eksportuojančias šakas. Trūkstant finansinių, institucinių ir žmonių išteklių eksportui skatinti, reikia nustatyti nacionalinio prekybos palaikymo tinklo prioritetus, numatant, kokia parama turėtų būti teikiama pirmiausia, kokiai tikslinei auditorijai skiriama ir kaip suteikiama, bei kokie reikalingi ištekliai.

9. Užsienio šalių pažangios patirties pritaikymo tyrimas atskleidė integruoto požiūrio teikiamą naudą, įvertinant eksporto plėtros perspektyvas. Valstybės eksporto rėmimas turėtų pirmiausia orientuotis į SVV įmones, ypatingą dėmesį kreipiant jų eksporto plėtrai, o ne eksportui skatinti. Tačiau, atsižvelgiant į atskirų šalių aplinkos ir institucinių struktūrų heterogeniškumą, išlieka pasirinkimo laisvė, ir konkretus pasirinkimas gali būti priimtas tik atlikus išsamią analizę.

10. Suomijos nacionalinė eksporto strategija remiasi požiūriu, jog, siekiant eksporto plėtros, vyriausybė ir privatus sektorius turi veikti kartu. Šis požiūris leidžia integruoti pagrindines užsienyje vykdomas eksporto skatinimo veiklas (tarptautinis komercinis reprezentavimas, dalyvavimas parodose ir mugėse, reklamos kampanijos) į bendrą šalies ekonominio vystymosi ir investicijų skatinimo iniciatyvas. Nors požiūris akcentuoja kritinį šalies eksporto atlikimo ir mokslo tiriamosios veiklos ryšį, tačiau Lietuvos ekonominės būklės sąlygomis, siekiant integruotos eksporto plėtros, tampa sudėtinga įgyvendinti pagrindinius inovacijų sistemos elementus, prisidedančius prie sėkmės: didelės investicijos į mokslo tiriamąją veiklą; aukštos kokybės universitetų sistema; privačių įmonių inovacijos, glaudžiai bendradarbiaujant su visais inovacijų sistemos veikėjais.

11. Remiantis atliktų tyrimų duomenų analize galima teigti, jog dabartinė eksporto būklė ir teikiama eksporto skatinimo pagalba vertinama vidutiniškai. Išskirtinos pagrindinės tokios situacijos priežastys:

- Struktūrinės, nulemtos santykinai mažo tarptautinio konkurencingumo, Lietuvos eksporto pasiūlos silpnybės dėl tradicinės gamybos struktūros, kurioje dominuoja homogeniški, lengvai pakeičiami ir jautrūs rinkos svyravimams produktai; vyrauja nedidelis lyginamasis svoris šiuolaikinių šakų, kurios sukuria daug pridėtinės vertės, o eksporte vyrauja reikalaujančios mažai kvalifikuoto darbo, gamtos išteklių ir energijos šakos.
- Žemas eksporto skatinimo ir plėtros finansavimo lygis. Dabartinę eksporto plėtros ir skatinimo programų finansavimo sistemą, apimančią daug rėmimo iniciatyvų bei įgyvendinamų susijusių programų, reikėtų detalizuoti, pereiti prie koordinuotos ir kryptingos veiklos, sudarančios sąlygas efektyviai valdyti programų išlaidas. Todėl reikėtų sistemingo, ilgo laikotarpio požiūrio į eksporto skatinimą ir plėtrą.

- Nepakankamas institucijų, atsakingų už eksportu pagrįsto ekonominio augimo plėtrą bei nacionalinės eksporto strategijos kūrimą ir veiklą nacionaliniu, regioniniu ir vietos lygmeniu, koordinavimas;

12. Atlikti tyrimai parodė, kad Lietuvos eksporto rėmimo institucijų sistemos veiklą būtina reorganizuoti orientuojantis į integruotą eksporto plėtros požiūrį. Tyrimo rezultatai leidžia teigti, jog tirtos Lietuvos SVV įmonės turi didžiulį potencialą plėsti eksportą, ypač atkreipiant dėmesį į eksporto skatinimo paramos suteikimą nesėkmingai eksportavusioms ir norinčioms plėsti sėkmingai pradėtą eksportą. Tyrimo metu nustatyta, kad eksporto skatinimo priemonių nauda įvertinta vidutiniškai abiejuose – Lietuvos SVV įmonių ir ekspertinio vertinimo empiriniuose tyrimuose. Tai rodo, kad būtini ir eksporto rėmimo institucijų struktūros, ir eksporto skatinimo priemonių pasirinkimo ir jų stiprinimo pasikeitimai. Siekiant integruotos Lietuvos eksporto plėtros, perspektyviausios būtų šios kryptys – inovacijų skatinimas, TUI pritraukimas ir eksporto skatinimo veiklos integracija, siekiant eksporto plėtros, stiprinti vietos įmonių ir eksporto skatinimo institucijų bendradarbiavimą ir reorganizuoti eksporto rėmimo institucijų struktūrą.

13. Lietuvos viešojo ir privataus sektorių institucijoms ir verslo subjektams būtina ieškoti naujų būdų siekiant intensyvios ir sparčios (ypač netradicinio) eksporto plėtros. Lietuvos integruotos eksporto plėtros kryptių modelio pagrindiniai komponentai yra Lietuvos verslo eksporto struktūros transformavimas į aukštesnės pridėamosios vertės sektorius ir integruotos eksporto plėtros globalizacijos sąlygomis kryptių Lietuvoje suformavimas.

14. Vykdamt kryptingą eksporto politiką, reikia nustatyti prioritetus, tikslus ir juos įgyvendinti. Darbe pabrėžiama, kad, siekiant tikslingos paramos, skatinant SVV įmonių, ypač lietuviškos kilmės prekių ir paslaugų eksporto plėtrą, reikėtų nustatyti konkrečius teikiamos paramos naudingumo kriterijus, įvertinant, remiantis įmonių pateikiamais duomenimis, realų lietuviškos kilmės produkcijos eksporto augimą, pasinaudojus rėmimo priemonėmis, o ne taikyti dabartinį įvykdytų priemonių skaičiaus kriterijų. Atsižvelgiant į egzogeninių veiksnių poveikio analizę, eksporto strategiją galima formuoti kiekvienais metais, numatant realius siekiamo eksporto augimo rodiklius.

15. LEPA galima apibūdinti kaip reprodukcinę, kompetencijas stiprinančią organizaciją. Nuolatiniai tiek jos struktūros, tiek veiklos orientacijos pasikeitimai rodo, kad tai besimokanti organizacija. Paprasta reprodukcija, remiantis vienos ar kitos šalies patirtimi, dėl skirtingų aplinkos sąlygų vargiai ar pasiteisintų, atsižvelgiant į besiskiriančią ekonominę, eksporto rėmimo institucijų struktūrą. Autorės požiūriu, artimiausiu metu viešojo sektoriaus vaidmuo Lietuvos eksporto rėmimo sistemoje išliks dominuojančiu, tačiau reikėtų aktyviau bendradarbiauti su privataus sektoriaus organizacijomis. LEPA, autorės nuomone, galėtų tapti viešojo sektoriaus pagrindine eksporto rėmimo institucija, skatinančia Lietuvos įmonių internacionalizaciją.

16. Atliktas tyrimas rodo, jog dauguma respondentų eksporto skatinimo būklę Lietuvoje vertina vidutiniškai. Siekiant operatyviau ir lanksčiau reaguoti į rinkos pokyčius, bendradarbiavimas informacijos rinkimo ir skleidimo srityje leistų mažinti išlaidas ir jas

efektyviau panaudoti. Bendro internetinio portalo, remiantis Suomijos patirtimi, teikiančio informaciją apie eksporto skatinimo paslaugas sukūrimas, dalyvaujant iš pradžių bent pagrindinėms viešojo sektoriaus eksporto skatinimo institucijoms, leistų stiprinti informuotumą apie teikiamas paslaugas ir didintų jų prieinamumą. LEPA (būsimos Enterprise Lithuania) pagalbos eksportuotojams funkcijų atskyrimas nuo TUI, pavedant tai būsimai Invest in Lithuania, yra svarstytinas, remiantis Suomijos patirtimi. Tinklų kūrimas, autorės požiūriu, yra geriausia alternatyva. Pagalbą eksportuotojams būtina skirti ne vien siekiant eksporto apimčių augimo, būtina paremti eksporto plėtrą į eksportą orientuotomis investicijomis į aukštųjų technologijų sritis.

17. Tolesnė eksporto plėtra priklauso nuo eksporto skatinimo sistemos tobulinimo ir holistinio požiūrio, užtikrinančio valstybės viešojo ir privataus sektorių eksporto skatinimo institucijų tinklo, ūkio subjektų bendradarbiavimo plėtrą, jų veiklos koordinavimą, įgyvendinimo, siekiant sinergijos skatinant eksportą. Orientuojantis į eksportu pagrįstą ekonomikos augimą, eksporto nacionalinės strategijos kūrimas ir jos paramos instrumentų naudojimas yra dinaminis, o ne statinis procesas, todėl pateikiamos išvados yra tinkamos šiame proceso etape. Todėl siūlomos koncepcijos, teorijos ir pasiūlymai po kiek laiko gali pasikeisti, pakitus konkrečiai valstybės ekonominei situacijai įgyvendinant globalizacijos procesų iššūkius.

#### ***Mokslinio tyrimo rezultatų aprobavimas ir sklaida***

Mokslinio tyrimo rezultatai paskelbti 10 straipsnių, kurie publikuoti daktaro disertacijai pripažįstamuose mokslo leidiniuose, 3 straipsniuose, publikuotuose mokslinių konferencijų medžiagoje, ir skaityti 6 moksliniai pranešimai disertacijos tematika.

#### ***Straipsniai mokslo leidiniuose***

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**Mokslinių interesų sritys**

Eksportas; Tarptautinis verslas; Strateginis valdymas; Gamybos/Operacijų valdymas.