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**The * of Internationalization
- A literary review**

*** Death, Birth, Re-Birth, Dawn, Dusk, Rise, Fall...**

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Abstract

In the last decades internationalization research has produced many groundbreaking theories. Concepts like the IP-model, the network perspective and the born global perspective have until recently dominated the research area. The question asked in this thesis is: Within the recent internationalization research what are the trends, new directions or new knowledge being developed? The purpose of this literary review is to make a contribution within the area of internationalization research by providing a thorough review of publications published between 2000 and 2005. Overall, over 200 internationalization articles have been reviewed and their main elements recapitulated in a condensed format. By conducting detailed analysis of some aspects of the articles, several important conclusions can be drawn. The main findings include, that no major new theory seems to have been developed over the last five years and that the long-time debate between supporters of the born global perspective and IP-model researchers is still dominant. The authors hence conclude that the research area is in need of new ideas. Finally, a need to combine existing ideas into more holistic frameworks is identified – both within research streams, but also between research streams.

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List of Abbreviations

BG – Born Global

DNV – Domestic New Venture

FDI – Foreign Direct Investment

FME – Foreign Market Entry

HTSME – High-Tech Small or Medium sized Enterprise

IB – International Business

ICT – Information and Communications Technology

IE – International Entrepreneurship

INV – International New Venture

IP – Internationalization Process

MNC – Multinational Corporation

NGO – Non Governmental Organizations

RBV – Resource-Based View

SME – Small or Medium sized Enterprise

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Introduction

Internationalization research is confusing!

- A FIRM WANTING TO EXPAND INTERNATIONALLY SHOULD MOVE SLOWLY, ESTABLISH A Foothold, GET ACQUAINTED WITH THE ALIEN ENVIRONMENT...

- NO, NO, NO! EXPAND QUICKLY, TO SEVERAL MARKETS SIMULTANEOUSLY. THAT'S THE NEW THING. SLOW INTERNATIONALIZATION IS DEAD! AND BY THE WAY, MAKE SURE TO USE THE INTERNET. THE INTERNET IS THE KEY.

- DON'T GET HUNG UP INTERNATIONALIZATION PACE. THE IMPORTANT THING IS THAT YOU USE YOUR CONTACTS AND NETWORKS. IF YOU USE THEM EVERYTHING WILL GO MUCH SMOOTHER.

- YOU DON'T WANT SMOOTH! GO NOW! GO TO THE MARKETS WITH THE GREATEST POTENTIAL, WHERE THE CUSTOMERS ARE. IF YOU DON'T GO NOW, SOMEBODY ELSE WILL GET THERE AHEAD OF YOU. EVER HEARD OF FIRST-MOVER-ADVANTAGES?

- OH, I WOULDN'T RECOMMEND THAT. CAREFULLY SELECT A MARKET THAT FEELS SIMILAR TO WHAT YOU ARE USED TO. AND START OUT WITH SOMETHING SMALL-SCALE: USE AN AGENT, THAT WAY YOU WON'T NEED TO COMMIT A LOT OF RESOURCES.

- YOU KNOW YOU WANT A FACTORY, RIGHT? MIGHT AS WELL GET ONE STRAIGHT AWAY! PUT THOSE PRODUCTS ON THE MARKET!

For a person with a casual interest in internationalization research, the area can seem really confusing. All of the opinions expressed in the phony conversation above are common among researchers in this field – although they often use fancier words to express their views. Internationalization research is crammed with seemingly contradictory opinions on internationalization and as to where the research area should be headed, hence the multi-optional title of this thesis. In an attempt bring some structure to and to give the reader an overview of recent ideas, trends, opinions etc. in internationalization research, publications published between 2000 and 2005 will be presented and analyzed, along with suggestions as to where future research in this field should be directed.

A short history of internationalization research

Research on how and why firms internationalize has been around for many years now. Through the course of time many different internationalization theories have been initiated. Some of these theories are still being discussed today and still influence current

internationalization research. Other theories have more or less been forgotten. Over time researchers have found inspiration in many different areas.¹

Hymer (1960) based his internationalization theories on economics and industrial organization. He argued that firms internationalize to exploit firm specific advantages and market imperfections. Although, according to the theory, FDI only occur when benefits of exploiting the advantages abroad outweighs the costs of doing so. Another researcher that was influenced by economics was Vernon (1966). In his famous product life cycle theory, he described internationalization as something that occur when companies develop new products and starts to export the products to new markets. When demand in a host market increase, the company invests in production facilities in that market. As the product become more and more standardized, and sold in more and more markets, the company will begin to take advantage of low cost production in certain markets. As this happens the market in which the product was first developed, might start importing the product from one of the low production cost markets. Other research has its roots in transaction cost economics. Buckley & Casson's (1976, 1985) internalization theory is an example of this. The theory suggests that firms internationalize to bypass market imperfections. If a firm is able to vertically integrate (internalize) parts of for instance a production chain, many transaction costs can be avoided.

Behavioral theory is another area which has influenced several internationalization theories. In their internationalization process model Johanson & Vahlne (1977) described internationalization as something that is developed in small steps. As firms gain market knowledge they are able to commit more to the foreign market. In reality that could mean that a company starts out by sales through an agent, and as the company becomes increasingly familiar with the market it opens a sales subsidiary and finally a production facility. The model also suggests that companies often choose international markets depending on the psychic distance between that market and the home market.

During the 80's a network oriented approach to the internationalization of the firm began to emerge which took into consideration more of the external factors influencing internationalization of MNCs. Johansson & Mattson (1988) put forward a model which is seen as complimentary to the Uppsala model that implied that firm's internationalization involves the establishment and development of a network position in a foreign market.

However important the Network perspective was for explaining internationalization it was found that it did not address other important factors within internationalization such as, how smaller firms internationalized, the emergence of international new ventures, and role of the entrepreneur in the internationalization process.

Recent research in Internationalization has tended to address these areas and as a result one can see the research on social networks and internationalization (Ellis 2000) and the role of the entrepreneur in these social networks as the one seizing opportunities (Kirzner

¹ The following section is to be seen as a short introduction to some internationalization theories developed, and the influences to those theories. The section does not aim to fully cover the research area, and the mentioned theories are just a small selection on what has been written on internationalization.

1997) being incorporated into internationalization research to more adequately explain the phenomenon (as it relates to SMEs and entrepreneurs).

Another area that has received much interest in internationalization research is that of the international new venture (Oviatt & McDougal, 1994) or born global (Knight & Cavusgil 1996; Madsen & Servais, 1997). By nature this phenomenon of INV or born global seriously challenges the Uppsala Model (Johanson & Vahlne 1977) since these firms do not internationalize in incremental steps as suggested by the former theoretical constructs. The reason why the authors of this thesis find this interesting is that the Uppsala model has been noted as the dominant theory in the area of internationalization research (Andersen, 1993; Leonidou & Katsikeas, 1996, cited in Berry & Brock, 2004). This sets the stage for a possible juxtaposition, evaluation and analysis of recent trends within internationalization research as it relates other established perspectives within the field.

Through examining research that has been done within the internationalization field, this thesis highlight how research has progressed over the last few years. We see this as important not only because a useful resource would be provided (in terms of results) but also in that future research may be guided based on the findings of this thesis.

Problem Formulation

The research topic and focus of this thesis is within the field of internationalization. The main undertaking is to conduct a review of literature in this area. A literature review is done in order to make a contribution within an area by providing a useful resource (Rowley & Slack, 2004). More specifically the authors see the opportunity to make a contribution by assimilating, interpreting and analyzing the recent research within this area, and also to identify what are the underlying forces and factors behind recent research.

The main research question of this thesis is: *Within the recent research what are the trends, new directions or new knowledge being developed within the field of internationalization?* More specifically the authors of this thesis focused on research trends over the years 2000 - 2005 (however not omitting the possibility of going back further so as to capture or identify the theoretical base that may have spurred a particular trend within the research) within the area of internationalization. In accomplishing this task the authors of this thesis did an extensive search and eventual analysis of the literature related to internationalization, obtained from a wide cross-section of journals.

The initial purpose behind choosing this topic was one dimensional, in that we were to explore the issue (*research problem*) in order to see what is happening (*analysis*) then present our findings (*results*). However as this thesis progressed and the authors got more engaged in the process of reviewing our empirical material (in this case articles), we were able to gain a more holistic view and deeper understanding of what was happening within the internationalization field. Therefore it was toward the end of this review process that it became clear to the authors that our contribution was not only one dimensional but multifaceted, in that not only were we presenting our findings but also adding our voices to the debate as it relates to this area.

Delimitations

In this thesis the main delimitation has to do with, the evaluation of content within the articles selected. The majority of the 130 articles selected for this review were published studies - except in the case of seven studies which were either pending publication, working papers or conference papers (see reference list for exact articles).

The main reason for mentioning the above is that in this thesis, the published article was taken as the standard for quality meaning that the authors did not seek to test, confirm or debate the basic academic qualities of these articles. The justification for including the few unpublished studies in this thesis is highlighted in the theoretical section (primary channels used) of this paper.

However, overall it must be stated that our appraisal of these articles was based on what these various studies explicitly stated and not on the underlying (non explicit) components of them. Therefore based on this the authors believe that the findings presented in this thesis are not subject to scrutiny beyond what was stated explicitly in our empirical material (articles reviewed).

Another limitation of this thesis is that it does not fully cover the research area insofar that every article published is not included here – and nor was this the aim of the authors. Given the limited amount of time available to perform this project the authors feel that the reviewed articles present an adequate picture of the internationalization field.

Theory

What is a Literature Review?

According to Fink (1998) “A literature review is a systematic, explicit, and reproducible method for identifying, evaluating and interpreting the existing, body of recorded work produced by researchers, scholars, and practitioners. The scholarship and research on which you base the review come from individuals’ diverse professions including health, education, psychology, business finance, law and social services.”

Why conduct a Literature Review?

Given that a literature review draws upon research that has already been conducted and in many cases published, one important question is: Why are literature reviews conducted? Among the reasons listed by Fink (1998) are: 1. Write funding proposals, 2. Write proposals for academic degrees, 3. To describe and explain current knowledge to guide professional practice, 4. Identify effective research and development methods etc.

In the case of this literature review, the authors see the opportunity to make a contribution to anyone interested in internationalization literature and research, but more specifically to those persons in academia. The authors of this review believe that by compiling in one document, the main streams of research that has been conducted in this area the last few years, future researchers and others in academia who are involved in this area would find this review to be an important resource for obtaining information.

The authors also see the review as necessary since internationalization literature is not only found in International Business type journals, but in a plethora of other academic sources, such as, International Entrepreneurship journals, Strategic Management Journals, International Marketing journals, etc. Whilst the multitude of sources reflects the diversity of the subject area, it also makes the search for relevant literature quite tedious, time consuming and in some cases impossible. However the authors see that by using this literature review as a guide, one would be able gain valuable insight into the research that has been carried out during said period within in the internationalization field, and also accomplish this in a much shorter timeframe.

The authors chose to review the literature from 2000 to 2005 for several reasons. Key among these reasons are 1. Other literature reviews were found that covered earlier periods (e.g. Hurmerinta-Peltomäki, 2004; McDougall et al, 2000; Boojihawon, 2004; Etemad, 2004), and 2. The authors were interested in identifying which stream of internationalization research is popular in the said period (i.e. what lenses were being used to examine internationalization during this period), given that; 70's saw the emergence of internationalization examined through process and stage perspectives, mid to late 80's saw more of a network perspective and the 90's saw the emergence of the 'born-global' International New Venture perspective (Gelbuda, 2005, p. 4-20). Therefore would this mean that we find a new phenomenon in the new millennium?

Theories employed

Figure 1: Modules, provides a visual representation of the theoretical construct that the authors have employed for undertaking this literary review. This construct being used was influenced by the work of Harris M. Cooper's (1989), *Integrating Research: A guide for literature reviews* and Arlene Fink's (1998), *Conducting research literature reviews: From paper to the internet*.

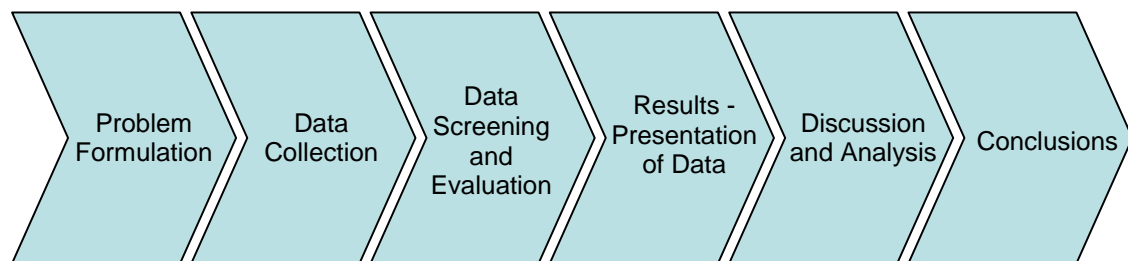


Figure 1: Modules (Source: Authors)

The entire project contains six modules and each module is represented by an arrow in Figure 1. Within each module is a series of sequential processes (methods) which are followed in order to complete the module and proceed to the next. However it must be noted that this theoretical construct may not always coincide with our reality. What this means is that in some instances this sequential process may not always be followed and as a result a new module might be started before the completion of the prior one. Selltitz, Wrightsman, & Cook (1976, cited in Cooper 1989), note that “methodologist uniformly

agree that sequencing of stages is not fixed, and in practice researchers often skip one or more stages and sometimes move backward as well as forward.” (p.14)

The modules specifically highlighted in this theory section are the data collection and data screening and evaluation components. These sections are specifically highlighted to illustrate to the reader the theoretical underpinnings of the processes taking place behind these modules, since they are not stated explicitly elsewhere in this report. The other modules that deal with; problem formulation, results-presentation of data, discussion and analysis and conclusions, are expanded within individual sections throughout the report and are therefore not discussed here.

Cooper highlights two types of reviews. The first type is called theoretical reviews, where the reviewer presents the theories offered to explain a particular phenomenon and to compare them with regard to breadth, internal consistency, and the nature of their predictions. The second type of review mentioned is called the integrative review, where past research is summarized by drawing overall conclusions from many separate studies, believed to address related or identical hypothesis (p.13). This thesis falls under the realm of the latter type of literary review mentioned in Cooper, since in this thesis the authors conduct this review so as to integrate, summarize and present a holistic picture of research that has been conducted within the field over the review period.

The development and use of this modular system, provides the authors with a systematic way of working through this review. Fink (1998) notes that literary reviews are different from more subjective kinds of examinations of recorded information, in that they are systematic, explicit and reproducible (p.15). By employing the use of this modular system, and working with our material using systematic methods, it is the explicit opinion of the authors that we produced a study that is credible and also falls in line with the description given by Fink, as noted above.

The rest of this section on theory and the section on methodology will be devoted to explaining the steps and methods employed within each module from beginning to end – the reasoning behind the modules, and what was actually done. In some cases at the beginning of a module steps in the process are numerically outlined. This is intended to give the reader a visual representation as to the sequential thought process through each module.

Data Collection

Steps within this module:

1. Conduct literature search using diverse means for data retrieval (working with a broad definition of internationalization)

In Cooper mention is made of the fact that data is collected through the use of different sources. These different sources according to Cooper are identified as being either informal channels, primary channels or secondary channels (p.41-45). Cooper also

mentions that it is better to err to the overly inclusive side in the early stages, since it would be most distressing to find out later that important pieces of the puzzle were left out thereby meaning the search must be reconstituted (p. 26). Following this recommendation, the authors of this thesis worked with the following definition of internationalization taken from Andersen (1997) "Internationalization is the process of adapting exchange transaction modality to international markets." Working with such a definition helps the reviewer to strike a balance when searching between being too superficial so as to dilute the strength of the review, or too narrow so as to omit important articles in the early stages.

Informal Channels

According to Cooper informal channels can either be: 1. The reviewers own past research, 2. Invisible colleges – which the author defines as temporary units that deal with specific research problems and then vanish once the problem is solved or the discipline shifts (Crane, 1969 cited in Cooper, 1989), or 3. Attendance at professional meetings such as conventions where papers are presented. In terms of invisible colleges, Cooper also notes that other informal communication occurs outside of invisible colleges since students and professors may share ideas and pass on to one another papers and articles they find that are of mutual interest.

These various informal channels are identified as important since in most cases they possess knowledge of some aspect of research being conducted, and may be able to pass on information that may be relevant to the topic but that has not been cited in the existing literature (p.41). According to Cooper one of the downsides of this method of form of study retrieval is that information gathered within an informal network is likely to contain studies that are more uniformly supportive to a researcher's findings than data gathered from diverse sources, which highlights the need for information gathering through different channels (p. 41).

Primary Channels

Primary publications according to Cooper form the link between the reviewer and the formal communication system. According to Cooper, primary works are retrieved via two methods. The first method involves the reviewer's search of journals that they are familiar with to find articles that are relevant to the area of research being presently investigated. He notes that the appeal of using the personal library and the journal network as a source of information and its credibility and its accessibility to the reference group that the reviewer hopes will read the review. As a result of this, one can also expect to find some biases associated with using this method (p.43).

The second method that is used is referred to as the *ancestry approach* (or *citation analysis*). According to Cooper, using this method the researcher searches the reference list of articles that have already been found to find other articles relevant to the topic, but that may be dispersed over a wide range of other journals not previously searched. The reviewer uses these citations, and then judges them for their relevance to the problem. The reference list of these cited articles are also scrutinized to find other relevant studies. Again with this method, Cooper notes that searching the bibliographies of existing

studies can also lead to overrepresentation of work that appears within the reviewer's primary network of journals, since researchers tend to cite other works available through the same outlet or a small group of other outlets (p.43).

Another interesting point is made by Cooper as it relates to overrepresentation of published studies found in personal libraries and in using ancestry approach. Although in this example, Cooper was making reference to articles found in the scientific realm, these probably hold true for articles covered in this review. Cooper notes, "The criteria for whether or not a study is published are not based solely on the scientific merit of the work. First, published research is probably biased toward statistically significant findings and that the criteria for whether a study is published or not may not be based solely on the scientific merit of the work. This bias occurs primarily because of the practices and beliefs of researchers (p.43)". However it must be mentioned that Cooper also recognizes the fact that published research has most likely undergone the most rigorous methodological appraisal by established researchers and probably is of the highest quality (p. 57).

Generalizing the former statement a bit more, one can interpret this as, researchers would be more inclined to submit studies that correspond to or support the prevailing thinking/hypothesis/theory/ideas, within their field. Nunnally (1960 cited in Cooper, 1989) notes that researchers whose findings conflict with the prevailing thinking within the field, were less likely to submit their results, as opposed to researchers (or results) that confirmed with the prevailing thinking (p.44). In this literary review, that is one of the implications that we worked with, since it was only possible to code and make assessments, based on the studies that were retrieved.

Secondary Channels

This method uses a wider range of search techniques such as bibliography and computer searches (which includes browsing for the related topic). Using this method the reviewers are able to pull together data related to their topic that does not necessarily support or over emphasize a single hypothesis within the research area. The use of secondary channels enables the researcher to cross check data found using the other approaches with a wider body of research publicly available on the topic.

Adequacy of Search

Overall Cooper notes that if the reviewer has covered a broad range of studies, through the use of different channels that do not share similar biases, then the overall conclusion should be replicable by other researchers using different but complementary sources of primary research. This he notes; embodies the scientific criterion of replicability (p.57).

Data Screening and Evaluation

Steps in this module:

- 1. Construct a practical/methodological screen to filter articles and determine which ones are excluded**
- 2. Group the remaining studies into streams.**

3. Develop code sheet for recording information reported in studies

Construct Practical/methodological screen

As noted in Fink (1998) “literature reviews may yield hundreds, even thousands of candidate articles, however it is highly unlikely for someone to review all of them” (p.52). What is needed at this point of a literature review is a mechanism for systematically filtering studies to determine what is included and what is excluded.

Fink suggests that a good method for doing this is the construction of a practical/methodology screen (p.50). The screen is made up of two parts: 1. A practical screen where information such as; name of study, journal and author are encoded, and 2. A methodological screen which assesses the quality of the study and identifies more specifically what is being studied. By using such a screen to go through the literature, the reviewer is able to determine in a systematic way, what articles should be considered for the actual review.

Grouping remaining studies into Streams

The next step into this module is to group the research into research streams. By streams the authors mean the main schools of thought or perspectives from which a set of articles may be based. Therefore, although this review covers many articles it may be discovered that these articles come from a few streams such as; an entrepreneurship perspective, a network perspective, economics perspective etc. By grouping the results the authors would be able to identify and go deeper into any particular stream that has been attracting interest over the period.

Develop a code sheet for recording information

A code sheet is a standardized form for collecting information from reports and articles. Such a sheet is necessary in cases where a review is intended to cover a large number of articles since in these situations it is quite difficult or almost impossible for reviewer to read and then reread articles Cooper (1989, p.30). The use of such a sheet allows the reviewer to capture in a standardized format the most important data from articles so as to facilitate the reviewer’s task of comparison, contrasting or combination of large volumes of articles from different perspectives.

There is no set description or format of how a code sheet should be designed, and as noted by Cooper design characteristics will vary from topic to topic, however information such as type of study, methodology used and results are basic elements incorporated in the construction of this instrument (p.31). Cooper also notes that the general coding sheet will never be able to capture the unique aspects of all articles, and that these sheets often contain blank spaces and notes in the margins. Cooper goes on to state that “perfection is never achieved” (p.33). This is important to note since in this review a broad cross section of literature was covered, each one having a unique perspective. This in some way creates an opportunity for critique, since one can argue that it was impossible for the authors of this thesis to paint a clear picture given the overall volume of literature covered. However to this point we would state that in actuality this review was not

intended to necessarily understand all aspects of each article, but instead to obtain a more holistic overall perspective.

The difference between the practical/methodological screen and the code sheet is that the former is designed simply to filter through the articles so as to decide which ones should be kept. Once the decision is made on which articles are kept for review, the code sheet is used to extract relevant data from these reports.

Methodology

The methodology section of this paper gives the reader an understanding of how the actual process as it relates to; collection of data, and process of extracting data was completed. The main purpose of this methodology section is to give the reader an understanding of the processes that are not shown explicitly in this report. Therefore the result and analysis sections are not highlighted in this methodology since they are dealt with explicitly in separate sections of this thesis.

Data Collection

The main activity taking place at this point in the project was the collection of data. In the case of this literary review the types of data collected were in the form of articles and text books. This data was gathered from plethora of sources such as; electronic journals, doctoral theses, research funding proposals and from experts within the field of internationalization.

Andersen's (1997) definition of internationalization was kept throughout the study (see page 12 in this report). Also for this review, the authors employed the use of all three channels (Informal, Primary & Secondary) described in Cooper. While this did not necessarily ensure that every single bit of data relevant to the review would have been collected, the authors do believe that the diversity of techniques employed in searching for the material produced enough relevant studies to give a credible representation of research being carried out in the area. This is in line with Cooper's suggestion that, "reviewers employ multiple channels so that the chances of strong unidentified bias distinguishing included from un-included studies is small" (p. 57).

In a very limited number of cases, unpublished (pending) studies were reviewed, since they were found to be highly relevant to the subject area of study. It must also be reiterated at this stage that this review was not intended to cover every article within the field between the years 2000 – 2005, but instead identify the main streams within internationalization literature that has developed over this period.

Informal channels used

The main informal channel utilized by the authors was through personal contact with our thesis advisers, Professor Jan-Erik Vahlne and Dr Roger Schweizer, both at the School of Business, Economics and Law, Göteborg University. Through the use of these contacts the authors of this thesis were able to access theses written in the subject area, funding proposals which contained many useful references, published and unpublished (forthcoming) articles, and also contacts to other experts in the field which led to the retrieval of more forthcoming studies. The use of these "informal channels" according to Cooper (1989), gave the authors a much needed head start, in terms of data retrieval and data search.

Primary channels used

The authors of this thesis started off by searching some of Journals that we were familiar with and that were related to the subject area such as; Journal of International Business Studies, International Business Review and International Marketing Review. By using citation analysis on articles obtained from informal channels and articles obtained using primary channel, the authors were able to search a broader range of Journals such as; Journal of International Entrepreneurship, Management International Review, Journal of International Marketing, Administrative Science Quarterly, Academy of Management Journal and Strategic Management Journal among others. These journals were searched by going through the abstracts of articles manually over the stated period. This primary search turned up many articles, and formed the main body of articles finally used for the actual review.

Secondary Channels used

Utilizing this channel, the authors used internet search engines such as Google and searched terms such as: “Internationalization articles”, “Internationalization research” or names of specific authors related to the field whose work we were unable to uncover in the traditional Journals. Scientific databases such as JSTOR and Emerald were also used. Using this method, we were able to turn up a few articles that we did not come across in the first instance.

Overall it should be noted that the use of the different channels did not occur in necessarily a sequential or stepwise manner, but instead the authors moved between the different channels as we saw necessary in order to collect information. Also by employing the use of multiple channels and reviewing articles related to the topic from a diverse range of sources, the authors believe that replication of findings of this thesis by other researchers using different articles related to the primary research question can be achieved. This is in line with Cooper’s scientific criterion of replicability (p.57).

Protecting validity in data collection

In terms of threats to validity as it relates to data retrieval, one the areas that Cooper mentions is the fact that studies in the review may not include all studies pertinent to the topic of interest. To protect against this, Cooper recommends that, data collection should come from a broad and exhaustive search of the literature and that the manuscripts of reviews should state how studies were gathered (p.61-62). As mentioned before, in this review the authors employed a multitude of channels for search and retrieval of articles, and also detailed how this process was carried out in this methodology section. This was in accordance with Cooper’s suggestions for protecting validity and whilst it does not automatically ensure absolute validity in data collection and evaluation, it does provide a high degree of merit in regards to our methods used in this stage of the review.

Data Screening and Evaluation

Construct Practical/Methodological screen

Drawing motivation from the work of Fink (1998), the authors devised and developed a simple excel spreadsheet (practical screen) where the following contents of the article

were listed; authors, relevance score, and type of article e.g. Born Global, Network Perspective, International Entrepreneurship, Market choice etc. This practical screen was used to determine whether a particular article (as part of the original articles initially included) would be reviewed or not. One important element of this practical/methodological screen that needs further mention is the “relevance score system” developed by the authors.

In order to narrow the focus on articles related to internationalization the authors devised a simple scoring system where a score of; 0 (lowest score - article not reviewed), 1 (average score - article not central to topic, however included in review), 2 (highest score - article central to topic therefore must be reviewed).

To give an example of how this scoring system worked, we look at the following articles. In the initial search, an article titled *Sources of export success in small and medium-sized enterprises: the impact of public programs* (Alvarez, 2004) was included as a potential review article. However during the screening and evaluation stage, this article was marked as 0 (not reviewed) since the authors found that it was mainly concerned with export performance, and not necessarily internationalization as such which was the main focus of our thesis. On the other hand, we have an article titled *‘Born-again global’ firms an extension of the ‘born-global’ phenomenon* (Bell et al., 2001) which deals directly with internationalization (and more specifically the born-global and born-again global phenomenon), hence receiving a relevance score of 2. In this review, all articles with a relevance score of 1 or 2 were reviewed.

The authors do recognize the fact that the using of such a scoring system does bring to into focus the question of subjectivity since scores were given based on the authors evaluation. However while we recognize the fact that subjective measures were employed at this point, we do believe that given our prudent approach to evaluating and scoring these articles, the overall integrity (as it relates to articles included or omitted) was not compromised. Also the authors believe that the multitude and diversity of articles listed in the appendix section of this report goes a long way in lending support to our selection methods.

Grouping research into streams

At this stage the abstracts, executive summaries and introductions of the articles were read so as to get an understanding of the article and determine its relevance and focus. Using the articles as a guide the following research streams/categories were developed; SME, Entrepreneurship, Born Global, Networks/Relationships, Market choice, Mode of entry, Knowledge based view, High-tech/Technology related, Stages and Process views of Internationalization and Literary reviews. Initially the idea of the authors was that by breaking these articles into different categories, we would be able to analyze them along those lines. However we found this to be virtually impossible since in many cases articles dealt with a variety of topics and were not mutually exclusive in terms of belonging to a specific category, e.g. Gemser & Brand (2004) examines some facet of the following in his articles; networks, SME, process perspectives and market choice. Crick (2005) examines; SME, entrepreneur, networks/relationships, and market choice. In the end this

issue was resolved, since it was determined that results and analysis would be compiled and broken down, along the lines of the categories developed in the code sheet (*see section below*).

Developing a code sheet

The development of a code sheet was a critical step in this literary review. The reason being that since this standard sheet was going to be used in order to gather information from all articles its design would have to be accurate from inception because once coding commenced any change in design would result in articles having to be recoded.

Drawing on the recommendations of Cooper (1989), the authors included categories in the code sheet for; *methodologies* used and *results* since in his work he notes that such categories are basic elements to be incorporated into such an instrument (p.31). After the development of these two categories, the authors of this thesis brainstormed so as to develop other important categories.

After some deliberation, the categories *main research question*, *theoretical frameworks* and *opportunities for future studies* were included. Before coding actually commenced, the authors again followed the recommendations of Cooper and sought advice of “knowledgeable colleagues” within the field (p.33). In our case the code sheet was discussed with our thesis advisors. Based on their recommendation another category was added for *contribution* of study, but the overall structure was found to be satisfactory and kept. The authors then coded five articles each and compared them to decide whether the categories developed were sufficient. This step in Cooper is described as pilot testing (p.33). Once these initial articles were coded we found that the information extracted using code sheets were congruent and therefore the code sheet format was kept.

Actual process of Coding

The coding of articles was a very intense and time consuming exercise. After the initial review of more than 200 articles on internationalization, about 130 were selected for the final review and were therefore coded. The task of coding involved going through the articles and extracting essential data, or the data that is relevant to the study being conducted based on the categorizations developed in the code sheet. However beside the actual extraction of data, the process of coding forced the authors to focus on each individual article in greater detail, since the article had to be understood before the relevant data could be extracted. This led to the authors gaining a more collective and holistic understanding of the studies being researched.

Also important to note that the authors did not only code the articles in a linear fashion but instead jumped back and forth between different articles looking for similarities and differences, in some cases going back to the theoretical roots of the articles. In a few cases however – as noted in Cooper – some sections of code sheets were left blank (p.33) due to information not being available.

Protecting validity in the data evaluation stage

Within the data screening and evaluation stages, Cooper notes a few issues that may pose a threat to validity. The first has to do with the evaluative bias of the reviewer, as it relates to the criteria used for evaluating studies. The second threat to validity has to deal with the unreliability of data introduced in the articles, as a result of incomplete reporting of primary researchers in terms of reports that give incomplete information as it relates to hypothesis that were mentioned. The final threat to validity at this stage deals with the unreliability in terms of coding research results (p.80).

To protect against this threat among Cooper's recommendations are; 1. Reviewers should ensure that only conceptual judgments are used to decide whether a study is included or excluded in the review, 2. More than one study coder should be employed, and 3. Coding sheets should be filled out by coders blind to the results of the study, i.e. coders should not have a personal bias in terms of seeking to confirm or deny a particular result (p.80).

In terms of this thesis the articles chosen for the review were published studies (with a few exceptions) obtained from scientific journals. This criterion was used by the authors as the basic standard for judging the reliability and validity of the article. Therefore in the opinion of the authors once an article was published, we interpreted that as meaning that matters pertaining to the standard and validity of the article would have been scrutinized and judged by the editors and reviewers of the respective journals. To the second issue related to the coders (in this case the authors of this thesis), given that we had no personal interest in terms of supporting or refuting a particular claim or hypothesis due to being involved in research, the authors do believe that coding was done in a fair, systematic and unbiased manner.

Results

The results of this study were derived directly from the empirical material. Coding of the 130 plus articles produced 400 code sheets which were then used for developing the results table, analysis sections and also (probably most importantly) forced the authors to look deeper into the empirical material, so as to develop a more concrete overall picture.

Based on material covered in this review, the main perspectives being used within IB and IE research are; Economic based Perspectives, e.g. (Dunning, 1988; Teece 1986; Buckley & Casson, 1976) Uppsala IP process view (Johanson & Vahlne, 1977, 1990), Stages models (Bilkey & Tesar, 1977; Cavusgil, 1980), Network perspectives (Gadde & Mattson, 1987; Johanson & Mattsson, 1988), Resource based view (Barney, 1991; Wernerfelt, 1984), INV theories (Oviatt & Mc Dougall, 1994, 1997) and Born Global perspectives (Bell, 1995; Coviello & Munro, 1995; Jones, 1999, 2001; Knight & Cavusgil, 1996).

Between these perspectives highlighted above, much of the main focus was found to be on articles related to the born global, international new ventures phenomenon as compared to the established process and stages type models of internationalization (highlighted in more detail in the analysis section).

The main results of this literature review are displayed in the articles table located in the appendix. Far from an elaborate explanation of each article reviewed, the results section is meant to give the reader a quick glimpse into the contents of the articles reviewed by the authors of this thesis. Since this thesis covered many articles, it was determined that the most simple and coherent way of presenting these findings, was in the form of a table.

Using a table format gives a reader the advantage of quickly skimming through this list to determine which articles are pertinent to their area of interest or study, and hence saving the user time as it relates to the literature search. The following section describes in brief, the way in which the information for the table was encoded under the various categories.

The results table

Article: Names of the authors of the article summarized. A full citation can be found in the reference list.

Main research Question: As the heading states this section is meant to capture the main research question being undertaken. The main research question or topic of an article essentially states the purpose of the study. In most cases the main research topic was stated explicitly in the article being reviewed. In a few studies however, this was not the case and as a result the main research question was stated as interpreted by the reviewer.

Main Theories: In this section, the main theories being used in the articles are highlighted. The reason for calling this section ‘main’ and not simply theory section, is that in many if not most cases, a single article may contain so many theoretical references, that it makes it virtually impossible to include them all in the table. Therefore

overall this section is meant to highlight the main theories that the author is using in order to develop their study. Also it must be mentioned that in some cases, the definition of the same theories by different authors in different articles was not always consistent. An example is the Uppsala IP model of Johanson & Vahlne (1977) described by them as a ‘process’ theory, in some cases e.g. in McDonald (2003) the IP model is defined as a ‘stages’ theory. While this does not necessarily diminish the relevance and validity of the article readers of this thesis should be aware of this discrepancy when reviewing results table since results are reported in this review as they were reported in the various articles.

Methodology: In this section methodologies employed in the articles for conducting their study are highlighted. Among the methods used in most cases were the following; Hypothesis development and testing – where author would develop some hypotheses, then test the hypotheses statistically using a sample survey; Theoretical construct – where author does a review and synthesis of the literature then develops a new framework, conceptualization or model; Case study methodology – where through the use of a case company (or companies) author develops discussion/theory for the article.

Main Results: In this section the results of the study are highlighted. In this case, the word ‘main’ is used, since in most cases many results are presented, making it virtually impossible for them all to be incorporated into the table. Overall the results section of the table is meant to give the reader a glimpse into to the final result of the study, as it relates to the main task (research question) that was originally undertaken.

Point of Clarification

After conducting this literature review, it became clear to the authors that much of the debate ongoing in Internationalization research, is between the traditional or process perspective of internationalization e.g. (Johanson & Vahlne, 1977, 1990) and the born global/international start-ups, international new venture perspective (Oviatt & McDougall, 1994; McDougall et al., 1994; Madsen and Servais, 1997). The point of departure in this section is at the mention of this contention between both perspectives in Internationalization research. Instead the focus of this section is on the origins of these two main perspectives with the aim of providing some form of clarification for the reader, since in many articles this difference is implicit.

Looking at the two perspectives, one of the main differences (and often the difference implicit in many articles) is in their unit of analysis. The process perspectives with falls under the realm of International Business research uses the firm as the main unit of analysis (Athanassiou, 2002), whilst the ‘born global/INV perspectives have it roots in Entrepreneurship where the main unit of analysis is often the individual – and often focuses on SMEs (Mc Dougall & Oviatt, 2000). As noted in Mc Dougall et al. (2000) “In recent years, the demarcation segregating International Business and Entrepreneurship has begun to erode,” this we can say has led to the emergence of ‘international entrepreneurship’ which is seen as the bridge linking international business research and Entrepreneurship research.

Much of the literature that examines internationalization from a born global/SME/Individual perspective comes from the realm of international entrepreneurship, whilst those articles that focus on the internationalization of the firm come from the international business/traditional perspective. As mentioned before in some cases the demarcation between the two is not explicitly stated, therefore this brief explanation should provide some clarification to the reader, when examining these articles (see Appendix – Articles table).

Discussion and Analysis

In this section the authors will present a few selected topics from the reviewed articles. The aim is *not* to cover every issue in every article. Instead the authors want to shed light on those issues that are believed to be of particularly interest to the readers of this thesis.

The issues brought up here fall into one of two basic categories:

1. Issues that are frequently discussed in the reviewed articles. Having reviewed more than 200 internationalization articles it was possible to identify several “hot” topics – topics that were discussed in a large number of articles. To give the reader a good idea of the ongoing research on internationalization it is necessary to present the prevalent topics.
2. Issues that the authors found interesting from a more personal point of view. These issues for instance include: research where the authors feel that the researchers have used a new or innovative way to attack or shed light on a particular issue, research where it is felt that mistakes are being made, missing research, etc.

The issues analyzed will be both specific and of a more general nature. The aim is to first present opinions and results from the reviewed articles and then do a more personal analysis, where the authors express their own opinions and ideas. Finally research gaps and directions for future research are discussed – again, both opinions from the articles and the opinions of the authors of this thesis are presented.

In each subsection below a short motivation is given to why that specific topic is discussed. Generally speaking, many of the discussions concern born globals, directly or indirectly. The rationale behind this is that born globals is one of the most talked about topics in IB today (in accordance with the first basic category above).

The main core of much of the analysis in this section, centers on the Uppsala IP model versus the Born Global/International New Venture debate. At this point the authors of this thesis would like to inform the readers that this focus was not a deliberate attempt by us to specifically highlight these topics. Rather, the fact is from our research that both these views are the dominating constructs in IB and IE research today. Given the longstanding acceptability and applicability of the Uppsala IP-model and the fact that it is (at least up until the mid 90’s) regarded as the dominant theory in the area (Andersen, 1993; Leonidou & Katsikeas, 1996, cited in Berry & Brock, 2004) and the Oviatt & McDougall article on international new ventures, which opposes many facets of the Uppsala IP model (Oviatt & McDougall, 1994) also gained popularity and acceptance over the past decade, it may not be that astonishing that in 2005, this debate is still ongoing.

Is IB Research Moving Forward?

In this literary review the authors were able to uncover numerous articles that seemed to be repeating studies using the same theory or perspective – whether it be a process perspective, network perspective, born global or INV perspective and so fourth – but within a different context e.g. different country, examining a particular component within the theory, examining theory using different types of companies, etc.

To highlight and clarify the point made in the above paragraph using a few of the born global and related studies covered in the review, shows the following; Hurmerinta-Peltomäki, (2004) examined concepts in born global/rapid internationalizers research; Rasmussen et al. (2002) examined the born global concept from both a theoretical and empirical point of view; Anderson & Wictor (2003) examined why some firms were global shortly after inception and what factors were important to understanding these firms behavior, etc. The main point here is that one can see that from the born global perspective (similar examples can be found for process perspectives, Network perspectives, etc) the same phenomenon is being repeatedly examined (wider scope), but not necessarily moving forward or breaking new ground.

After conducting this literary review, the authors of this thesis were left somewhat disappointed in that we were unable to identify any new, significant or truly innovative articles (other than a few interesting perspectives) that were defining the future for IB research. The reason why the authors of this thesis bring forward this point is that we observed that while the number of studies within the field have definitely expanded, we could not identify any significant trends or studies indicating that research within the field was moving forward, i.e. pioneering new directions or unified attempts for a re-conceptualized holistic framework. .

One point the authors would make explicitly clear is that, we are in no way implying that significant contributions have not been made over the five-year period as it relates to International Business related research. From our point of view the many studies done within the field do create new knowledge and understanding and also demonstrated that research within the area is not 'dead'. However given that IB research in the 70's was marked by the process and stages perspectives, the late 80's saw emergence of network perspectives and the 90's saw the emergence of the born-global or INV perspectives (Gelbuda, 2005, p. 4-20), initially the authors of this thesis were expecting to uncover or identify some new trend or theory that was characterizing IB research in the new millennium. One example of a long-time debate that in our opinion has not seen many new arguments is that between the born global perspective and the process theories. This debate will be analyzed in detail in a subsequent section.

This discovery (or lack of discovery) led the authors to ask the question: "What is motivating research within the field?" Based on the work done for this review it would seem that while researchers are motivated by the need and/or opportunity to make a contribution within the area, a concerted effort to move IB research forward may be a result of, but not necessarily the primary purpose for these researchers. In the end whether this is helpful or harmful to the future of IB studies is yet to be seen. From the

authors' point of view, we see the need for some form of conceptual consensus amongst researchers within the field to form a unified concept of internationalization.

Highlighting some Emerging perspectives in IB research

As mentioned in the analysis sub section "Is IB research moving forward?" During the course of this review a few articles were found that presented or introduced concepts that in many cases were unique to that particular article, or were concepts not commonly found or utilized in IB research. The following section highlights those articles and study directions, and also proposes some possible directions for future research.

Focus on the individual cognitive perspective.

With the rapid recent growth of international entrepreneurship research, and the desire to uncover how and why entrepreneurs make decisions (Zahara, Korri & Yu, 2005), there has been an increased focus on the cognitive (how the individual think) profile of the individual. In the study done on information acquisition and export performance, Yeoh (2000), calls for future research that would bring a better understanding of cognitive schema of exporting managers, Athanssiou (2002), in his study on top management teams, also makes mention of the fact that executives constructed reality is influenced in some part by their cognitive make up, whilst Zahara et al (2005) does a complete study on the cognitive perspective of entrepreneurs.

The overriding point here is that one now begins to see this cognitive approach, which has its roots in psychology and sociology (Zahara et al, 2005) being incorporated into international entrepreneurship and international business research. Also with the ever increasing growth of entrepreneurial firms and the need to understand factors motivating the international orientation of the individuals (entrepreneurs), the popularity and acceptability of this concept in IB and IE research may continue to increase.

Cycle time in IB research (interesting new frontier)

In their article titled: The Influence of Internationalization on Time-Based Competition, Dibrell, Davis & Danskin (2005) look at the relationship between cycle time, internationalization and managers' assessment of firms performance. Dibrell et al (2005) define cycle time as; the time required to complete a (typically) repetitive organizational task. In this article the authors essentially contend that if time is treated as a commodity and cycle time is reduced, this lead to a competitive advantage for internationalizing firms. However the authors also state that while a cycle time strategy should positively influence performance, it should not be undertaken in isolation of a strategy such as internationalization.

This cycle time concept that according to Dibrell et al. (2005) has been used in other areas such as: the strategy literature, this article was the only article in the review that examined and operationalized this concept as it relates to internationalization. The authors of this thesis do find this concept interesting since it not only seeks to examine internationalization through an unconventional lens, but also since it offers a new perspective/dimension through which internationalization (at least partially) could be examined. One of the debates that the authors of this thesis had in relation to this article,

is the question of “Where does this article fit in, as it relates to the wider realm of IB research?” To put it in simple terms given the newness and difference in perspective of this article, does it create a platform for other studies examining this concept or does this study simply remain on the fringes of IB research (i.e. whilst making a contribution, the concept is not further developed within the IB field)? Overall the answer to this question lays in future research directions and whether this concept can withstand the scrutiny and prove to be a viable theory.

Discovery & serendipity: A possible fusion of two concepts

In this section the authors of this thesis, highlight two concepts (discovery and serendipity) with the aim of proposing a possible future direction for study. Both appear to be relatively new within International Business and International Entrepreneurship literature but based on the opinion of the authors, a fusion of the two may offer an opportunity for developing a holistic framework.

The concept of Market Discovery is found in studies conducted by Hohenthal, Johanson & Johanson (2003), Johanson & Johanson (2003) and Johanson & Johanson, (forthcoming). According to Hohenthal et al. (2003), discovery is a central concept used in Kirzner’s theory of the market process (Kirzner, 1973, cited in Hohenthal et al. 2003), whose concepts of discovery were later developed by entrepreneurship researchers in order to make empirical studies. Hohenthal et al. (2003) define discovery as the starting point of learning and market discovery as an unexpected finding associated with some surprise, with the perception of discovery occurring before acting on it.

In both works (Hohenthal et al. 2003; Johanson & Johanson, forthcoming), the concept of market discovery is conceptualized through the lens of the Uppsala IP model developed by Johanson & Vahlne (1977). The reason behind the author’s interest in the discovery concept goes beyond the fact that it offers a new perspective, but also that it seems to possibly offer a more structured approach for examining the concept of serendipity.

The role or concept of serendipity, has been highlighted in a few of the studies covered in this literary review. In Hohenthal et al. (2003) the authors state “Many of the great inventions are result of surprise and serendipity, and we propose the same is true for international expansion.” In Jones & Coviello (2005) the authors develop a framework/model, and claim that the construct accommodates revolutionary or serendipitous events that may alter the firm’s development path. The overriding point here is to illustrate that this concept of serendipity is recognized within IB and IE research.

However it was in the article written by Crick & Spence (2005) which looked at the internationalizing strategies of UK high-tech SMEs, where this concept of serendipity was briefly highlighted that led us to thinking of a possible parity between the two concepts, since both recognize the occurrence of some unplanned or chance event that leads to business development/market expansion etc. Also the fact that the Crick & Spence article uses high-tech SMEs as the unit of analysis and role of the entrepreneur is

highlighted, the authors of this thesis were able to relate this article to many other born global related research that exist today.

In Crick & Spence (2005), the authors mention the fact that a small body of literature is starting to recognize that a better understanding of opportunistic behavior of entrepreneurs leading to the crafting of emerging strategies could lead to enhanced decision making (Satori, 1999, cited in Crick & Spence 2005). They go on to state that “recognizing chance opportunities and being ready to take advantage of them is known as serendipity....and encompasses a temporal element, a relational element and an analytical element” (Fine & Deegan, 1996; Merrilees et al. 1998, cited in Crick & Spence 2005).

To pull this together, one can look at it this way; on one hand we have the concept of discovery which Hohenthal et al (2005) recognize as the starting point of learning and is also conceptualized through the Uppsala IP model on the other hand we have the concept of serendipity which in Crick & Spence (2005) is recognized as a somewhat random event that may lead to entrepreneurial opportunity (also note that in Crick & Spence two firms internationalized as a result of what the author termed a ‘serendipitous encounter’). Which adds up to a possible opportunity for expanding the discovery concept to incorporate the serendipity which can lead to a more systematic and structured explanation of entrepreneurial opportunistic behavior?

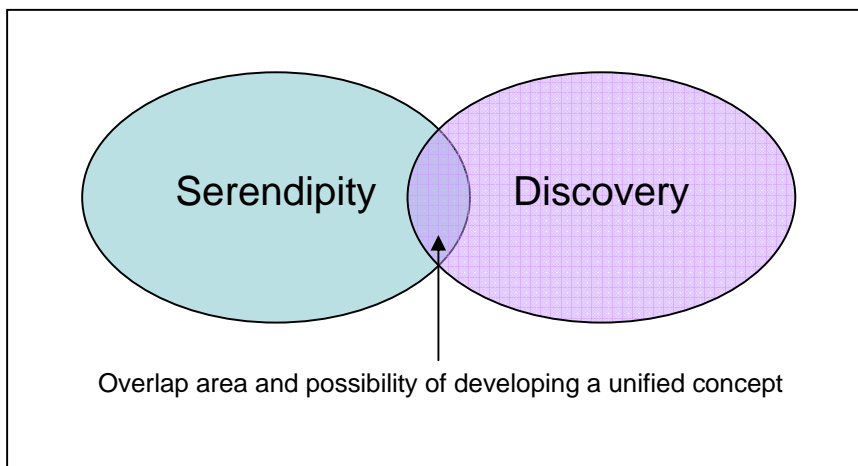


Figure 2: Serendipity and Discovery (Source: Authors)

Also since the discovery concept defined as the starting point of learning and is conceptualized through the IP-model, and it is noted in Crick & Spence (2005) that a serendipitous encounter led to the internationalization of two high-tech SMEs. Examining serendipity through the discovery concept does pave the way for a more process oriented view of SME internationalization, since serendipitous event in many cases may have occurred some time before the SME internationalization or formation takes place.

Figure 2 above provides an illustration of the author’s conceptualization. It shows that although the two concepts are not exactly the same, they may possibly be an overlap area (at this point purely conceptual) that may hold potential opportunity for future development. However at this point we would also like to explicitly state to readers of

this thesis that, this construct should not be over interpreted. By this the authors mean that this construct was in no way intended to be a model or framework or the development of such, as it relates to examining these two constructs. Rather the authors of this thesis see this construct as a visual elaboration of a possible area for future study. Although we see this as a viable construct if developed, such a task is beyond the purpose, resources and scope of the authors writing this thesis. However we do hope that by highlighting these similarities between both concepts we have made a contribution to the field that future researchers see as being worthy of development.

Born Global vs. Process Theory

One debate that has been around for more than a decade now is that of the born global perspective contra process theory. In spite of the large number of articles written on this topic in the 1990's, the debate is still very much alive. In the articles reviewed in this thesis, born global vs. process theory is perhaps the most frequently debated topic. To give the readers a fair picture of IB research in the last five years it is therefore central to shed light on this topic.

The process perspective is a group of theories that suggest that firms internationalize in a deliberate, incremental manner. According to this view firms learn from markets and networks and are able to become increasingly committed to these. The born global perspective² on the other hand propose that firms internationalize rapidly, often to many markets simultaneously and early in the firm's lifecycle. It is possible to distinguish a few key articles for both these research areas. The most influential, and most cited, articles in process theory include: Johanson & Wiedersheim-Paul (1975), Johanson & Vahlne (1977, 1990) and Cavusgil (1980). In born global research the key articles include Oviatt & McDougall (1994), McDougall et al. (1994), Cavusgil (1994), Madsen & Servais (1997) and, Knight & Cavusgil (1996). These articles form the theoretical base for most other articles in the respective research streams reviewed in this thesis³. An interesting fact is that the above mentioned articles in turn are influenced by the same sources – this will be discussed in greater detail below.

Critique against the process perspective

Among the reviewed articles a larger number focused on criticizing the process perspective and identifying situations that the process perspective fail to describe. Examples of such articles are: Andersson and Wictor (2003) write that process theory does not adequately explain the internationalization of born globals. The article also states that born globals per definition internationalize faster than predicted in the process theories. Ripollés et al. (2002) claim that born globals and the way entrepreneurs use personal networks to enable rapid internationalization, “raise doubts about the principal

² The term “born global perspective”, as used here, include many different theories and concepts: born global, instant international, rapid internationalizers, international new ventures, etc. Although these perspectives do not form one homogeneous theory, they share enough common characteristics to be grouped together for the sake of this discussion. In the sections where arguments from other authors are related we have decided to keep the original terms used in the source.

³ There are obviously other influential articles as well, but the ones mentioned here stand out as the most frequently cited articles in the born global and process research reviewed in this thesis.

suppositions that are derived from gradualist approaches to internationalization". Spence (2003) writes that born globals do not internationalize in a linear or systematic way (as suggested by the IP-model), instead these firms are believed to internationalize in a holistic way aided by networks and technology. Bell et al. (2001) highlights critique that the process perspective is too deterministic and that too little empirical evidence for incremental internationalization has been found. Bell et al. (2001) also finds empirical support for older, established firms that once they internationalize do it like born globals. This type of firm is labeled "Born again global". Moen et al. (2002) conducted a study aimed at comparing how well born global and process theory respectively describes SME internationalization. Most findings supported the born global perspective and contradicted the process theories: The articles found no relationship between the firms' year of foundation and export intensity, global orientation, distribution, psychic or geographic market distance, or the number of markets served.

Defense of the process perspective

It was also possible to identify a group of articles aimed at supporting the process perspective or defending the process perspective from the critique from primarily born global researchers. McDonald et al. (2003) examined a large number of mostly new, high-tech, German, SMEs – firms with traits and characteristics commonly exhibited by Born Globals. The article found very little support for the born global perspective. For example, the firms did not demonstrate the risk taking behavior suggested in the born global perspective. Instead these firms internationalized according to the IP-model; market selection was often based on psychic distance and the firms internationalized in the incremental manner suggested in the process perspective.

In a study comparing the born global perspective with process theory, McNaughton (2003) finds that the number of export markets of a firm grows over time. The author concludes that this finding supports the experience (learning) and commitment part of the process perspective. Chetty and Campbell-Hunt (2004) compare firms that internationalize in a traditional way with firms classified as born globals. The article finds that there are many similarities between both types of firms, for instance: the psychic distant element of the IP-model seem valid for both groups, home market seem equally important, learning and experience are important concepts for both groups as are networks (although the networks are developed and used more rapidly by BGs), and even internationalization pace do not seem to differ significantly between the groups. Vahlne (2002) in a multiple case study where high-tech IT companies were compared to more traditional companies confirms the psychic distance part of the IP-model. Although some of the IT companies studied seemed to internationalize in a way not predicted by the IP-model, the survival rate of these companies are questioned and the need for learning and commitment is reiterated. Vahlne (2002) also writes that the internet to some extent can reduce uncertainty and that some IT companies seem more prone to risk taking than traditional companies.

Calls for integration

Then there is a third group of articles that at least to some extent tries to find similarities between the two research streams. One interesting finding from that group is that both

schools of thought to a high degree are influenced by Penrose (1958), albeit with focus on different aspects of Penrose's work (Yli-Renko et al., 2002 and Sapienza et al., 2003). Process theory emphasizes Penrose's managerial knowledge, market knowledge and network knowledge, whereas the born global perspective tend to focus on Penrose's entrepreneurial knowledge and knowledge intensity (Prashantham, 2005). From this Prashantham (2005) draws the following conclusion: "In summary, both traditional internationalization process and international new venture perspectives, though apparently contradictory in their manifestations, have sufficient commonality in the knowledge-based view underpinning each to warrant an integrative approach that includes a wider set of knowledge types, role and sources than included in either approach taken on its own."

Autio and Sapienza (2000) also try to integrate the process perspective with theories on born globals. The article proposes that the two theories are not contradictory but instead complementary, and hypothesizes that: international new venture theory is more valid in the early stages of internationalization since the process is then regulated by the characteristics of the firm's initial resource endowment, and the process theory is more valid in the later stages of internationalization since the regulating factors then are accumulated experience and allocated resources. Autio continues on the set path in a later article (Autio, 2005) where he views Oviatt and McDougall (1994) as a highly interesting and innovative work, but at the same time indicates that the theories are perhaps best used as a compliment to the process perspective to explain early internationalization. Bell et al. (2001) indirectly support this notion when they find that traditional firms often internationalize according to the process perspective whereas knowledge intensive high-tech firms often internationalize very rapidly. In Bell et al. (2003) this idea is further developed in a large framework. In the framework several recognized theories are integrated to explain how different types of firms internationalize: traditional firms according to the process perspective and new high-tech companies according to the born global perspective.

Other research that finds points of interception between the born global perspective and process theory is the article on born globals by Spence (2003), where the market selection proposition of the IP-model is confirmed; the Canadian born globals studied first internationalized to the US (a country with a very short psychic distance to Canada). Hashai and Almor (2004) write that Israeli born globals do not internationalize according to the IP-model, especially with regards to the importance of the home market – the home market is comparatively unimportant for these firms, and sales are often directed at foreign markets before the home market. Although, the authors go on to conclude that born globals are not as different from traditional MNCs as many previous articles have claimed. The born globals examined in Hashai's and Almor's article in fact exhibit an internationalization process that is similar to that of larger MNCs, albeit not identical. Zucchella (2002) on the other hand, in a comparison of born globals and gradually internationalizing firms, found that these two types of firms differ in many ways – not only in the way they internationalize. BGs are entrepreneurial, more focused on the customer and use a niche product strategy. Gradually internationalizing firms were found to be more oriented towards whole markets and consequently market their products more

broadly. It is also found that gradually internationalizing firms try and exploit their home markets first, whereas BGs exploit knowledge augmented in the home market to internationalize.

It is the opinion of the authors of this thesis that there is a need for both the born global perspective and process theories. Many of the articles presented above seem too focused on proving one theory wrong and the other right. It is of course easy to construct studies with the aim of supporting or contradicting one theory or the other. Since both the born global perspective and process theories are exactly that – theories – it is absurd to expect that any one of them is valid in every single situation.

Suppose we have two different companies that have decided to internationalize: one small, newly established, internet reliant, entrepreneurial software firm and one large, established (nationally), traditional, experienced (from the home market) manufacturing firm. These two companies are different in almost every single way: one has few employees, the other many; one has no suppliers, the other has lots of suppliers, one requires very little capital to run, the other plenty, etc. Basically the only thing that they have in common is that they have decided to expand internationally. The big question is then: Seeing that these two companies are so different, why would one expect them to internationalize in the same way?

The differences persist when one looks at what is required for the two companies to establish an international presence. Consequently, the internationalization processes of these firms are bound to be different. The small firm can use the internet to sell its products in many different markets, very rapidly and at a very low cost. They have little to lose by internationalizing to multiple markets at the same time and at a high pace. The larger firm on the other hand will in all probability have to establish a physical presence, directly or indirectly (e.g. through an agent in the new market), set up logistics systems (e.g. to transport goods from existing production facilities to the new markets, to distribute the goods in the new market to the customer) and so on. Therefore one would not expect this second type of company to internationalize like a born global (nor like a born-again global in accordance with the definition of Bell et al., 2001).

Over the last ten years a large number of articles have been published that show that the process perspective describes some situations better than the born global perspective, and vice versa. One can therefore with a high degree of certainty claim the existence of both companies that internationalize like born globals and companies that internationalize in a gradual way in accordance with the process perspective.

The authors of this thesis thus believe that future research aimed at: 1. proving the existence of born globals, 2. proving the existence of firms internationalizing in a gradual way, 3. proving that the process perspective does not adequately describe the internationalizing process of some firms, and 4. proving that the born global perspective does not apply to the internationalization process of some firms, will not make any fundamental contribution to the field of international business.

All of the above mentioned research aims (with the possible exception of 4) are unfortunately frequently encountered in articles written in the last five years. We instead suggest building on the some of the ideas put forth by Prashantham (2005), Autio and Sapienza (2000), Autio (2005) and to a lesser extent Bell et al. (2001, 2003), namely that the two research streams are complementary. We, like Prashantham (2005), believe that the process perspective and the born global perspective have enough in common to form one integrated framework.

The influence of Penrose (1958) and the importance of knowledge are not the only common aspects of the theories. Networks also play important roles in both perspectives. The process perspective emphasizes how firms learn from and commit to its networks. The born global perspective frequently points out that entrepreneurs use their personal networks to facilitate internationalization.

Taking these points of similarity into consideration, it should be possible to construct a more holistic framework which draws upon ideas from both perspectives. This framework should then be able to adequately describe a far greater number of situations than any of the theories alone can. One obstacle that remains is how to construct a framework that valid but at the same time simple enough to test and use. One key to the success of for instance Johanson's and Vahlne's (1977) IP-model, is that it deals with quite general concepts (knowledge, learning, commitment etc.) and also that the model – although complex – is fairly easy to use and test.

We believe that an integrated framework would also benefit from dealing with general concepts and that the framework as such does not contain too many detailed elements. The idea of an integrated framework has for instance been tried by Bell et al. (2003). Although the proposed framework contains many interesting elements, it is our opinion that it is too convoluted and goes into too many details. One other obstacle is that born global research today consists of many loosely connected ideas, concepts and theories.

The process perspective on the other hand rests on a few well defined frameworks and theories that have been thoroughly tested over a long period of time. There is a definite need to congregate the ideas of born global researchers and test those ideas in a systematic fashion (also see section on longitudinal studies), instead of just focusing on the existence of the born global phenomenon. Once the validity of different aspects of born global research has been established a final step towards an integrated framework can be taken.

Are Born Globals really lacking previous experience?

When it comes to research on born globals the authors of this thesis have identified a potentially crucial oversight. The oversight concerns the definition of born globals and how that definition is used when selecting companies for analysis in Born Global research. There are several different definitions of born globals, but most commonly it is required that a significant part of the firm's total sales are international within a short period of time from the establishment of the firm (e.g. Gabrielsson and Kirpalani, 2004; Knight et al, 2001; Knight and Cavusgil, 1996). According to most definitions, the time

between the founding of the firm to internationalization should be in the range of 0 to 6 years (depending on author and article). I.e. this part of the definition of born globals strictly focuses on the age of the firm at the time of internationalization and not for instance on the managers and entrepreneurs. The definitions are then used to select firms to study when conducting research on born globals.

What most articles in this field fail to do is to recognize the need to look at previous experience that might be imbedded in the “newly born” firms. This thesis looks at two ways in which a “new” firm can have previous experience.

1. The people who work at the firm have previous personal experience.
2. The firm itself might not be truly new. This might for instance occur if a firm goes bankrupt and then later on is reborn under a new name, if a firm is started as a spin-off from another company or researchers might be fooled into thinking that a company is new by a simple name change.

If key individuals in a “new” firm have previously participated in internationalization processes, have extensive market knowledge or far-reaching personal networks, that experience will most probably facilitate a more rapid internationalization than would have been the case had the firm lacked individuals with that kind of experience.

The same goes for firms that are reborn after bankruptcy or firms that have broken loose from larger firms. In those cases the firms might previously have internationalized, but now have to redo it. The firms might for instance have the necessary permits to conduct business in a certain market or have customers that they have previously marketed their products to.

In any case, these companies have a head start over companies starting from scratch, thus enabling a rapid internationalization process. Neither of these two notions are new as such; Reuber and Fischer (1997); Madsen and Servais (1997) and even the landmark article by Oviatt and McDougall (1994) pointed out the importance of looking at managers’ previous experience in born global firms, whereas for instance Hurmerinta-Peltomäki (2004) and Auito (2005) has indicated that there is a need to look at the background of these firms.

Considering the impact that for instance Oviatt and McDougall (1994) have had, it is surprising that almost no born global article reviewed in this thesis takes these potentially crucial arguments into consideration when selecting firms for analysis. The problem is especially apparent for research relying on quantitative studies, since researchers then often do not look at the specifics of each firm studied. Considering the high number of firms examined in these studies, it is likely that some of the selected firms rely heavily on the international experience of their managers and that some of the firms are not truly new firms (in accordance with the argumentation above).

As a consequence the results produced in these studies might be skewed. One potential error is that rapid internationalization and born global firms are perceived as more common than is really the case. Research into market selection might also produce skewed results since a manager with previous experience from a certain market is probably more likely to internationalize to that specific market.

On a side note, it is both interesting and a bit ironic that one of the most common critiques against the IP-model is that it does not consider the previous experience of managers and entrepreneurs (e.g. Sapienza et al, 2003; Prashantham, 2005). Now it seems like many born global researchers are falling victim to this oversight.

It is our opinion that this issue needs to be addressed. Researchers studying born globals and rapid internationalization will need to look at both the history of the firms and on the previous experience of the managers and entrepreneurs in these firms. If the firms relying on manager's previous international experience and firms with a history are not singled out, the results obtained in born global studies will not answer the intended research questions asked. Research on how experienced managers affect firm internationalization and research on spin-off firms or born-again firms are truly interesting - but it is not the research area most born global articles aim to focus on.

As long as researchers only set out to prove the existence of rapidly internationalizing firms, the previous experience of the managers and entrepreneurs is less important, but once question like how and why rapid internationalization occurs, then previous experience is a key factor. As indicated above, its not only BG research that needs to consider previous experience in firms. The field of internationalization research as a whole would benefit by doing this. This is especially true if one takes the argumentation one step further, and asks the question: What are the enablers of internationalization? To answer that question, previous experience must be considered. The discussion on why it is important to construct theories for the enablers of internationalization (among other) is further developed in the section on longitudinal studies.

Longitudinal research and holistic theories in IB

One aim of this thesis was to identify and highlight research gaps and suggestions for future research. To accomplish this aim, the research gaps and suggestions for future research identified in the articles were scrutinized. To the disappointment of the authors of this thesis, very few innovative ideas could be found in this area. A vast majority of the authors simply wanted more research on the same topic as they themselves focused on e.g. Pederson & Petersen, (2004); look at perceived vs. actual differences between home and foreign market, then called for future studies related to manager's perceptions of knowledge gaps with respect to foreign markets. Prashantham and Berry (2004) examine the impact of internet on internationalization of small knowledge-intensive firms, and then call for more empirical work examining the relationship between the internet and small firm internationalization.

Articles in which frameworks, models or theories have been developed want their frameworks, etc. tested. Investigative articles want their results tested and confirmed by

other researchers performing identical or similar tests, and so on. Then there are of course exceptions; articles which seem very innovative when it comes to identifying research gaps and directions for future research (e.g. Shenkar, 2004). The problem is that if a single article or author comes with a suggestion it is hard to estimate the impact of that suggestion. The propositions which are not supported by multiple authors obviously risk being left without notice. Also, one-sided suggestions from individual authors leave little room for discussion and analysis. We therefore tried to identify research gaps which were brought up in many different articles. Using that criteria we were able to identify a few suggestions that are spread throughout this section (e.g. calls for integration of BG theory and the IP-model, suggestion for bringing the serendipity and discovery concepts together and so on), but only one research gap that seemed to prevalent in most research streams, namely the lack of longitudinal studies.

There are two reasons to discuss longitudinal studies in this thesis. One is that longitudinal studies are the most talked about research gap in the reviewed articles, and the other is that it is the belief of the authors that longitudinal studies is needed to verify many of the proposed theories in international business. Almost regardless of research area there seem to be a lack of longitudinal studies, e.g.: Manolova (2004) wants more longitudinal studies on small firm internationalization; Pangarkar (2003) and Sapienza et al (2003) ask for longitudinal studies on firm performance following internationalization, Ellis (Forthcoming) on internationalization patterns; Petersen (2002) on the effect of the Internet on internationalization behavior; Zahra et al (2000) on the effect of technological learning on new venture performance; Zahra et al (2005) on how entrepreneurs move from thought to action and how their motivations might shape international entrepreneurship decisions; Knight (2001) on specific cause-and-effect relationships in international entrepreneurship and so on.

Of the articles reviewed in this thesis relatively few were based on longitudinal studies. One important reason that there are so few longitudinal studies is of course that it takes such a long time to conduct a longitudinal study in real-time: e.g. Johanson and Johanson (Forthcoming) conducted their study over six years, Chetty and Holm (2000) during four years etc. Even if the studies are not done in real-time there might be difficulties in obtaining valid and comparable data over long periods of time.

The articles that conducted longitudinal studies were (also see Appendix – Articles table): Rhee (2002) tested the IP-model on South Korean companies through a longitudinal study; Ruigrok (2003) conducted a longitudinal study to establish a relationship between firm internationalization and firm performance; Welch and Welch (2004) performed a longitudinal case study of an Australian sugar company with the aim of investigating internationalization in a highly political and regulated business; Vermeulen and Barkema (2002) examine the effects of the pace, the rhythm, and the geographic and product scope of a firm's international expansion process using a longitudinal study; Westhead et al (2001) did a longitudinal study with a resource based view on a variety of internationalization issues; Wright and Dana (2003) conducted a longitudinal case study on network theory, globalization and international entrepreneurship; Chetty and Holm (2000) look at how four small companies made use of networks to internationalize;

Johanson and Johanson (Forthcoming) a longitudinal case study on discovery in internationalization.

The opinion of the authors of this thesis is that there is in fact a definite shortage of longitudinal studies in IB research. This is naturally especially true for relatively new theories. If one looks at for instance research on the born global phenomenon one is hard pressed to find a single longitudinal study. This is obviously a noticeable shortcoming in born global research. Many of the argument brought forth by born global theorists, miss a solid empirical base because of the lack of longitudinal research. It is possible to identify the born global phenomenon as such without longitudinal studies, i.e. to show that there are companies that internationalize rapidly early in their life-cycles. Many other important research questions on the other hand can not be answered without longitudinal studies.

One very interesting question is how the internationalization of born globals has changed over time. Born global research has been around for more than ten years now and it would be highly interesting to see if present day born globals exhibit the same internationalization behavior as the born globals ten years ago. A typical Born Global is a small, high-tech and knowledge intensive firm. Many important things have occurred in the last ten years in those areas that are likely to have affected the internationalization behavior of these firms (e.g. huge technological leaps in IT, the dotcom crash etc.). In light of that, born global research would benefit from longitudinal studies comparing born globals of today with born globals of, say, ten years ago.

Another area in born global research that would benefit from longitudinal studies is research on the performance of born globals. It is one – albeit interesting – thing to establish the occurrence of the born global phenomenon, but a different thing altogether to verify that rapid internationalization is a viable option for small firms. If born global researchers were to conduct longitudinal studies they could probably establish a connection between the knowledge, resources etc. of the firms before internationalization, the internationalization behavior and finally the performance of the firm after internationalization as well as subsequent internationalization behavior. This type of longitudinal study would then determine the enablers of successful rapid internationalization and subsequent performance.

The lack of longitudinal studies is of course not only evident in born global research. It is our opinion that many theories in international business lack a solid understanding of the cause and effect relationship between firm and entrepreneur resources and abilities before internationalization, the internationalization process, subsequent internationalization processes and finally performance after internationalization (see Figure 3). The figure makes a very basic representation of the different phases an internationalizing firm goes through. But the figure also highlights the four different areas which most IB research fall under. If we take for instance the IP-model, it primarily deals with the internationalization process and subsequent internationalization (depending on how that concept is defined). What we are suggesting is that a framework is needed that connects, in this case the IP-

model, with theories on enablers of internationalization and theories on performance after internationalization.

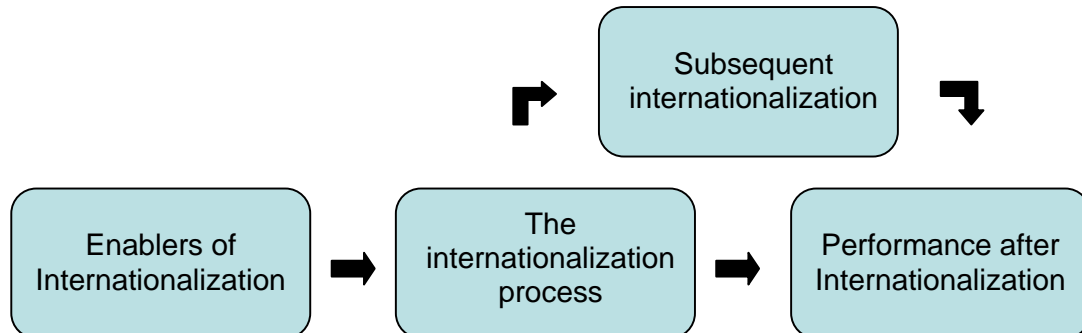


Figure 3: Cause and effect relationships in internationalization (Source: Authors)

To be able to produce said relationship, longitudinal studies are much needed. The researchers will need to follow firms over extended periods of time. If it is possible to establish the relationship between different firm characteristics before internationalization, the internationalization process and subsequent performance, it should also be possible to provide firms with viable internationalization strategies. So far internationalization research has been focused on providing theoretical explanations of firm internationalization and very little of the research is directed at providing hands-on strategies and recommendations for firms which consider expanding internationally. Another problem is that previous research has focused on different pieces of the internationalization puzzle (e.g. some articles only look at the enablers of internationalization; others focus solely on performance after internationalization), but few – if any – articles look at the whole picture. It is our opinion that many aspects of the proposed cause and effect relationships have strong theoretical foundations (especially in the process perspective), but that longitudinal studies are needed to link the different parts together. If that is done it should be possible to construct an overarching framework that can be used by both researchers and companies.

Contributions and Concluding remarks

This thesis has contributed in several ways that we believe will be useful for people interested in internationalization in general but especially for researchers within the field of internationalization.

The first contribution is the compilation of articles reviewed in this thesis. The accessible table (see Appendix – Articles table) of articles published between 2000 and 2005, will provide researchers with a quick and easy way to get an overview of the research produced during the period, or help them find articles on a specific subject. During the process of classifying the articles, it was found that no major new research stream could be identified. The born global and the process perspectives were found to still dominate the research area. Although several interesting new ideas and concept could be recognized, it was not possible to foresee that any of those would have a key impact on future internationalization research.

The second contribution lies in the analysis of the articles. During the process of reading, classifying and analyzing the articles, several ideas on how future internationalization research could benefit, occurred to the authors of this thesis. A part from the fact that there seemed to be a shortage of new ideas we also found that the same points were argued again and again. Furthermore, it was felt some of the arguments in the born global versus process perspective debate – the number one debate in the articles reviewed – were pointless, insofar that it can now be considered an established fact that different companies internationalize in different ways.

Instead of a discussion aimed at finding faults in one theory or the other, we would like to see a focus on bringing different perspectives together. If the born global perspective and the process theories can be brought together, the resulting theory or framework would most probably better be able to describe a larger number of internationalization situations and behaviors, than any of the perspectives could do on its own.

Finally, it is argued that existing theories need to be expanded longitudinally, to cover different aspects of the internationalization process. Preferably we would have liked to see a framework that covered internationalization from beginning to end: which characteristics do firms exhibit before internationalization, how does the actual internationalization process occur, and how do firms perform after internationalization. Since for instance the process perspective has been around for a long time most of the theoretical pieces are in place to construct a more holistic framework. For the born global perspective more work remains to be done.

Lastly, we wanted to return to the multi-optional title of the thesis. When we initiated this project we tried to approach the articles with open minds, and we did not know what to expect to find. Having read earlier internationalization articles we were aware that there were seemingly contradictory theories and perspectives around. Some of them arguing that the old theories were dead and that companies of today internationalize in a different way. Taking both these points into consideration we decided on a working title that would leave us open to any findings that we might come across.

Having completed the research we decided to keep the title for two reasons: The first being that there still are many contradictory theories around. The second, and most important reason to keep the title, is that we believe that internationalization has come to crossroad. The future will tell if researchers will continue to argue the same points over and over again, which could lead to the death or fall of internationalization research; if old theories are combined to form new theories or frameworks, which could lead to what one could call a re-birth; or if a completely innovative theory might emerge which would then see the of birth of a new research area.

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Appendix – Articles Table

Article	Main Research Question	Main Theories ⁱ	Methodology	Main Results
AGNDAL, H. & AXELSSON, A. 2002	Examines the role of the Individual and networks in Internationalization	Cases converted to theory	Developed theory from real life cases	Framework for role of individual in internationalization
ANDERSEN, O., & BUVIK, 2001	As it relates International Market Selection, This study focuses on the process by which firms select where or with whom the transactions should be performed?	Relationship theory, Dwyer, Schurr & Oh (1987)	Develops Theoretical construct, based on theory discussed	Highlights circumstances where a relationship approach is more likely to be used than a traditional approach for IMS.
ANDERSEN, P.H., 2002	The effects of local industrial clusters on the export and marketing activities of the firm	Economic geography, Industrial economy, Internationalization theory	Develops propositions from theory then tests empirically	SME's likely to engage in Int. activity if they belong to clusters
ANDERSON, S., & WICTOR, I., 2003	To examine why some firms are global shortly after their inception and what factors are important to understanding of the firms' behavior.	Globalization theories, Entrepreneurial theories, Network theories and Industry related concepts	Case study of four Swedish 'Born global' companies analyzed on the basics of; Network, entrepreneur, industry and globalization.	Born globals need to be examined not from a single perspective, but instead within the context of a wider environment.
ANDERSSON, P., 2002	How are firms internationalizing in a continuously moving context of other, connected firms that are internationalizing concurrently?	Use of mainly network theories (Johanson & Mattsson 1988), (Blankenburg Holm and Johanson 1997) and Channel research theories (Achrol, Reve, & Stern 1983)	Uses discussion of theory to develop a theoretical framework, then extracts a case from a previous study done by (Andersson & Hagberg, 1997; Andersson et al., 1998) of 17 internationalizing wholesalers in different industries.	Wholesalers international extension can be reactive i.e. suppliers/buyers drive them out into international markets. Wholesalers internationalization is not only driven by concurrent internationalization of suppliers and buyers
ANDERSSON, S., 2000.	As it relates to Internationalization the purpose of this article is	Looks at the economic based view e.g. eclectic paradigm (Dunning, 1988), (e.g., Teece,	Case study of Three Swedish rubber companies are examined in light of the	Economic View – Found that this perspective does not discuss alternative export

	therefore to present a perspective that includes entrepreneurs in the analysis in order to increase the understanding of some parts of the complex phenomenon of firms' international behavior	1986; Hennart, 1982) Looks at the process perspective Uppsala internationalization model (Johanson and Vahlne, 1977, 1990) stage models (e.g., Bilkey and Tesar, 1977; Luostarinen, 1979; Cavusgil, 1980) also looks at INVs (McDougall et al., 1994; Madsen and Servais, 1997)	different views, to illustrate how internationalization developed over time.	modes nor does it address the time perspective. Process View – Says that could be better understood if the entrepreneur concept is included in analysis Entrepreneurial view – Found many theories that support findings in the cases.
ARAUJO, L., REZENDE, S., 2003.	To show how path dependence can be employed to produce a realistic explanation of internationalization process covering both incremental and its continuous trajectories.	Relationship theory (Martin, Swaminathan & Mitchell, 1998; Andersson, 2002) Network Theories and also Uppsala model perspective, also looks at path dependence.	Through discussion develops a theoretical framework that highlights the types of relationships that affect the evolution of a subsidiary	Relational framework suggest that internationalization processes are affected by different types of relationships internal and external to the MNC network articulated in different temporal and spatial contexts
ATHANASSIOU, N., 2002	To examine the impact of top management teams (TMTs) international business experience on the US MNCs internationalization extent.	Discusses at IP model and its roots in Edith Penrose's work, Highlights the importance/role of knowledge, also briefly looks at psychological dimension	Quantitative study constructed using sample of US based companies with at least one overseas subsidiary, then testing several hypothesis based on data gathered.	All hypotheses were supported. Finding support to broad conclusions: 1. TMTs as a group matter in firms internationalization extent, 2. When examined separately, TMT members have stronger explanatory effect for internationalization than when examined as a whole
AUTIO, A., SAPIENZA, H., 2000.	The aim of the paper is to address the empirical validity of two competing views of internationalization process of small and medium sized	Examines Process theory perspectives, e.g. (Johanson & Vahlne 1977, 1990; Calof and Baemish, 1995; Eriksson et al 1997).	Study was conducted using a sample of 230 British technology-intensive new firms.	Received greater empirical validity for New Venture Internationalization concept in explaining early internationalization patterns

	companies. This is done by analyzing a large sample of internationalized SMEs, using constructs derived from both process theory of internationalization and new venture internationalization theory.	Then examines International New Venture perspectives e.g. (Oviatt & Mc Dougall 1994)		of technology intensive firms. One the other hand weak and mixed support was received for the empirical validity of the process theory of internationalization in explaining internationalization patters in more advanced stages of the process
AUTIO, E., SAPIENZA, H, J., ALMEIDA, J, G., 2000	Objective here is to shed light on the effect of when in its development a firm first goes international on the rate of its subsequent international growth	Develops knowledge and learning based framework by discussing the related theories.	Develop hypothesis and tested them using panel data of entrepreneurial firms from Finnish electronics industry.	Hypothesis mostly supported. Found that the earlier in their development that firms internationalized, the greater their knowledge intensity. Also these experienced more rapid international growth.
BELL, J., Mc NAUGHTON, R., YOUNG, S. 2003	To propose an integrative model that recognizes different international pathways. The concepts being integrated here are 'traditional firms' 'born globals' and 'born-again globals'	Stages Models (criticizes), Born global/Knowledge intensive concepts, Born again global concept, Globalization of services perspectives, and Contingency theory	Author combines the different concepts, and then develops an integrated framework that merges these different concepts together.	From the model Author contends that knowledge based firms are more likely to internationalize rapidly. However pace is dependant on whether they are innovators or adopters, with the former internationalizing faster than the latter. Also 'born again globals' tend to emanate from traditional industries.
BERRY, M, J., & BROCK, J, K., 2004	This empirical study explores the potential impact of the <i>market-space</i> —the virtual world of digitized	Does a synthesis of Johanson & Vahlne (1977, 1990) IP models, then uses this to introduce a framework	Author uses synthesis and framework to develop some research propositions/hypothesis, then	Most hypotheses supported. Also found that despite their resource constraints small firms employ market-space

	information—on the process of internationalization within small technology-based firms (STBFs)	(Marketplace vs Marketspace) adapted from Brock 2000)	test them by conducting a survey of SBTFs in Germany	can overcome a number of the perceived barriers to internationalization.
BLOMSTERMO, A. & SHARMA, D.D., 2003	Short history of Int. research and explanation of IP model	(None)	Literary review plus theoretical construct	Looks at ‘knowledge’ in IP model, also examines from the point of view of service firms
BLOMSTERMO, A., ERIKSSON, K., & DEO SHARMA, D, D., 2002.	The role of time in internationalization theories	Dunning (1977, 1980, 1988), Johansson and Vahlne (1977, 1990), Oviatt and McDougal (1994) , Knight and Cavusgil (1996)	Literary review of articles, then analysis of theories in light of time	Support for the relationship between time and learning/knowledge in various theories
BLOMSTERMO, A., ERIKSSON, K., & DEO SHARMA, D, D., 2004	This paper investigate the effects of the duration of domestic operations on the accumulation of knowledge in internationalizing firms	Internationalization Process models (highlighting a behavioral approach) Then goes on to highlight and operationalize the concepts of knowledge Also mentions Life cycle-model by (Vernon, 1966)	Develops hypothesis and test using data from a sample of Swedish service firms involved in international operations.	Hypothesis supported but not strongly. Finding support earlier work done on ‘born globals’ done by McDougall et al. Author also indicates that long domestic operations may not necessarily be a prerequisite in the internationalization process of the firm.
BOOJIHAWON, D.K., 2004	SMEs in the service industry and their use of networks to internationalize	Network theory, IP Model and International Entrepreneurship perspectives	Development of a framework that is tested on one service firm.	Entrepreneurial activities and networks help service firms internationalize
BREWER, P., 2001.	This paper investigates the manner in which Australian firms, already involved in international business, make international market expansion decisions.	Mainly theories and studies previously done on International Market Selection (IMS). E.g. (Erramilli & Rao, 1990), (Terpstra and Yu 1988). IP Model also highlighted.	Case study of 6 firms owned by Australian based interest or registered in Australia. From the results of this study the author develops a ‘Country Market Selection Model’ (CMS).	CMS model, Firms selected markets where sales potential was high, where informants for the firm were most powerful. Also psychic distance was not a major factor.

BUCKLEY, P.J., CASSON, M., & GULAMHUSSEN, M.A., 2002	Examine IP model from and economic perspective by applying option theory	Economic theory, Option theory. Casson (1994), Buckley and Casson (1998)	Theoretical approach , Option theory is applied to theoretic constructs on internationalization	Different ways (pace) of internationalizing, new markets similar to each other then IP model fits well.
CHEN, H., & HU, Y, M., 2002.	Using the transaction cost framework, this paper examines the determinants of entry mode choice by multinationals and the impact of the entry mode choice on performance in a unified framework	Mainly transaction cost economic theories (Williamson, 1975, 1985; Buckley & Casson, 1976, 1996; Teece, 1983, 1986; Hennart, 1988)	Develops hypotheses and tests, using a sample of 470 foreign investment enterprises, which invested in China between 1979 & 1992.	All hypothesis are supported (though not strongly). Overall higher modes of entry are preferred when following factors are of key importance to firm; capital intensity, propriety assets, marketing skills, brand names etc.
CHETTY, S, K., & WILSON, I, M, H., 2003.	1. Do particular types of networks support either domestic or international firms? 2. Does the use of different types of networks, and/or the pursuit of a domestic or international strategy result in the acquisition of different resources for the firm.	Mainly theories on Networks (Johanson and Mattsson, 1988), and Resource based View (Barney, 1991; Dierickx & Cool, 1989; Wernerfelt, 1984). IP model (Johanson & Vahlne, 1977) and INV model (Oviatt & McDougall, 1994) also highlighted.	Develops Hypothesis. A mixture of case study and survey on New Zealand SMEs research is employed in this study.	Hypothesis received partial support. The importance of horizontal networks such as collaborating with competitors to acquire resources, and the need to incorporate this in internationalization theories of the firm.
CHETTY, S., & CAMPBELL- HUNT, C., 2004.	The objective of this study is to explore the extent and locus of differences in the two theories of the internationalization process by examining firms that should bring these differences into sharp relief (i.e. Born global vs Traditional process approach).	Main theories Uppsala IP Model (Johanson and Vahlne 1977; Johanson and Wiedersheim-Paul 1975) the Innovation model (Cavusgil 1980) and Born Global concept (Oviatt & McDougall, 1994)	Uses theory to develop six categories in order to study cases. In-depth historiographic case research of 16 New Zealand firms that illustrate successful internationalization.	Study highlights that many of the phenomena believed to distinguish the born-global internationalization path are also characteristic of firms that began their int.in the traditional way. Overall offers new insight into differences between born-global and traditional models.

CHETTY, S., & ERIKSSON, K., 2002	This paper examines how market knowledge and market commitment are developed in mature supplier/customer relationships in international markets.	Network theories (e.g. Ford, 1990; Gadde & Mattson, 1987) social network e.g. (Cook & Emerson, 1978; Emerson, 1972) Process/Knowledge perspectives (Johanson & Vahlne, 1990), (Nelson & Winter, 1982; Dyer & Nobeoka, 2000) etc.	Hypothesis developed and tested using data gathered from two frames. The first frame was from the European I.M.P. project done in the 60's and 70's. The second frame was a sample of 167 suppliers with customers in foreign countries.	All hypotheses supported. Importance of mutual relationship in generating experiential knowledge. Also the importance of customer networks. Importance of the incremental approach to internationalization.
CHETTY, S., & HOLM, B. D., 2000.	This paper aims to provide insight into the dynamics of how firms internationalize in a small open economy such as New Zealand where government export promotion programs encourage collaboration	Main theoretical framework is Network theory, especially (Johanson and Mattsson's 1988) Network approach to internationalization model.	Longitudinal case study conducted from 1992 to 1995 on four SMEs, in the Timber industry and Electrical industrial machinery industry. Cases were examined using (Johanson & Mattsson 1988) framework	Cases show how firms internationalization is influenced by internationalization of the actors in the business network
CHETTY, S., ERIKSSON, K., & HOHENTHAL, J., 2003	Learning in collaborative experiences (e.g. business relationship networks)	Network Theory (relationship theory) and Process theory	Quantitative study of 855 SMEs from 5 different countries	Firms may overestimate int. experience when they start Int. business, but may learn through experience.
CHO, R. K., & PRASAD, P., 2005	Study looks at the interaction effects between cultural distance and firm's experience levels. States this would be a better variable than the conventionally used stand alone cultural distance variable to measure the real impact of culture on foreign ownership mode choice. Extension of Brouthers and Brouthers (2001) argument	Author mainly discusses literature and theories related to Culture e.g. Hofstede (1980), and cultural distance in the context of variables such as ownership modes, experience etc.	Develops hypothesis and test them empirically using methodology and database utilized in a previous study done by (Padmanabhan and Cho 1999). The study highlighted the cultural distance between the home country (Japan) and a widely diverse set of 45 host countries.	Support was found for both hypotheses. Findings highlight the presence of significant interaction effects between cultural distance and experience variables. Overall the need to measure the interaction effects of cultural distance with other variables, instead of just cultural stand alone measure.

CLARK, T., & PUGH, S, D., 2001	In light of the Uppsala Model 'psychic distance' concept, this paper proposes a measure to enable comparison between target foreign countries in the priority given them in the internationalization process	The psychic distance concept particularly in the Uppsala model (Hornell, Vahlne, & Wiedersheim-Paul, 1973; Johanson and Vahlne, 1977; Johanson and Wiedersheim-Paul, 1975). And also other studies that used this concept	Developed hypothesis, and tested tem on a sample of 19 British based MNCs. Author also develops the International Priority Index (IPI) to measure the psychic distance concept.	Half of the hypotheses were supported but not strongly in all cases. Overall cultural distance plays a role, but is secondary with economic factors, market potential and geographic distance taking primary concern.
CRICK, D., & JONES, V, M., 2000	This study looks at : (1) firms' initial business strategy and international orientation, (2) the rationale for initial market selection and mode of market entry, and (3) subsequent competitiveness in firms' internationalization activities	Studies on SME development. Looks at process models, then points at criticisms, then looks at the development of SMEs that internationalize rapidly in tune with Born global/INV concepts (Bell, 1995; Oviatt & Mc Dougall 1994) also looks at Government trade promotions in relation to SME internationalization	Case study method, using a sample of 10 small technology oriented firms.	Psychic distance is less important than decision based on global trends, in technology markets and relations in networks. Personal contacts and inside industry knowledge were impetus for exporting, and not so much government trade assistance programs. Internationalization was much less deterministic as suggested in Stages models.
CRICK, D., & SPENCE, M., 2005	This paper is an investigation into the internationalization strategies of 'high performing' UK high-tech small and medium sized enterprises (HTSMES)	Looks in to previous studies done on HTSMES and points out that they do not internationalize in line with stepwise Johanson and Vahlne (1977) IP model. Also looks at resource based views, networks and entrepreneurs in SME internationalization	12 UK based HTSMES were studied using case study approach for this paper.	Findings indicate 3 main triggers for internationalization; 1. Use of existing contacts, 2. Development and use of resources, 3. Serendipitous encounters. Overall indicates a 'holistic' perspective should be used to explain small firm internationalization.

DANA, L.P., ETEMAD, H. & WRIGHT, R.W., 2004	How can entrepreneurial SMEs compete internationally against MNEs?	Network Theories, especially multi-polar internationalization theory	Theoretical construct, research findings are based on existing theory	Entrepreneurial SMEs can only compete against large MNCs if they cooperate in multi-polar networks.
DEO SHARMA, D., & BLOMSTERO, A., 2003.	The purpose of this paper is to contribute to the development of theory by explaining the internationalization process of 'born-globals.'	IP model, Network and Knowledge based theories.	Theoretical construct, based on the discussion of theory, and highlighted in light of a case study company 'HELAX' a supplier of systems for integration of radiation oncology departments.	Findings show that born globals are more willing to adapt internationalization strategy to needs of the market. Importance of knowledge and network ties, in born global internationalization
DI GREGORIO, D., 2005	Drawing from Entrepreneurship theory, the author proposes an alternative perspective from which to approach country risk.	Discusses risk and uncertainty in international business, looks at entrepreneurial perspectives, then examines/develops strategies from managing country risk	Develops theoretical construct (also presents a table) for entrepreneurial strategies for managing country risk.	Results in this case are embedded in the theoretical discussion developed by the author, as it relates to entrepreneurial strategies for managing country risk.
DIBRELL, C., DAVIS, S. P.,& DANSKIN, P., 2005	Paper focuses on the use of time-based strategies by firms to compete more effectively in global markets. Time-based competition focuses on reducing cycle time from every facet of the value-delivery system	Studies related to 'cycle time' and its use in business studies, with this commodity essentially being used as a competitive advantage. (Hult/Ketchen/Nichols 2002)	Author develops hypothesis and test using web based sample survey of firms in the US paper and pulp industry	Hypothesis developed were mostly supported. Highlights a positive relationship between using a cycle time based strategy and internationalization, of the firm.
DUNNING, H. J., 2000	Paper suggest that by dynamizing the paradigm, and widening it to embrace asset augmenting foreign direct investment and MNE, activity it may still claim to be the dominant paradigm	Dunning's eclectic paradigm	Examines and discusses the eclectic paradigm in light of some of the criticisms and challenges leveled against the framework.	Eclectic paradigm can be seen as an envelope for complementary theories of MNE activity. Essentially an add-on dynamic component to the eclectic paradigm, and an extension of its constituent

	explaining the extent and pattern of the foreign value added activities of firms in a globalizing, knowledge intensive and alliance based market economy			parts to embrace both asset augmenting and alliance related cross-border ventures can do much to uphold its position as the dominant analytical framework for examining the determinants of international production
ELLIS, P., 2000	Aim of this study concerns the identification of the actual methods used by decision-makers to identify potential exchange partners in foreign markets and thus initiate international exchange relationships.	Looks at studies/theories on Foreign market entry (FME) as an exchange, Relationship marketing and Network theory approaches to FME, Social ties and FME	Develops hypothesis and test them on a replication of a previously done case study research done on a population of West Australian SMEs and also a replicate research project done on firms in the Hong Kong toy manufacturers industry.	Mixed support for hypothesis (difficult to draw conclusions). Findings indicate support for core proposition that foreign market opportunities and were critical to FME, and were commonly acquired via existing social ties.
ELLIS, P.D., (Unpublished)	Is there a positive correlation between psychic distance and order in which markets are entered?	IP model, other articles that have examined this question, theories on how to measure psychic distance	Quantitative study of 316 Chinese companies which had conducted 1023 foreign market entries.	Market size is most important variable when selecting new market. Psychic distance only important with markets of similar size.
ERIKSSON, K., & CHETTY, S., 2003.	Aim is to develop and empirically test a model that shows how depth and diversity of experience affect absorptive capacity of the firm.	Looks at theory/studies related to Knowledge (Bell, 1995; Chetty & Blankenburg Holm, 2000) Relationships (Grabher, 1993; Hakansson & Snehota, 1995) and also Absorptive capacity (Cohen & Levinthal, 1990; Miller & Chen, 1996)	Develops hypothesis and test them using Sample of 152 CEOs/managers of Swedish SMEs involves in international operations.	Overall support for hypothesis (not strong in all cases). Firms need to develop its capabilities on how it can use previous experience in an on going assignment and thus increase its foreign market knowledge.

ERIKSSON, K., 2000	This paper investigates the issue of path dependence in the process underlying the internationalization of firms	Paper is based on the Uppsala IP model (Johanson & Vahlne 1977)	Develops propositions based on theory discussion, then test them using a statistical survey of 208 Swedish service firms	Propositions were supported (does not appear to be strong support). Overall study shows path dependence in internationalization.
ETEMAD, H., 2004	Aim to provide a framework that integrates and explains SME (entrepreneur), MNE (firm) Internationalization.	Develops a framework based on 'Dynamic Open Complex Adaptive Systems' (DOCAS) framework of (Holbrook, 2003; Stacey et al., 2000)	Author examines the developed framework in light of 6 different articles/papers that focused on SME performance. and relied on some model of International entrepreneurship for pertinent analysis	End result is the examination of framework in light of different studies, however in this case difficult to draw and summarize a conclusive result.
FENWICK, M., EDWARDS, R., 2003	Paper looks at the concept of 'psychic overconfidence' – an underestimation of certain differences in culture and practice. Paper does this by extending previous research done by (Edwards & Buckley, 1998) on Australian subsidiaries in the UK.	Examines the 'psychic distance' concept noted in the IP model of (Johanson & Vahlne 1977).	Makes a proposition that perceived similarity led to unforeseen difficulties between Australian & British managers. Test this using sample survey of 9 British and 11 Australian CEO's based in the UK.	Three main findings; 1. Psychic closeness was an important initial location factor, 2. Significant differences observed between British and Australian managers, 3, This led to unforeseen problems with routine task.
FLETCHER, R., 2001	In this paper it is argued that internationalization is no longer just an outward-driven activity and that firms also become internationalized by undertaking import-led activities and activities in which 'inward' and 'outward' activities are 'linked'	Highlights process/stages perspectives (Bilkey & Tesar, 1977) Learning (Johanson & Wiedersheim-Paul, 1975, Johanson & Vahlne, 1977) Contingency approach (Reid, 1984) Network approach (Johanson & Mattsson, 1984) Then highlights need for a more holistic approach inward/outward	Author develops propositions and then tests them using a former survey developed and undertaken by Barrett (1983) and Fletcher (1982) of Australian manufacturing firms.	General support for propositions. Overall results indicate that firms international decision-making is both multidimensional and multi focal. Outward driven activities can be influenced by inward driven activities and vice versa.

FORSGREN, M., 2002	How is organizational learning conceptualized in the Uppsala Model	Framework developed based on discussion on concept of learning, especially within the Uppsala IP model. Also discusses knowledge and learning in other models	Author uses discussion of theory to develop a theoretical construct	Makes four propositions for expansion of the Uppsala Process model.
GABRIELSSON, M., & KIRPALANI, V, H, M., 2004	In terms of strategic marketing channel selection, this paper attempts to indicate viable channels for Born Globals given their resource constraints	Highlights concepts on Born Globals, mentions internationalization theory background (Process & economic schools) looks and entrepreneurship and born global emerging concepts, looks at channels/networks in born global internationalization.	Author examines ‘channels for born globals’ by looking at cases of Born Globals in Israel and Finland.	Identifies channels as; MNCs acting as systems integrators, MNCs distributing born global products/services, networks, Internet, and some combinations of the above. Overall BG’s using MNCs as their channel, have little say in how products are marketed to end customers.
GABRIELSSON, P., & GABRIELSSON, M., 2004	How can international ICT companies from small and open economies meet the huge globalization challenge of moving from the international to the global arena and developing global marketing strategies?	Highlights theories/studies from Internationalization process perspectives, Globalization perspectives amongst others.	Develops propositions, then test them using case study research methodology, on four Finnish ICT equipment companies	General support for all propositions (not strong in all cases). One or a few unrelated strategic business units were selected for global expansion. Stuck with a single global brand where possible. And attempt to standardize marketing.
GEMSER, G., BRAND, J, M., & SORGE, A., 2004.	Aims to investigate if, how and why small firms use a cooperative or autonomous strategy to internationalize their activities and the possible changes in this use of strategy over time.	Discussion of there main Theories; Uppsala Model, Transaction cost economics and the Network approach. Based on discussion of the above, proposes that SMEs int. using either cooperative or autonomous strategy	Employed use of ‘multiple case comparison methodology’ and conducted 26 in-depth interviews with managers in 12 firms (included both ‘old economy’ traditional firms, and ‘new economy’ HT software firms)	Findings support notion that cooperative strategy is the preferred way of internationalization for SMEs. Importance of networks also highlighted.

GEORGANAS, I., 2004.	Which factors affect internet export performance? How to measure export performance?	Previous studies on SMEs that use the internet for export purposes	Through literary review, framework is developed for SME performance using internet	Development of Framework for measuring SME performance.
HADJIKANI, A. & JOHANSON, M., 2002	Adopt the IP-model to incorporate the criticism that has been brought forward from different researchers. Introduction of 5 th dimension to model 'expectation'	IP model (Johanson and Vahlne (1977, 1990). Critics of IP model Reid 1981, Turnbull 1987, and experience theory Cyert & March 1963	Mini literary review and then theoretical construct.	Adding this new dimension of 'expectation' to IP model authors claim to deal with many criticisms of the model.
HADLEY, D, R., & WILSON, I, M, H., 2004	This study operationalized the network model of internationalization (Johanson & Mattson, 1988) to test the association between experiential knowledge, firm degree of internationalization and market degree of internationalization.	Looks at theories on experiential knowledge in internationalization (Johanson & Vahlne, 1977, 1990) then further explores this in light of experiential knowledge construct identified in (Eriksson, Johanson, Majkgård, and Sharma 1997)	Develops hypothesis and test them using survey data from 32 firms in New Zealand, and 47 firms based in Australia.	Very limited support for hypothesis developed. However contends that beyond research findings, the operationalization of the network model provides a contribution to the field.
HARRIS, S., & WHEELER, C., 2005	This paper focuses on the role of entrepreneurs' inter-personal relationships in the internationalization process	Theories/studies highlighting relationships in internationalization, e.g. (Hakansson & Snehota, 1995, Origins of relationships in internationalization (Ghauri, Lutz & Tesfom 2003) From planned to network to relation evolution (Aaby & Slater, 1989)	'Fine grained' case study of three case entrepreneurs from the; electronic, furniture and tourism industry.	Results point to the fact that relationships develop through social interaction, therefore asserts that entrepreneurs should develop internationalization strategy in partnership with strong existing personal relationship based on knowledge and trust.

HASHAI, N., & ALMOR, T., 2004	This paper shows that the internationalization process of 'born global' firms may be characterized by gradual increased commitment to foreign markets, albeit not necessarily according to the predictions of the classic stages theory.	Highlights process theories (Aharoni, 1966; Johanson & Vahlne, 1977, 1990; Johanson & Wiedersheim-Paul, 1975; Luostarinen, 1979; Luostarinen & Welch, 1990) also Born global concepts, Bell, 1995; Coviello & Munro, 1995; Gankema, Snuit, & Van Dijken, 1997; Jones, 1999, 2001; Knight & Cavusgil, 1996; McDougall et al., 1994; Oviatt & McDougall, 1994, 1997).	Develops hypothesis and then test them using a sample of 53 Israeli Knowledge-intensive born global firms.	Overall hypothesis most hypothesis were supported. Although findings contradict predictions of stages model as it relates to starting in home market, author found that subsequent internationalization was similar albeit not identical to larger MNE internationalization.
HOHENTHAL, J., JOHANSON, J., & JOHANSON, M., 2003.	Objective is to formulate a theoretical framework for studies of antecedents and consequences of discoveries during international expansion	Highlights concept of 'Discovery' in business, science and education. Kirzner (1973), Eckhardt and Shane (2003). The Uppsala IP model is also used to conceptualize the role of market discovery.	Mainly a theoretical construct. Through discussion of relevant theories, authors develop propositions and develop through out the paper	Results are embedded in the theoretical discussion and development as it relates to this study.
HURMERINTA-PELTOMAKI, L., 2003	Paper has three purposes; 1.The role of time in criticism of international research; 2. How time is related to internationalization research according to time-theory literature and 3. How changes in the length of time challenge the theoretical basis for studying the internationalization process.	Stages Models of Internationalization (critique) contends that theories should not be time bound. Also highlights 'time' based concepts and theories in existing literature.	Theoretical construct through discussion of various theories.	A call for a move from the linear structured perspective of time to a more cyclical perspective. And since traditional theories lacked this cyclical perspective, they many have lost some of their relevance in explaining internationalization in today's context.

HURMERINTA-PELTOMÄKI, L., 2004.	Describe and analyze concepts in Born global/rapid internationalizes research	Concepts taken from literary review (Born Global, rapid internationalizers, instant exporters and INV's)	Concepts from literary review are analyzed from a theoretical perspective.	Concepts are used differently in different articles, difficult to determine if a company is new or not.
IBEH, K., JOHNSON, E, J. DIMITRATOS, P., & SLOW, J., 2004	The main objective is to explore patterns of mMNEs (micro multinationals related to SMEs)' behavior, with particular regard to Sectoral distribution, choice of foreign market servicing modes, and foreign market selection and targeting decisions.	Born global perspectives/studies, and in high technology , knowledge intensive, their foreign servicing modes and their target markets	Developed propositions, and tested those using data from a sample of Scottish mMNEs.	Limited support for propositions developed. Overall Scottish most mMNEs operated in traditional segments, mMNEs more like to use contractual modes vs FDI, and Psychic distance considerations seemed not be an important consideration when entering foreign markets.
BELL, J., Mc NAUGHTON, R., & YOUNG, S., 2001	This contribution posits that there is growing evidence of another phenomenon, that of the emergence of 'born-again' global firms.	Reviews concepts on INVs/ Born Global (McDougall et al., 1994; Oviatt and McDougall, 1994) and also Critiques the stages models (Buckley et al., 1979; Cannon and Willis, 1981; Rosson, 1984; Turnbull, 1987)	Uses a mixture of Case study and qualitative approach. Sample was drawn from various regional SME (UK regions, Australia & New Zealand)directories of firms known to have an international involvement	Knowledge intensive forms adopt a more proactive approach to int.; Traditional firms adopt a more reactive, ad hoc and opportunistic approach, and the discovery of 'born again globals'.
JOHANSON, J. & VAHLNE, J-E. (Unpublished)	To explore Opportunity development as an important outcome of commitment in the IP Model	Resource based view, Network theory, IP model, articles on IP model	Theoretical construct.	Chain of events can facilitate internationalization, Opportunity development more likely if partner firm is strongly embedded in market.
JOHANSON, J. & VAHLNE, J-E., 2003. (a)	Explanation of the making of the IP model.	Resource based view	Report on how they went about to create the model + some explanations of the model and the its theoretical background (Penrose, 1959).	Explanations of the IP model

JOHANSON, J., & VAHLNE, J-E., 2003. (b)	The objective of this paper is to outline a business network model of the internationalization process	Uppsala IP internationalization model, Network theory, and relationships in network perspectives	Theoretical construct, based around the discussion of a case company Nordic Management Clinical Trials (NMCT) and relating theoretical discussion to case and vice versa.	Importance of relationships in terms of a network perspective in the int. process of the firm. Also the fact that relationships require resources, time and commitment developed over time implying a process perspective.
JOHANSON, M., & JOHANSON, J., Forth-coming	To discuss the role of 'Discovery' when firms enter turbulent markets such as those emerging transition markets in Eastern Europe. A secondary purpose is to deepen understanding of the internationalization process of the firm.	Discusses Market turbulence due to institutional changes in Eastern Europe. Discusses many theories/concepts related to 'Discovery' and also examines above concepts in light of Uppsala IP process model.	Longitudinal case study of a Swedish Firm Karlshamns. Case was studied in retrospect in period before 1989 and in real time between 1990 and 1996. From this a refined model for Market turbulence, Internationalization, entry activities and Discovery is developed	Turbulence combined with forms degree of int., influences which entry activity the firm performs. Relationship commitment and performance of routine activities seem to be interrelated in this case. In turbulent markets searching is related to improvisation since in turbulent markets a search is likely to fail.
JOHNSON, E.J., 2004	This paper examines factors influencing the early internationalization of small high technology international start-ups in the US and UK in order to understand why small high technology start-ups are increasingly international in nature at or near inception	Mainly synthesis of concepts/literature on born globals (Oviatt and McDougall, 1994; McDougall et al., 1994; Madsen and Servais, 1997; Johnson, 2001)	Develops a framework highlighting factors that influence the early internationalization of international start-ups. Study is both qualitative –in-depth interviews with US & UK executives of small high-tech start ups, then quantitative – using a sample of 52 US & 54 UK firms.	Author identified factors that were of key importance in influencing US & UK Small high-tech start ups to be international near inception, based on Entrepreneurial factors and Industry and competitive factors.

JONES, V. M., & COVIELLO, N., 2005.	Overall purpose of this paper is to answer the call for an integrative framework in international entrepreneurship bringing together concepts common to both internationalization and entrepreneurship research.	Uses behavioral process perspective to as foundation for integration of two perspectives. E.g. (Morris et al., 2001; Johanson and Vahlne, 2003). Then goes on to highlight models of entrepreneurial and internationalization process.	By synthesizing literature develops a model of entrepreneurial internationalization based on time and behavior. Claims that model allows entrepreneurial internationalization to be viewed through both temporal and behavioral lenses.	Main result is the development of this theoretical construct. Claims that model is not meant to predict, but instead characterize small firm internationalization.
JONES, V.M., 2001	From the perspective of small-high tech firm internationalization, this paper attempts to address the call for return to exploratory research to explain the different dimensions of the internationalization process of these firms.	Examines theories/studies on small firm internationalization. Uses system-based to develop research constructs (Kast and Rosenzweig, 1974), Also looks at resource based view of Internationalization.	Sample study of 196 small high-technology firms. Explores data on two levels; 1. Cross-border activity and internationalization process, 2. Internationalization behavior as evidenced by first modes of cross-border activity.	International expansion of small firms may begin with any type of value chain activity, and links formed may be inward or outward. Diversity of combinations suggest that linkages may result from variety of needs, and not stages of development in the int. process
KATZ, A.J., SAFRANSKI, S.R., 2003	Paper looks at Virtual Instant Global Entrepreneurs (VIGE) and VSMs (Virtual Supportive Market Places) and the role they play in determining successful international entrepreneurship.	Main theoretical framework being used is Transaction Cost Economics (TCE).	Essentially Theoretical construct, developed through discussion of different theoretical concepts.	Difficult to draw an overall result, however theoretical development of VSM's and VIGE in these marketplaces is a contribution to international entrepreneurship field.
KNIGHT, G.A., & CAVUSGIL, S.T., 2004	Investigation of why born-global firms are early adopters of internationalization.	Born global related concepts, Knowledge-based perspectives, and also organization (firm) based perspectives	Develops conceptual framework and also hypotheses to be tested. Study used a 2 phase research	Hypothesis mainly supported. Overall innovative nature of Born-global firms supports early internationalization,

			design; 1. In-depth qualitative interviews then, 2. Sample survey of 203 born global firms	importance of key organizational capabilities in born global international success.
KNIGHT, G.A., 2001	In this paper we devise a structural model that reveals the role of international entrepreneurial orientation, key strategic activities, and the collective effect of these constructs on the international performance of the modern, international SME	Looks at studies on SME internationalization, also looks at resource based theory and strategic behavior theory.	Develops conceptual framework based on case studies conducted with experts on SME internationalization. In the next phase, quantitative research was carried out using survey of 268 international SMEs.	Overall finding imply that international entrepreneurial orientation is an important driver of several important parameters key to the international performance of the firm.
KOTHA, S., RINDOVA, P.V., 2001.	What firm-level factors affect the propensity of U.S.-based pure Internet firms to internationalize their web presence?	Strategy related research, Resource based view (looks at intangible assets as resources of these web-based firms)	Develops hypotheses and test them using sample data form 86 publicly traded US internet companies	Most hypotheses supported however not strongly. Overall positive relationship between propensity to internationalize and degree leveraging firms' reputation in either competitive or cooperative activity.
LAMB, P.W., 2004.	Paper indicates that the constructs, market commitment, market knowledge and market involvement interact and are difficult to differentiate in the firm internationalization process rather than being discrete and displaying direct, causal relationships.	Main theory used in this paper is the Uppsala IP model. Author develops case by doing an in-depth exploration of the; market knowledge, market commitment and market involvement concepts of this model.	Case study approach comprising two Australian enterprises. Data was collected through in-depth interviews and supported by secondary sourced archival material.	It is proposed that the three constructs, market commitment, market knowledge and market involvement interact, rather than act on one another in a deterministic manner.

LARIMO, J., & PULKKINEN, J., 2002	The main goal of this paper is to investigate the concepts of global orientation, competitive advantages and export strategies, and their links with international intensity and age of SMEs	Two main reference studies are used; 1. Knight (1997) 2. Moen (2002). Makes the following classifications of firms; 1. Old vs. New, 2. Traditional vs. BG 3. Manufacturing companies, 4. Service companies.	Many hypotheses developed, and tested using sample survey of 496 firms, from (software, engineering and advertising sectors).	Results of hypothesis very mixed. Overall global orientation was important. Also newly established globally oriented firms were more competitive than older globally oriented companies.
LEE, J. & HABTE - GIORGIS, B., 2004	The main question addressed in this paper relates to how the firm's key strategic factors such as diversification in product and market, firm size, R&D intensity, and capital intensity influence export activity, and further how the export activity is finally linked to the firm's economic performance with respect to diverse dimensions of performance.	Develops a theoretical model showing linkages between; strategic factors, export activity and firm's economic performance. Goes on to develop discussion using theories/studies related to organization strategy and performance and organization's strategic factors, export activity and performance.	Develops hypothesis and test them using a sample of 455 US based companies.	Most hypotheses supported, but overall not strongly. In sum results support the general notion that with increasing competition, exporting will offer an effective means for firms to achieve a competitive internal position (Ohmae, 1990; Porter, 1990) stemming from the organization's strategic constituencies in both direct and indirect manners.
LI, L. & LI, D., 2004.	This study develops a coherent internationalization process model, which is particularly needed for examining the internationalization of SMEs	Looks at three main perspectives; 1. Experiential learning e.g. (Johanson and Vahlne, 1977), 2. Systematic planning e.g. (Root, 1987 and Miller, 1993) and 3. Contingency perspectives e.g. (Roberts, 1999 & Jones, 1999). Also looks at implications for SMEs	Does a replication and extension of a previous study conducted by Yip, Biscarri, and Monti (2000). Original study hypothesized a 'Way Station Model'. The extension was done by sending questionnaires to US mid-sized firms. Also develops model.	Contends that firms' internationalization process is comprised of three major phases: Antecedents, Planning and Execution. Also states that the received perspectives of firms' internationalization process have far more utility for researchers and practitioners if integrated.

LU, W.J., & BEAMICH, P.W., 2001	We discuss and explore the effects of internationalization, an entrepreneurial strategy employed by small and medium-sized enterprises (SMEs), on firm performance.	Develops hypothesis through discussion of theory/studies related to; International expansion and entrepreneurship, exporting, FDI, Alliances, and interaction effects of exporting & FDI	Sample survey of 164 Japanese SMEs listed on the Tokyo stock exchange.	Hypothesis mostly supported. Overall SMEs should not curtail internationalization at export stage, nor be deterred by the high cost of FDI, but instead explore opportunities to make FDI so as to benefit from latent value associated with such investments
MAITLAND, E., ROSE, L.E., 2005	This paper provides a methodology for identifying the dynamics of international firm (MNE) expansion	Review of theories/studies on 'Firms' Internationalization process (including network, RBV, among other perspectives), and International expansion	Does a statistical analysis of data taken from Harvard Database, which looks at 181 firms with over 8000 subsidiaries in 119 different countries.	Firms that cluster their investments display three distinct patterns of temporal bunching i.e., concentration, hibernation and hybrid clustering.
MALHOTRA, N.K., ULGADO, F.,M., 2001	Aim of this paper is to provide a unified theoretical framework that explains the internationalization process, entry modes, and timing strategies	Discusses theoretical perspectives relates to; IPLC Vernon (1966), Market Imperfections Hymer (1976), Strategic behavior theory Knickerbocker (1973), RA theory Hunt (2002), TCA , Eclectic Dunning (1995), Internationalization theory ; (Johanson and Vahlne 1990), Network/relationship theory	Develops a conceptual framework, then develops propositions based on different elements within the framework	Contends that it is the collective, simultaneous, consideration of all these factors (different theories) that better explains the internationalization process and entry mode choice and when interpreted singly, theories are not consistent with firm's recent international trade and investment patterns.
MANOLOVA, T.S. & MANEV, I.M., 2004	What is going on as it relates to recent research of the small firm?	Literary review of previous articles on subject, Chetty & Hamilton (1993), Zou & Stan (1998)	Lit. review, looks at 22 articles found in major internationalization and small firm journals	Overall research can be divided into 4 Categories; Antecedents, Internationalization, Pattern and Firm performance

McDONALD, F., KRAUSE, J., 2003	This paper investigates the international entrepreneurial behavior of Mittelstand firms (German SMEs).	Theory on stages and psychic distance, Network perspectives and Born Global approaches.	Sample survey of 110 Mittelstand firms, 59 in sectors with low internationalization and 51 in sectors with high international activity. Grouped firms into clusters	Found that firms in all clusters internationalized in a sequential manner. Also found that Mittelstand firms did not display a typical 'born global' pattern of internationalization.
McDOUGALL, P.P. & OVIATT, B.M., 2000	Article is a special Research Forum on International Entrepreneurship reflects the fusion of these two areas and the developing worldwide academic interest in this topic.	Discusses research in international entrepreneurship.	Discussion and summarization of entrepreneurship and international entrepreneurship perspectives.	The fact that researchers in both fields can learn much from each other.
McDOUGALL, P.P. & OVIATT, B.M., 2003	Paper seeks to examine the difference between INVs (International New Ventures) and DNVs (Domestic New Ventures)	Mainly discusses concepts related to INVs and Born Global firms	Develops hypothesis and test them using a sample of 127 DNVs and 87 INVs based in the US.	Most hypotheses were supported. States that there are systemic influences on internationalization for new ventures. And taken as a whole research shows that INVs are not mere anomalies and actions are not merely serendipitous and opportunistic.
McNAUGHTON, R., 2003	This paper draws on both process models on internationalization and 'born global' literature to identify possible influences on the number of export markets serviced by a firm	Main theories reviewed in this article are Internationalization Process perspectives, and Born global concepts.	Develops hypothesis and test them using sample survey of 75 Canadian manufacturing firms.	Found support for most of the hypothesis developed. Also notes that some elements of the process perspectives are applicable to Born Global firms.

MOEN, O, & SERVIAS, P., 2002	As it relates to the stages models, and its criticisms, the author focuses on concept of 'gradual development' used. To test stages model relevance in today's context	Discusses the Uppsala IP model and the Innovation related model (Process models), Then highlights critiques of these models e.g. Turn-bull (1987). Then goes on to introduce the born global concepts	Author develops hypothesis and test them using data received from 677 firms based in, Norway, Denmark and France.	Overall author contends that results are not consistent with the premises of the stages model.
MOSTAFA, R., WHEELER, C., 2004.	Construction of a theoretical framework for internet-enabled international entrepreneurship	Social psychology, behavioral science, etc however theories only used to describe 'actual entrepreneur' (individual)	Theoretical construct, where framework is suggested and described.	Internet increases speed of Internationalization, also helps in overcoming psychological barriers, operational barriers, product and Market barriers
MUDAMBI, R. & MUDAMBI, S.M., 2002	As it relates to MNEs FDI decisions, This paper introduces a more realistic selection model, in which the diversification choice and the entry mode choice are made sequentially, and are therefore related	Focus on theories/studies related to Product diversification (Dunning, 1980; Grant, 1995; Hood & Young, 1979; Sharma, 1998) and Mode of Entry (Agarwal & Ramaswami, 1992; Anderson & Gatignon, 1986; Larimo, 1995).	Developed hypotheses. Study was carried out using 3 levels of data; 1. Industry level, 2. Location specific data and 3 Firm level data (28 field interviews carried out)	Very mixed result, although most hypotheses supported. Claims to present a more realistic selection model where diversification choice and entry mode are made sequentially rather than independently as suggested in past research.
NUMMELA, N., 2004.	The effects of globalization on SMEs performance, and how SMEs handle globalization	Process theories (not IP model), and also Network perspective theories	Literary review also results from other articles are synthesized.	Variety of issues of SMEs in globalized world; diff. between Globalization and Internationalization, previous experience of personnel in new firms, etc.
NUMMELA, N., SAARENKETO, S., 2004	As it relates to small firms and their early internationalization, this paper discusses the pressures that such development puts	Examines concepts related to Born global, International New Ventures and International start-ups. Examines studies/theories related to SMEs	Develops propositions and examines them using a sample of 124 SME Finnish companies providing value-added services in the ICT	Of three propositions, one supported. Author claims that results did not support framework very well. Findings show that partners

	on company boundaries from the viewpoint of Finnish ICT companies	and their international development. Also develops a framework to be tested	sector.	are not complementary as expected but offer competence that is similar to some degree to that of the company itself.
NUMMELA, N., SAARENKETO, S., 2005	In response to the increasing interest in the internationalization of knowledge-intensive firms, a measure for analyzing their international growth orientation was developed	Theories and Studies related to Knowledge intensive firms, and research related to growth and orientation of SMEs.	Sample study of 123 Finnish SMEs providing value-added services in the ICT sector.	Develops a 'Growth Triangle of SMEs' that captures SMEs that show NGO (Not growth oriented) to IG (Int. growing companies). Indicates that resources should be allocated to companies at the top of triangle.
PAK, Y.S. & PARK, Y-R., 2004	To evaluate the relevancy of internalization theory to the global ownership strategy of JMNEs (Japanese MNEs)	Transaction cost Economics and internationalization, also some IP- Model	Development and test of hypothesis using 3,236 cases of subsidiaries owned by 444 JMNEs	Internalization theory was appropriate and powerful for explaining the overseas ownership strategy of JMNEs
PANGARKAR, N. & LIM, H., 2003.	Which factors influence FDI performance?	Many different theories on FDI	Primary data collected on 128 Singaporean firms. Primary data combined with secondary data, then use of multiple regression analysis to access impact of various determinants.	Overall mixed results/support for hypothesis. The main drivers of FDI performance appear to be favorable host government attitudes and relative size of the affiliate. Also entry mode has no impact on FDI performance.
PAPADOPOULOS, N., CHEN, H., 2002.	To construct a new IMS (international market selection) model that takes into account factors firms weigh when they select markets	Previous theories on international Market selection. Mainly shift-square model (Green & Allaway, 1985)	New model constructed based on shift-square model. Model is then tested using secondary data from statistical databases that looks at exporting firms from Canada and China. Results analyzed using statistical methods.	Results of study used mainly to explain model, rather than confirm validity.

PEDERSEN, T. & PETERSEN, B., 2004	Perceived vs. actual differences between home market and foreign market and shock effect when entering foreign markets.	Primarily the IP-Model (Johanson & Vahlne, 1977)	Hypothesis developed and tested using data from; Swedish Danish and New Zealand companies (400-500). Results analyzed statistically	Most hypotheses supported. Psychic distance paradox supported. Observed behavior fits with shock effect prediction.
PEDERSEN, T., PETERSEN, B 2002.	What factors motivate exporters to change their foreign market servicing mode?	Entry mode decisions (Anderson & Gatignon, 1986; Benito & Welch (1994). Also IP model, plus use of other models.	Two step data collection. S.1. collection of 'pre switch data' 1992, for 349 companies. S.2. done in 1997 with 276 of the original companies when data was collected about the occurrence. actual	Developed and tested hypothesis (mostly supported). Also explanation of why companies sometimes switch their foreign mode servicing. Highlights importance of switching cost
PETERSEN, B. & WELCH, L.S., 2000	Exploration of franchising in the latter internationalization stages	Previous studies on franchising as a way to internationalize. Authors claim other theories are incomplete since they don't look at franchising in latter stages of internationalization.	First quantitative study on 60 Danish clothing companies, then case study on two selected companies is conducted.	Companies use franchising late in their internationalization process. Use of established foreign subsidiaries to run franchising business.
PETERSEN, B., 2002	Effects the internet will have on internationalization	Develops arguments based on use of some internationalization theories and internet theories.	Develops through discussion how internationalization will be affected by the internet.	Makes 3 predictions on how internet will affect internationalization. 1. Internet effects on firms' foreign market expansion will be modest, 2. Internet induces faster market expansion, 3. Internet causes rash foreign market expansion.
PETERSEN, B., PEDERSEN, T., 2003.	To examine the role of knowledge and learning in internationalization (with special emphasis on the IP model)	IP model (Johanson & Vahlne, 1977) and other theories on Knowledge and learning.	Theoretical construct	Knowledge is becoming more important today, but also more complex. Globalization and IT have greatly changed the role of knowledge.

PHIRI, T., JONES, M.V., 2004	To examine internationalization of SMEs in the medical industry with regards to; 1. The foundation process of the firm, 2. Determine the form of internationalization, 3. Relationship between internationalization decisions and process and holistic growth development	Claims four main theories are relevant to the study of internationalization. 1. internalization or transaction cost approach, 2. the internationalization or network approach, 3. the export development approach, 4. the resource based view	Multiple case studies of six Scottish SMEs in the medical industry. Interviews with key personnel in the company.	The leading edge firms had much more specialized products that targeted a small niche of the market. The incremental innovators target a wider market. All firms internationalized using networks, incremental innovator int. in a more traditional fashion; leading-edge companies followed the born global pattern.
PITELIS, C.N., 2004	How to interpret Edith Penrose contribution to the resource-based view of (international) business strategy	Edith Penrose's classic 1959 book The Theory of the Growth of the Firm along with articles and books that make use of Penrose's theories	Theoretical construct and a literary review	Penrose's theories are still relevant today but are often misinterpreted.
PLA-BARBER, J., 2001	How do Spanish firms internationalize and internalize resources?	Transaction Cost Theory and the Uppsala (IP) Model.	Hypothesis formed from theories, then tested using sample of 323 Spanish firms.	Hypothesis mostly supported, as it relates to Transaction cost and Uppsala model, both theories supported.
PRSHANTHAM, S. & BERRY, M., 2004	Potential impact of the internet on small knowledge-intensive firms	Primarily Network Theory, but also process Theory	Theoretical construct	Networks are important for small firm int. + the internet is important in network creation of small firms = The internet is important for small firm internationalization.
RANDROY, T., 2002.	The article investigates resource commitment after market selection and entry	OLI eclectic paradigm, Transaction cost theory.	Data taken from mail survey of 120 divisions of the 50 largest Norwegian manufacturing exporters. Develops and test hypotheses.	Somewhat mixed results for the hypothesis tested. Overall provides some explanation for resource commitment to existing subsidiaries.

RASMUSSEN, E.S. & MADSEN, T.K., 2002	To sum up the research on Born Globals, International New Ventures, and similar concepts from two viewpoints; 1. Can we really talk of new forms Of International firms, 2. Why study these firms	Born global perspectives (since article is a literary review)	Theoretical construct + one empirical study of Danish Born Globals.	Firms have to adapt to changes in the environment – at a faster pace- and have to be able to work in rapid shifting networks and relations with other firms and several other actors.
RHEE, J.H., 2002	Two objectives; 1. Test the IP model basic tenant that states firms respond to foreign market uncertainty by adapting incremental approach, 2. Explore the models boundary conditions.	IP Model (Johanson & Vahlne, 1977), also resource based theory	Longitudinal quantitative study of 61 South Korean companies over 50 years. Develops and test hypothesis using statistical models.	All hypothesis developed were supported. Results confirm prediction that greater foreign market uncertainty results in more incremental approach to expansion.
RIPOLLÈS, M., MENGUZZATO, M., 2002.	How can an entrepreneur with an INV obtain the tangible or intangible resources necessary for successful early int.?	Concepts related to entrepreneurship.	Quantitative study of 55 INVs.	Results show that INVs obtain the resources for internationalization through the personal networks of the entrepreneurs.
ROBERTSON, K.R. & WOOD, V.R., 2001	To identify the perceived relative importance of potential evaluative criteria within the export decision making process.	Decision making theory, theories on international marketing, exporting, economic development and FDI.	Literary review, then focus group interview which led to the development of a framework for export market selection. Framework then tested on 275 US export firms	Faced with export market selection decisions, managers state information identified in normative literature as important. Market potential was most important. Cultural distance not important
RUIGROK, W., 2003	How does the internationalization level of a firm affect its performance?	Other studies linking internationalization levels to performance + IP model	Quantitative study of 500 German firms, and also a longitudinal study of less than 100 of these firms.	Identifies factors linking performance to degree of Int.; e.g. cost efficiency and operational performance. Identifies the ‘U’ form int. performance relationship

SANTANGELO, G.D., 2001.	This paper aims to test whether an increased specialization in ICT as a new core pervasive technology may have promoted an extension of the firm's international network	Theories relating effect of ICT on internationalization, globalization theories and also resource based view.	Develops two hypothesis, and test them using Quantitative data drawn from filings for patents.	General support for hypothesis
SAPIENZA, H.J, AUTIO, E., 2003	How does internationalization affect new firms that internationalize (early internationalizers)?	Knowledge based view, new venture theory (born global) and also IP model.	Theoretical construct where several hypotheses are developed, but not tested.	Venturing into foreign markets strains the resources of firms and exposes them to competition in arenas that they understand less well than do incumbents. For young firms, these issues are exacerbated by resource inadequacies
SCOTT-KENNEL, J & ENDERWICK, P., 2004	How MNC subsidiaries internalize (although the article calls it quasi internalization because the resources does not belong to the firm in the true sense of the word) resources, capabilities, competitive advantages by forming networks and alliances with local business partners.	Dunning's eclectic paradigm	Quantitative study of 500 MNC subsidiaries	Quasi-internalization does appear to be a complementary activity to the internal development of firm-specific advantages. Results provide support for the assertion that the eclectic paradigm needs extension and operationalization beyond its hierarchical, ownership constrained boundaries.
SHAW, V. & DARROCH, J., 2004.	1. Establish the level of involvement of New Zealand entrepreneurial new ventures in international markets, 2. Compare the perception of barriers to	Studies on barriers to internationalization by exporters and/or non-exporters in general (e.g., Campbell, 1996; Leonidou, 1995; Katsikeas and Morgan, 1994;	Quantitative study of 557 Entrepreneurial New Ventures in the manufacturing sector.	A number of significant differences in perceptions of barriers to internationalization were observed across non-exporters, likely exporters and exporters.

	internationalization of those ventures that have internationalized, with those than plan to internationalize and those unlikely to internationalize	Morgan, 1997).		Major barriers faced by New Zealand ENVs are finance and cost-related followed by limited market knowledge.
SHENKAR, O., 2004	To give a history of IB and above all to give future directions to IB	Literary review of IB research	Theoretical construct	IB has been too US centered, it has been too focused on economy, too focused on MNCs, IB need to conduct multi-disciplinary research – find inspiration from other areas like psychology, law, etc.
SHRADER, R.C., OVIATT, B.M., 2000	How do firms already experiencing the risk of smallness and newness, also successfully manage the additional strategic risk of entering foreign markets early in their existence?	International risk management theory Miller (1992)	Theoretical construct developed, then tested on 87 INVs from the U.S.	88% of firms competed in high-technology industries, INVs manage risk in a single foreign market by trade-off among economic and political risk host country, and degree of commitment to foreign location.
SINGH, N. & KUNDU, S., 2002	How can Dunning's eclectic paradigm be extended to explain growth (and internationalization) of e-commerce companies (ECCs)?	Dunning eclectic paradigm, and also all schools of internationalization theory (resource, internationalization, behavioral, product life-cycle, etc)	Theoretical construct, adds a Network dimension to the eclectic paradigm and examines e-commerce growth through lens of eclectic paradigm.	Network advantages help ECCs to access network resources, Importance of specialized resources leading to sustainable growth etc.
SOMLEV, I.P. & HOSHINO, Y., 2005	Study investigates the effects of location and location-related factors on establishment and ownership	The Bargaining power model + Previous theories on entry modes (Chang & Rosenzweig, 2001; Kogut & Singh, 1988)	Quantitative study of 700+ Japanese subsidiaries in Europe. Data extracted from Japanese publication,	Mixed result. Overall results show that location-related factors influence significantly entry mode.

	decisions of the Japanese multinationals in Europe		hypothesis developed and tested.	
SPENCE, M., 2003	To further our understanding of international strategy formation of High-tech SMEs (HTSMEs)	Born Global perspectives, IP model (mostly criticized) & Network theory	Multiple case-studies 8 different SMEs are studied data gathered through interviews	Initial triggers for Internationalization of SMEs come from 1. Availability and use of existing networks, 2. Serendipitous encounters and 3. Targeting niche market through planned strategies.
TAN, B., ERRAMILI, K., 2001	What factors affect entry mode choices of firms?	Other articles, that deal with entry mode decisions	Quantitative study of manufacturing firms from Australia and Hong Kong. Hypothesis developed and tested	Generally support for Hypothesis tested. Firms with strong specific advantages, seek higher modes of market entry.
TEEGEN, H., 2000	How can firms use Franchising to Internationalize	Theories related to Franchising + IB related theories and Economic theories	Two quantitative studies, one to franchise makers, the other to franchise providers.	As domestic markets become saturated, greater international expansion will be seen by many franchising firms as inevitable
TEEGEN, H., DOH, J.P., 2004	How can IB theory be applied to NGO and how NGO should be implemented in IB theory.	General IB theory, and also theories on NGOs	Theoretical construct	Importance of NGOs in the globalizing world. They interact in many ways with state actors & firms.
TRIMECHE, M	This article is an attempt to integrate studies dealing with the export expansion of the firm.	Synthesizes research on internationalization (more precisely export expansion)	Literary review	Essentially the synthesis of internationalization Literature. A lot of criticism is leveled at the IP model also.
TSANG, E.W.K., 2005.	This study examines the determinants of 1) ownership level in equity joint ventures and 2) foreign market entry mode choice in the context of	Pan (1996) – This article is a replication of Pan’s article with the difference that this article concerns Vietnam and Pan’s China	Quantitative study that involves hundreds of companies engaged in FDI into Vietnam.	Firms preferred higher control modes as cultural distance increased.

	Vietnam			
VAHLNE, J-E., 2002	To what extent have new technology and new companies affected the Int. process of the firm, and specifically to what degree is the IP model applicable to these companies.	IP Model, Johanson and Vahlne (1977, 1990) influenced by Penrose (1959). Also from the same theoretical base Hörnell et al (1973)	Case studies are analyzed using qualitative methods. 15 Non-IT companies, 4 e-commerce companies, 4 internet consultants, and 4 old cases from traditional industry	Most parts of the IP model are still believed to be applicable, but at a higher pace. Internet can reduce uncertainty, also IT companies more prone to risk taking
VERMEULEN, F. & BARKEMA, H., 2002	An examination of effects of <i>pace, rhythm</i> and the geographic and product <i>scope</i> of a firm's internationalization process.	Behavioral perspectives	Longitudinal study covering 22 companies over 26 years, all listed on the Amsterdam stock exchange (thereby considered large companies). Develops and test hypotheses	All hypotheses were confirmed. International expansion is positive for firms' profitability, but too high of a pace and scope reduces positive effects.
VISSAK, T., 2004.	To analyze the impact of inward FDI on the internationalization of small firms in Estonia	Network theory and Process Theory	Case studies of six small firms (Estonian firms owned by foreign firms) that were started by inward FDI.	Firms internationalized in accordance with Uppsala model predictions. Network were also important
WAGNER, H., 2004.	What is the linkage between internationalization speed and firm performance?	Mainly economic based theories; (Davidson, 1980; Dunning, 1994)	Quantitative study of 83 large German firms.	Relationship between internationalization and speed is an Inverted U-Shape curve. Re-confirmation of the Internationalization Process Model
WELCH, C.L. & WELCH, L.S., 2004	How can/has a company in a highly political/regulated business internationalize over time?	Reviews various internationalization theories- especially network theory (although none of the theories are incorporated in the article to any larger extent).	Longitudinal case study, the company selected for analysis was an Australian sugar producer CSR.	Relationships and networks (which also included Government and supranational bodies) were critical to CSR penetrating foreign markets.
WESTHEAD, P., WRIGHT, M., 2001.	Looks at the characteristics of the principal founders of SMEs, as it relates to	Resource based view theories	Longitudinal case study between 1990/91-1998, final sample of 116 firms	Business with older principal founders with more resources, denser information and

	exporting (or non-exporting) activity.			contact networks and considerable management know-how are more likely to be exporters.
WRIGHT, R.W. & DANA, L-P., 2003	Focuses on two overarching trends: 1. The demise of the nation-state as a relevant unit around which international business activity is organized and conducted and 2. the demise of the stand alone firm, with a hierarchic distribution power and control, as the principal unit of business competition	Theory on alliances + Network theories and some degree of internationalization theories (almost all of them IP, International entrepreneurship and eclectic paradigm)	Longitudinal case study of one firm	Nation states are no longer the relevant unit for internationalization. Instead supranational bodies such as (e.g. the EU) and regional entities (e.g. Wales, Catalonia) are important. Also alliances and networks are more important to look at, than the individual.
YEOH, P-L., 2000	The antecedents of information search effort and information source use and the implications of firms' information acquisition activities on export performance	Discussion of some Born Global, some International Entrepreneurship and some Internationalization Process theory are discussed	Quantitative study yielding answers from 180 exporting companies of various sizes are analyzed using statistical measures. Hypothesis are developed and tested.	Mixed results, hypothesis mostly supported. Despite high cost of involved in developing personal relations with overseas customers and suppliers, it is recommended that firms cultivate these resourceful networks as they allow firm to access information they may not possess internally.
YIP, G.S., 2000	The focus on the extent to which small and mid-sized (U.S.-based) companies take a systematic approach to new internationalization and the performance differences between systematic and	Johanson and Vahlne (1977) and a new theoretical model developed by the authors to fit empirical data	Empirical data taken from consulting firms, in-depth interviews, also IP model and development of a new mode (The Way Station model). Model then tested on sample of 68 companies	Some US based newly internationalizing firms, use systematic approach, some use an ad hoc mode. Firms using systematic approaches seem to achieve better performance.

	unsystematic approaches			
YLI-RENKO, H., AUTIO, E., 2002	Linking Social capital to knowledge and finally to international growth.	Knowledge based theory, New venture internationalization theory and IP model	Tested hypothesis using longitudinal data from 56 Technology based new firms operating in the Finnish electronics industry	Mixed results for hypothesis tested. Overall findings support both IP theory and international new venture theory. Therefore should be possible to develop a richer theory of internationalization.
YOUNG, S., DIMITRATOS, P., 2003	Argumentation for the use of IB theories in International Entrepreneurship research.	Network Perspective, resource - based view and IB theories.	Theoretical construct. Then highlights six directions of IB theories that can be related to IE research	By paying more attention to IB theories, IE study could cover activities of young and old, small and large and private and public sector organizations.
ZAHRA, S.A., IRELAND, R.D., 2000	This study makes three contributions: 1.Examine the effects of international diversity and international mode of entry on technological learning by new venture firms 2. Examine the effect of knowledge integration on the relationship between international expansion activities and technological learning 3. Document the effect of technological learning on new venture performance	Theory and previous work done on Entry mode strategies and also knowledge based theoretical perspectives.	Quantitative study consisting of companies and trade associations in an effort to reduce source bias and obtain reliable and valid data.	New ventures are entering international markets early in their life cycles. The results show a strong relationship between international diversity and mode of market entry and the breadth, depth, and speed of a new venture firm's technological learning, especially when the firm undertakes formal knowledge integration. Technological learning facilitates internationalization which often improves firm performance. But also internationalization facilitates technological learning.
ZAHRA, S.A.,	Makes a case for using a	Psychology/Cognitive	Theoretical construct.	Discussion suggests that the

KORRI, J.S., 2005.	cognitive perspective to understand how entrepreneurs move from thought to action and how their motivations might shape IE decisions.	approach. Discusses that cognitive approach has its roots in psychology and sociology.		cognitive perspective can contribute to future IE research by examining the interrelationship between environment, experience, cognition and entrepreneurs' choice of different international strategies born global firms undertake.
ZAHRA, S.A., MATHERNE, B.P 2003	To examine how using technological resources influence the speed and degree of (sales) internationalization	Resource-based view. (Barney, 2001)	A quantitative study of US software firms - 159 firms of which 67 were international – because of the global demand for that kind of product.	42.1% of firms had internationalized sales by the third year, indicating ability of young companies to overcome barriers to entry. Results highlight importance of leveraging firm's technological resources in expanding international sales.
ZUCHELLA, A., 2002	The aim of the article is to compare 'born-globals' with gradually internationalizing firms	Born global perspectives (Knight, Oviatt, McDougall) Gradual (process) internationalization theory (e.g. Johanson and Vahlne) Industrial cluster theory (Brown, Bell 2001; Porter, 1990; Enright, 1998; Servais, Rasmussen, 1999)	Conclusions are drawn from literature and a quantitative study of 200 Italian SME + 40 case studies of Italian SMEs	Many of the results of this study, simply highlights what has been said in previous studies in these areas. As it relates to Born Global vs. Traditional firms.

ⁱ The references in the results table are there to give the reader a general idea of the theories employed in the different articles, and are therefore not certain to be listed in the reference list of this thesis. In those cases the reader is directed to look for the full citation in the article from which the reference is taken.