



**19th McGill International Entrepreneurship Conference**

# International Entrepreneurship in a Multi-Speed Global Economy: Opportunities and Challenges

**27–29 August 2015**





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## Welcome

On behalf of the Department of Management, Birkbeck, University of London, and the Conference Organising team, I would like to welcome everyone to the 19<sup>th</sup> McGill International Entrepreneurship (MIE) Conference, and to London, by most accounts, the world's *numero uno* City. I am pleased also to welcome you to Bloomsbury, made famous by the *Bloomsbury Group*, a collective of intellectuals, artists and philosophers, including Virginia Woolf and John Maynard Keynes, who lived, loved and created here during the first half of the 20<sup>th</sup> century.



This 19<sup>th</sup> Conference will follow the well-established tradition of previous MIE Conferences, by examining frontier and topical issues related to entrepreneurial internationalisation and internationalisation of entrepreneurially-oriented smaller firms, including international new ventures, born globals, micro-multinationals, high growth and rapidly internationalizing firms. These firms are rightly acclaimed for their sustained contributions to global economic growth over the past few decades. Their border-transcending entrepreneurial activities are even more critically needed in the current stuttering world economy, which continues to present diverging levels of growth and opportunities across countries and sectors. The focus of this Conference on international entrepreneurship in a multi-speed global economy could, therefore, not be more apt.

We are delighted to have attracted insightful scholars, practitioners and policy makers from more than 40 different organisations and nearly 20 countries to engage with this most pertinent of themes. Over 60 presentations are scheduled across the Conference's plenary, parallel and doctoral sessions, on topical IE sub-themes, including born globals' growth, INV speed and performance, entrepreneurial opportunity, innovation, internationalisation process, and effects of digitalisation, finance, sustainability, and firm structure on IE.

This Conference would have turned out differently without the contribution, collaboration and generous support of several people. I heartily thank our distinguished keynote speakers for agreeing to share their time, thoughts and reflections. I also salute academic colleagues and doctoral students who sent us their papers, the reviewers and session chairs for their expert input, and the invited practitioners for their invaluable real world insights.

The Conference Organising team members have been magnificent with their support, and are deeply appreciated. Thanks to these colleagues, and to the leadership of BEI School at Birkbeck. Respect also to the *movers and shakers* of the MIE community and i-e.scholars.net. Names, I have been advised, are unnecessary in this context.

I urge everyone to participate actively in the discussions and debates that will define this first-ever MIE Conference in London, and would like to wish you for a very fruitful and enjoyable visit.

Professor Kevin Ibeh, PhD, FCIM, FRSA  
Assistant Dean and Head of Department of Management, Birkbeck  
Conference Chair

## Conference Host and Organising Team

### Conference Host

Department of Management, Birkbeck, University of London

### Conference Organising Team

Kevin Ibeh (Chair)

Teresa Howes

Matthew Jayes

Glenworth Joseph

Hamid Etemad

David Crick

Grazia Ietto-Gillies

Olli Kuivalainen (Organiser, Doctoral Colloquium)

Pavlos Dimitratos (Co-organiser, Doctoral Colloquium)



## General Information

### Venue Address and Location

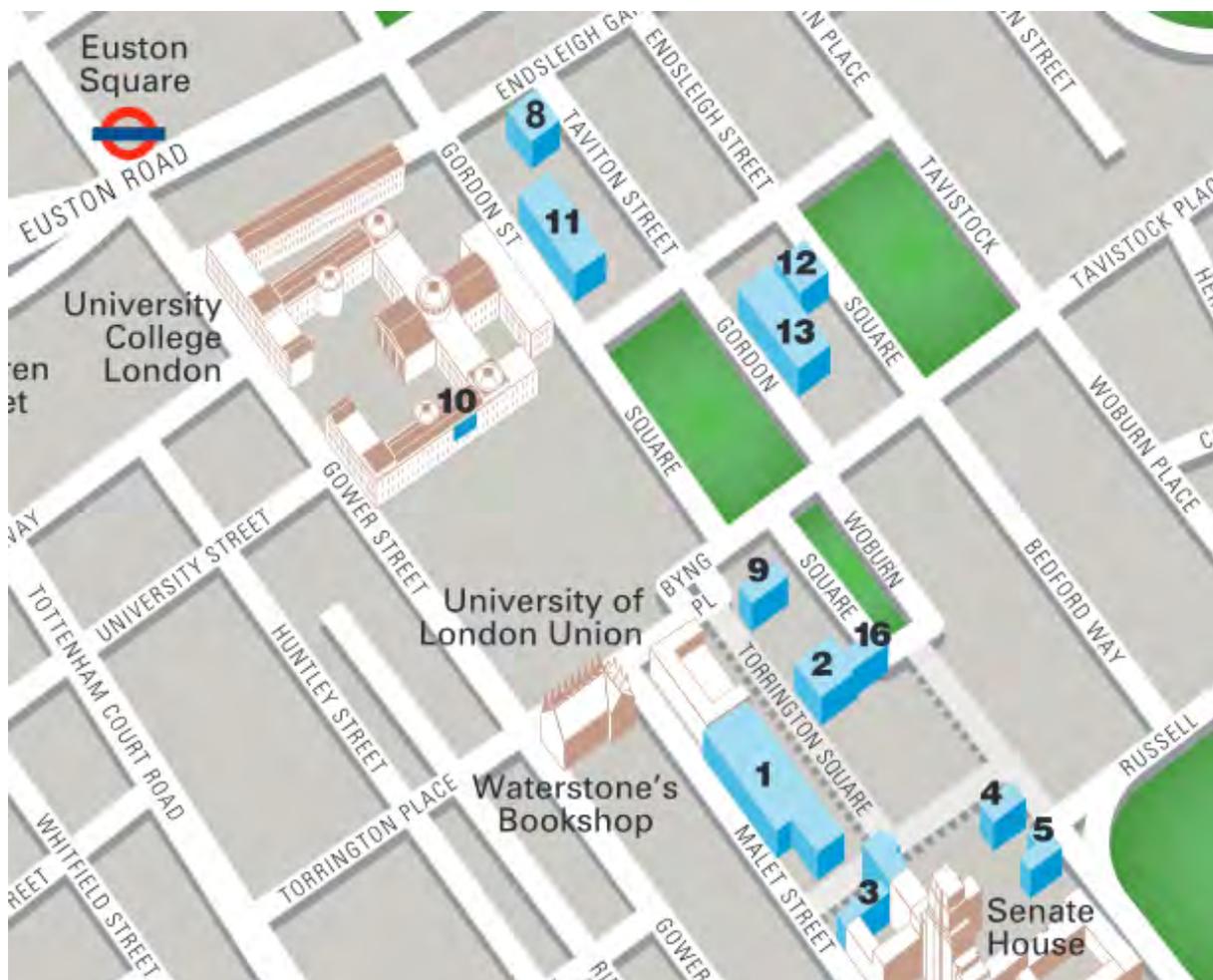
Birkbeck, University of London

43 Gordon Square

London, WC1H 0PD

United Kingdom

Please see Building 13 on the map below:



## Conference Registration

Registration will take place in the Birkbeck Cinema Foyer, 43 Gordon Square, at the following times:

Thursday	27 <sup>th</sup> August	16.00 to 17.00
Friday	28 <sup>th</sup> August	08.00 to 11.00

## Location of Sessions

All sessions will be held within 43 Gordon Square and the specific venues will be appropriately signposted.

## Attendance to Sessions

Please endeavour to participate fully in the Conference by attending as many sessions as possible. Please make extra effort to attend Thursday's Business Plenary session to welcome and engage with the industry and policy practitioners we have invited. The same goes for Friday's Keynote Plenary.

Delegates are also encouraged not to skip the Conference's Closing Session. This session will be brief, but serve as a platform to discuss Publication plans, Next Conference Venue(s), and possibly receive feedback or suggestions for future activities and directions.

## Speaker/Presenter Information

- The presentation room will be equipped with a PC with Microsoft Office Suite such as word, Excel and PowerPoint version 2013, a data projector and screen.
- Delegates using MAC laptops need to bring with them either an adaptor from MAC to VGA or from MAC to HDMI.
- We would encourage you to bring your presentation on a USB stick which should then be loaded onto the PC prior to your session.
- Presentations should last no more than 20 minutes to allow sufficient time for discussions and Q&As (exact format depends on the number of papers in the session).

## Refreshments

Delegate registration includes the drinks and canapés reception and dinner (Thursday), refreshments and lunch on Friday and Saturday, and the Conference dinner (Friday). If you have informed us of any special dietary requirements, every effort will be made to accommodate these.

### Drinks and Canapés Reception - Thursday 27<sup>th</sup> August

This will be held at the famous Keynes Library within Conference Venue, 43 Gordon Square.

### Dinner – Thursday 27<sup>th</sup> August

This will take place at Pescatori Restaurant in Charlotte Street, Bloomsbury, not far from the Conference Venue from 19.45 onwards. The Conference Organising team will guide you to the venue.

### Conference Dinner – Friday 28<sup>th</sup> August

The Conference Dinner is being held in the Tower Room of the Symphony Vessel Cruising on River Thames. The dinner ticket and direction to take-off point will be provided in your delegate pack.

19.30 to 20.00	Drinks Reception at Symphony Vessel
20.00 to 22.45	Dinner at the Tower Room

## Delegate Wifi and PC access

Delegates will be provided with a Guest Username and Guest Password in the Conference pack. Please connect to the BBK-Guest wireless network. After opening a web browser on your device, a BBK-Guest authentication page should load automatically. Please log in with the username and password provided. Delegates from organisations participating in *eduroam* will be able to use their own accounts.

## Business Plenary Keynote Speakers

Thursday, 27th August 17.00 – 18.30 (Location: Birkbeck Cinema)



### **Stephen Ibboston, ICAEW**

Stephen is Director of Business, Finance and Management at ICAEW. A graduate of Birmingham University, Stephen trained as an ICAEW Chartered Accountant with Ernst and Young in London. After qualifying he embarked on a career in industry working for BTR PLC, The Littlewoods, Toy & Hobby Limited and Avon Products Inc. At Avon, he was UK FD, European FD and Corporate Controller gaining broad international experience. Stephen has a wide range of experience in cost saving initiatives including restructuring, outsourcing & major systems implementations.



### **Dr Jonathan Potter, OECD**

Jon Potter is Senior Economist in the OECD's Centre for Entrepreneurship, SMEs and Local Development and Visiting Professor at Birkbeck, University of London. His work includes in-depth analysis and policy development for governments around the world. He is a member of the Big Innovation Centre steering group, Fellow of the Institution of Economic Development and Fellow of the Royal Geographical Consulting Group specialising in public policy evaluation. Jon manages the LEED Forum on Entrepreneurship and is responsible for work on SMEs and entrepreneurship, innovation and evaluation of local development policies and programmes. He also manages review series on these topics.



### **Dr Muthu da Silva, Big Innovation Centre**

Muthu is Specialist and Advisor on Entrepreneurial Co-creation at the Big Innovation Centre, an organisation that exists to help businesses, public agencies and universities put their open innovation principles into practice. BIC convenes a network of representative global companies, national public agencies and universities and aims to help rebalance and grow national and regional economies.



### **Gerald La Touche, La Touche Global Limited**

Gerald is the Founder/MD of La Touche Global Ltd, which focuses on helping companies, particularly SMEs, to develop their international strategy and grow their business overseas. He has specialist experience of doing business in the Central America and the Caribbean region, and works with a network of partners and service providers internationally. Gerald has previously promoted the British West Midlands region within the EU Market and played an integral role alongside UK Trade and Investment and the Regional Chamber of Commerce, to attract FDI into the British West Midlands.

## Keynote Speakers for the Main Plenary

Friday, 28th August 11.00 – 12.30 (Location: Birkbeck Cinema)



**Professor Erkkö Autio** is Chair in Technology Venturing and Entrepreneurship and Director of the Doctoral Programme at Imperial College London Business School (ICBS). At the Innovation and Entrepreneurship Group, he directs the Diffusion of Innovation theme and is Co-Investigator in the Digital City Exchange project and affiliated with the UK Enterprise Research Centre. He was also a founder of the Energy Business Laboratory of ICBS. Professor Autio is co-founder of the Global Entrepreneurship and Development Institute and co-author of the Global Entrepreneurship and Development Index. He is also a founding team member of the Global Entrepreneurship Monitor GEM initiative. Erkkö has conducted pioneering research in the areas of comparative entrepreneurship, international entrepreneurship, innovation ecosystems, and most recently in systems of entrepreneurship and entrepreneurship ecosystems. His research has been cited in hundreds of news media in over 80 countries (including The Economist, FT, The Wall Street Journal, Forbes, Fortune, CNN, MSNBC, among others) and over 15 000 academic publications. Professor Autio's work has also attracted numerous best paper awards and similar, including the 2010 AMA's Gerry Hill Award for an article that has significantly influenced entrepreneurship and marketing research over the past decade. He was also recently recognised as one of the 50 most influential management scholars globally in terms of research impact (Aguinis et al, 2012). He serves and has served in numerous journal editorial advisory boards, including AMJ, SEJ, JIBS, JMS, JBV, and ETP. He has also been a founder, non-executive director and advisory board member of a number of technology-based ventures and venture funds, and has worked widely with industry and government in Europe and Asia.



**Becky Reuber** is Professor of Strategic Management at Rotman School of Management, University of Toronto. Her research focuses on the growth strategies of entrepreneurial organizations, including internationalisation, opportunity creation and the use of social media. She is the author of dozens of scholarly papers. Her research has won awards from the Academy of Management, the International Council for Small Business, the Canadian Council of Small Business & Entrepreneurship, and the Administrative Sciences Association of Canada. She is Area Editor for International Entrepreneurship at JIBS and is a member of the editorial board of JBV and ETP. She served as Associate Editor of Family Business Review from 2008-2014 and is currently on the journal's Advisory Board. Professor Reuber contributes to policy discussions in the entrepreneurship area and has had recent well received reports published by the Conference Board of Canada and Industry Canada.

## Keynote Speakers for the Main Plenary

Friday, 28th August 11.00 – 12.30 (Location: Birkbeck Cinema)



**Professor Pavlos Dimitratos** is Professor of International Business in the Adam Smith Business School of the University of Glasgow; the Lead of the International Business and Entrepreneurship (IBE) Research Cluster; and, the Co-Director of the Community of Internationalisation and Enterprise Research (CIER). His research interests are in international entrepreneurship, international management and international strategy, and he has published over 30 articles in journals such as the ETP, BJM, JWB, SEJ, IBR, IMR, MIR, EP, ISBJ, JSBM, ERP, JBE, & IJHRM. Professor Dimitratos is cited as one of the leading researchers in international entrepreneurship (Yeung 2009) and his work has attracted a number of best paper awards. He is an active member of the Academy of International Business (AIB) and

has organised several international conferences and seminars in his field.



**Trevor Williams** is Chief Economist, Lloyds Bank Commercial Banking. He leads the research team that supports Lloyds Bank's trading and sales activities. He joined the group after working as an economist for the UK Civil Service, a position he was offered while studying for a PhD. With both a BA (Hons) and a master's degree in economics, Trevor is a well-known voice within the banking sector. He regularly appears in the financial press, writing articles for publications and sharing his expertise on television. Trevor is also a Visiting Professor of Banking and Finance at University of Derby and a member of the Institute for Economic Affairs Shadow Monetary Policy Committee.

## Conference Programme Outline

### Thursday, 27 August 2015

- |                 |                                    |
|-----------------|------------------------------------|
| 16.00 to 17.00  | Conference Registration Desk Opens |
| 17.00 to 18.30  | Business Plenary                   |
| 18.30. to 19.30 | Drinks & Canapés Reception         |
| 19.45 onwards   | Dinner / Free time for Socials     |

### Friday, 28 August 2015

- |                |  |
|----------------|--|
| 8.00 to 11.00  | Conference Registration Continues                            |
| 8.00 to 8.45   | Coffee, Tea, Refreshments, with Pastries                     |
| 8.45 to 10.45  | Doctoral Colloquium (Doctoral Sessions)                      |
| 10.45 to 11.00 | Coffee, Tea, Refreshments                                    |
| 11.00 to 12.30 | Conference Welcome and Keynote Speeches                      |
| 12.30 to 13.30 | Lunch  |
| 13.30 to 15.00 | Parallel Sessions  |
| 15.00 to 15.15 | Coffee, Tea, Refreshments                                    |
| 15.15 to 16.45 | Parallel Sessions  |
| 16.45 to 18.15 | Parallel Sessions  |
| 19.30 to 20.00 | Drinks Reception (Symphony Vessel)                           |
| 20.00 to 22.45 | Conference Dinner (Symphony Vessel Cruising on River Thames) |

### Saturday, 29 August 2015

- |                |   |
|----------------|---|
| 8.00 to 8.30   | Coffee, Tea, Refreshments with Pastries             |
| 8.30 to 10.00  | Parallel Sessions                                   |
| 10.00 to 10.15 | Coffee, Tea, Refreshments                           |
| 10.15 to 11.45 | Parallel Sessions                                   |
| 11.45 to 13.15 | Lunch   |
| 13.15 to 14.45 | Parallel Sessions                                   |
| 14.45 to 15.00 | Coffee, Tea, Refreshments                           |
| 15.00 to 16.30 | Parallel Sessions                                   |
| 16.30 to 17.00 | Closing Session: Future Directions and Publications |

## Overview of Sessions

<b>Thursday 27th August 2015</b>		
16.00 - 17.00	<b>Conference Registration Desk Opens</b> Location: Cinema Foyer	
17.00 - 18.30	<b>Business Plenary</b> Location: Birkbeck Cinema	
18.30 - 19.30	<b>Drinks &amp; Canapés Reception</b> Location: Keynes Library	
19.45 onwards	<b>Dinner</b> Location: Pescatori, Charlotte Street, Bloomsbury	
<b>Friday, 28th August 2015</b>		
8.00 - 11.00	<b>Conference Registration</b> Location: Cinema Foyer	
8.00 - 8.45	<b>Coffee, Tea, Refreshments and Pastries</b> Location: Cinema Foyer	
8.45 - 10.45	<b>Doctoral Colloquium A</b> Theme: Internationalisation <b>Process</b> Location: G01	<b>Doctoral Colloquium B</b> Theme: International <b>Entrepreneurship</b> Location: G02
10.45 - 11.00	<b>Coffee, Tea, Refreshments</b> Location: Cinema Foyer	
11.00 - 12.30	<b>Welcome and Keynote Session: International Entrepreneurship in a multi speed global economy: opportunities and threats</b> Location: Birkbeck Cinema	
12.30 - 13.30	<b>Lunch</b> Location: G03, G04	
13.30 - 15.00	<b>Parallel Session 1A: Born Globals and Growth</b> Location: G01	<b>Parallel Session 1B: Entrepreneurial Opportunity</b> Location: G02
15.00 - 15.15	<b>Coffee, Tea, Refreshments</b> Location: Cinema Foyer	
15.15 - 16.45	<b>Parallel Session 2A: INV Speed Internationalisation</b> Location: G01	<b>Parallel Session 2B: Internationalisation</b> Location: G02
16.45 - 18.15	<b>Parallel Session 3A: INV Theories</b> Location: G01	<b>Parallel Session 3B: Internationalisation, IE &amp; Finance</b> Location: G02
19.30 - 20.00	<b>Drinks Reception</b> Location: Symphony Vessel	
20.00 - 22.45	<b>Conference Dinner</b> Location: Tower Room, Symphony Vessel Cruising on River Thames	

<b>Saturday, 29th August 2015</b>		
8.00 - 8.30	<b>Coffee, Tea, Refreshments and Pastries</b> Location: Cinema Foyer	
8.30 - 10.00	<b>Parallel Session 4A: Born Globals and Growth</b> Location: G01	<b>Parallel Session 4B: Innovation</b> Location: G02
10.00 - 10.15	<b>Coffee, Tea, Refreshments and Pastries</b> Location: Cinema Foyer	
10.15 - 11.45	<b>Parallel Session 5A: Technology, Digitalisation &amp; IE</b> Location: G01	<b>Parallel Session 5B: Structure and Organization</b> Location: G02
11.45 - 13.15	<b>Lunch</b> Location: Caffé Russell, Russell Park	
13.15 - 14.45	<b>Parallel Session 6A: Export &amp; IE Behaviour</b> Location: G01	<b>Parallel Session 6B: Sustainability &amp; IE</b> Location: G02
14.45 - 15.00	<b>Coffee, Tea, Refreshments</b> Location: Cinema Foyer	
15.00 - 16.30	<b>Parallel Session 7A: International Entrepreneurship</b> Location: G01	<b>Parallel Session 7B: International Entrepreneurship</b> Location: G02
16.30 - 17.00	<b>Closing Session: Future Directions and Publications</b>	

## Full Programme and Presentations

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### Thursday, 27 August

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Thu 16.00 – 17.00                      Location: Cinema Foyer  
Conference Registration

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Thu 17.00 – 18.30                      Location: Birkbeck Cinema  
Business Plenary Session

Dr Jonathan Potter, OECD, Paris  
Stephen Ibbotson, ICAEW, Moorgate, London  
Dr Muthu da Silva, Big Innovation Centre, Ergon House, London  
Gerald La Touche, La Touche Global Limited

Chair/Moderator: Professor David Crick, University of Ottawa, Canada

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Thu 18.30 – 19.30                      Location: Keynes Library  
Drinks Reception & Canapés

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Thu 19.45 onwards                      Location: Pescatori, Charlotte Street, Bloomsbury  
Dinner

### Friday, 28 August

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Fri 8.00 – 11.00                      Location: Cinema Foyer  
Conference Registration

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Fri 8.00 – 8.45                          Location: Cinema Foyer  
Coffee, Tea, Refreshments and Pastries

### Friday, 28 August, 8.45 – 10.45

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Fri 8.45 - 10.45                      Doctoral Colloquium Session 0A  
Theme: **Internationalisation Process**                      Location: G01  
Panellists: *Olli Kuivalainen (Chair), Becky Reuber*

The internationalisation process of Chinese privately-owned SMEs.  
*Xiao Cici He, University of Otago, New Zealand*

Opportunity Development in the Internationalisation Process of SMEs: Implications for Firm Performance.  
*Masoud Karami, University of Otago, New Zealand*

Development of International Entrepreneurial Networks in the Context of Business Support Organizations: The Role of Additive Manufacturing  
*Vaiva Stanisauskaite, Hanken School of Economics, Finland*

Fri 8.45 - 10.45

Doctoral Colloquium Session OB

Theme: **International Entrepreneurship**

Location: G02

Panellist: *Pavlos Dimitratos (Chair), Simon Harris*

Technology Transfer Strategies for Creating Growth Opportunities in Frontier Markets of Sub-Saharan Africa.

*Ulrik B. Nielsen, University of Southern Denmark, Denmark*

Beyond accelerated internationalisation: antecedents, processes and outcomes of small firm Multinationalization

*Heini Vanninen, Lappeenranta University of Technology, Finland*

The effects of firm capabilities and organisational learning on export performance: the case of Caribbean manufacturers.

*Glenworth Joseph, Birkbeck, University of London, UK*

The influence of interpersonal relationships on exporter-intermediary relationship quality: Empirical evidence from SMEs in Thailand

*Akarawat Jatuphatwarodom, Brunel University, London*

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Friday, 28 August, 10.45 – 11.00

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Fri 10.45 - 11.00

Location: Cinema Foyer

Coffee, Tea, Refreshments and Pastries

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Friday, 28 August 11.00 – 12.30

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Fri 11.00 - 12.30

Location: Birkbeck Cinema

Welcome and Keynote Session

Welcome: *Kevin Ibeh*, Conference Chair

Keynote Remarks on International Entrepreneurship in a Multi-speed Global Economy: Opportunities and Challenges

*Errko Autio*, Imperial College, London, UK

*Becky Reuber*, University of Toronto, Canada

*Pavlos Dimitratos*, University of Glasgow, UK

*Trevor Williams*, Lloyds Bank Commercial Banking

Session Chair: *Hamid Etemad*, McGill University, Canada

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Friday, 28 August, 12.30 – 13.30

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Fri 12.30 – 13.30

Location: G03 & G04

Lunch

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Friday, 28 August, 15.15 – 16.45

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Fri 15.15 - 16.45

Location: G01

**Parallel Session 2A: INV Speed and Internationalisation**

Co-Chairs: Svante Andersson, Halmstad University, Sweden  
Martin Hannibal, University of Southern Denmark

Drivers of INVs' Subsequent Internationalisation Speed - Evidence from the German Renewable Energy Industry

Dominik Chahabadi, University of Goettingen, Germany

Indre Maurer, University of Goettingen, Germany

Meena Chavan, Macquarie University, Australia

The International Entrepreneurs' proactive behaviour: A reframing

Martin Hannibal, University of Southern Denmark

Erik Rasmussen, University of Southern Denmark

Per Servais, University of Southern Denmark

Chinese SMEs' entry mode during internationalisation process: integrating network and institutional perspectives

Xiao Cici He, University of Otago, New Zealand

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Friday, 28 August, 15.15 – 16.45

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Fri 15.15 - 16.45

Location: G02

**Parallel Session 2B: Internationalisation**

Co-Chairs: Grazia Ietto-Gillies, London South Bank University, UK

Luciano Ciravegna, King's College, London, UK

Gabriel Awuah, Halmstad University, Sweden

Towards a theory of border firm internationalisation

Eva J.B. Jørgensen, The Arctic University of Norway

Etty R. Nilsen, Buskerud and Vestfold University College, Norway

Exploring Inward-Outward Linkages in Firms' Internationalisation: Early Inward Internationalisation vs. Early Outward Internationalisation among Polish Firms

Marzanna Witek-Hajduk, Warsaw School of Economics, Poland

The importance of Ethnic groups in the Internationalisation of Ethnic Firms in the Metropolitan Montreal

Hamid Etemad, McGill University, Canada

Christian Keen, Concordia University, Canada

Hamed Motaghi, McGill University, Canada

Friday, 28 August, 16.45 – 18.15

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Fri 16.45 - 18.15 Location: G01

**Parallel Session 3A: INV Theories**

Co-Chairs: Erik Rasmussen, University of Southern Denmark

Tage Koed Madsen, University of Southern Denmark

Natasha Evers, National University of Ireland, Galway, Ireland

Theoretical models in INV research – an overview and classification

Erik Rasmussen, University of Southern Denmark

Per Servais, University of Southern Denmark

Organizational Learning in the Maturing INV

Margaret Fletcher, University of Glasgow, UK

Simon Harris, University of Edinburgh, UK

Cross-border Resource Integration Ventures: The Wallflower of International Entrepreneurship

Susan Sisay, Glyndwr University, UK

Rosalind Jones, University of Birmingham, UK

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Friday, 28 August, 16.45 – 18.15

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Fri 16.45 – 18.15 Location: G02

**Parallel Session 3B: Internationalisation, IE & Finance**

Co-Chairs: Rod McNaughton, University of Auckland, NZ

Romeo Turcan, Aalborg University, Denmark

Grazia Ietto-Gillies, London South Bank University, UK

Investors' perceptions of the value of internationalisation of new ventures

Fazli Wahid, University of Waterloo, Canada

Rod McNaughton, University of Auckland, NZ

Don't Put All Your Eggs in One Basket: A Portfolio Approach to Conceptualizing Resource Allocation during SME Internationalisation

Adeoye Adegorite, University of Waterloo, Canada

Rod McNaughton, University of Auckland, NZ

Future Prospects of International Entrepreneurship - the Collective Power of Communities, User Driven Innovations and Sharing: A Case Study of Fab Labs, Makerspaces and Crowdfunding Organizations

Vaiva Stanisauskaite, Hanken School of Economics, Finland

Soren Kock, Hanken School of Economics, Finland

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Friday, 28 August, 19.30 – 22.45

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Fri 19.30 - 20.00 **Drinks Reception** Location: Symphony Vessel

Fri 20.00 – 22.45 **Conference Dinner** Location: Tower Room,  
Symphony

Vessel Cruising on River Thames

The Tower Room



Saturday, 29 August

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Saturday, 29 August, 8.00 – 8.30

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Sat 8.00 – 8.30

Location: Cinema Foyer

Coffee, Tea, Refreshments and Pastries

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Saturday, 29 August, 8.30 – 10.00

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Sat 8.30 - 10.00

Location: G01

Parallel Session 4A: **Born Globals and Growth**

Co-Chairs: Ingemar Wictor, Halmstad University, Sweden

Mikael Hilmersson Halmstad University, Sweden

A Born Global Company's expansion 1990 – 2014.

Ingemar Wictor, Halmstad University, Sweden

Turning point: Comparison between young and adolescent born globals.

Rubina Romanello, University of Udine, Italy

Maria Chiarvesio, University of Udine, Italy

Dynamic Managerial Capabilities and International Opportunity Creation: empirical insights from Irish and Swedish case firms.

Natasha Evers, National University of Ireland, Galway, Ireland

Svante Andersson, Halmstad University, Sweden

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Sat 8.30 - 10.00

Location: G02

Parallel Session 4B: **Innovation**

Co-Chairs: Marion Frenz, Birkbeck, University of London, UK

Heléne Lundberg, Mid-Sweden University, Sweden

Marie Lavioe, York University, Canada

Entrepreneurship in the Medical Device Innovation Process: Challenges and Opportunities

Marie Lavoie, York University, Canada

In search of global knowledge: What drives industry researchers' collaborations with international universities

Claudio Fassio, School of European Political Economy (SEP), Luiss Guido Carli, Rome

Aldo Geuna, University of Torino, Italy

Federica Rossi, Birkbeck, University of London, UK

Revisiting the concept and operationalization of absorptive capacity. Macro and micro estimates

Grazia Ietto-Gillies, London South Bank University

Marion Frenz, Birkbeck, University of London, UK

Maria Savona, University of Sussex, UK

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Saturday, 29 August, 10.00 – 10.15

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Sat 10.00 – 10.15                      Location: Cinema Foyer

Coffee, Tea, Refreshments and Pastries

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Saturday, 29 August, 10.15 – 11.45

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Sat 10.15 - 11.45                      Location: G01

Parallel Session 5A: **Technology, Digitalisation & IE**

Co-Chairs: Charmaine Glavas, Queensland University of Technology, Australia

Gerhard Kormann, University of Applied Science, Austria

The influence of technology-mediated environments on international business  
experience for internationalisation: Does international experience matter?

Charmaine Glavas, Queensland University of Technology, Australia

Shane Mathews, Queensland University of Technology, Australia

Will Digital Transformation become a Game Changer in the Field of Internationalisation  
Research?

Gerhard Kormann, University of Applied Science, Austria

Andersson Svante, Halmstad University, Sweden

Moser Reinhard, University of Econs and Business, Austria

Web 2.0-Assisted Internationalisation and Challenges to the Theory: Four Highly Vertically  
Integrated Cases of Air B-and-B, Café-press, Sell-a-Band and Uber Taxi.

Hamid Etemad, McGill University, Canada

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Sat 10.15 - 11.45                      Location: G02

Parallel Session 5B: **Structure and Organisation**

Co-Chairs: Romeo Turcan, Aalborg University, Denmark

Sami Saarenketo, Lappeenranta Uni of Tech, Finland

Headquarters disaggregation by SMEs: taking advantage of multinationality

Heini Vanninen, Lappeenranta Uni of Tech, Finland

Rod McNaughton, University of Auckland, NZ

Olli Kuivalainen, Lappeenranta Uni of Tech, Finland

Legitimizing New Forms of Organizing and New International Activities in the Eyes of  
Multiple Stakeholders: An Ethnographic Study

Romeo Turcan, Aalborg University, Denmark

Saturday, 29 August, 11.45 – 13.15

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Sat 12.00 – 13.00                      Location: Caffé Rusell, Russell Square

Lunch

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Saturday, 29 August, 13.15 – 14.45

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Sat 13.15 – 14.45    Location: G01

Parallel Session 6A: **Export & IE Behaviour**

Co-Chairs: David Crick, University of Ottawa, Canada

                  Maria-Cristina Stoian, University of Brunel, UK

                  Marzanna Witek-Hajduk, Warsaw School of Economics, Poland

Lean start international entrepreneurial planning and the first export order

                  David Crick, University of Ottawa, Canada

                  James Crick, Loughborough University, UK

An Exploratory Study into the Strategic Entrepreneurial Practices of Vietnamese Contract Manufacturing Exporters

                  Thao Nguyen, Victoria University of Wellington, New Zealand

                  David Crick, David Crick, University of Ottawa, Canada

                  Revti Raman, Victoria University of Wellington, New Zealand

Internationalization of SMEs: Institutional escape or institutional arbitrage?

                  Mahdi Tajeddin, John Molson School of Business, Concordia University, Canada

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Sat 13.15 – 14.45    Location: G02

Parallel Session 6B: **Sustainability & IE**

Co-Chairs: Sami Saarenketo, Lappeenranta University of Technology, Finland

                  Ana Colovic, NEOMA Business School, France

Sustainability and Corporate Social Responsibility in Internationally Operating SMEs: Implications on Performance

                  Lasse Torkkeli, Lappeenranta University of Technology, Finland

                  Sami Saarenketo, Lappeenranta University of Technology, Finland

                  Hanna Salojärvi, Lappeenranta University of Technology, Finland

                  Liisa-Maija Sainio, Lappeenranta University of Technology, Finland

What makes companies adopt responsible business practices at home and during internationalisation? Evidence from French SMEs in the agro-food industry

                  Ana Colovic, NEOMA Business School, France

                  Sandrine Henneron, NEOMA B-School, France

                  Olivier Lamotte, Paris School of Business, France

ICTs: A Global Tool For Entrepreneurship Education

                  Ruth Bola Awoniyi, Federal College of Education Kontagora, Nigeria

                  Jacob Folasayo Oyedemi, Federal College of Education, Kontagora, Nigeria

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Saturday, 29 August, 14.45 – 16.30

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Sat 14.45 – 15.00                      Location: Cinema Foyer  
Coffee, Tea, and Refreshments

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Sat 15.00 - 16.30                      Location: G01  
**Parallel Session 7A: International Entrepreneurship**  
Co-Chairs: Margaret Fletcher, University of Glasgow, UK  
Simon Harris, University of Edinburgh, UK

A study of the distinguishing features of born global businesses, to inform the design of a learning framework to support their creation and growth  
Susan Laing, Edinburgh Napier University, UK

The influence of interpersonal relationships on exporter- intermediary relationship quality: Empirical evidence from SMEs in Thailand  
Akarawat Jatuphatwarodom, Brunel University, London  
Maria-Cristina Stoian, Brunel University, London  
Maria Elisavet Balta, Brunel University, London

Multinationalizing service SMEs – evidence from Finnish and Chilean micromultinationals  
Heini Vanninen, Lappeenranta University of Technology, Finland  
Christian Felzensztein, Universidad Adolfo Ibáñez, Chile  
Luciano Ciravegna, University of London, UK  
Olli Kuivalainen, Lappeenranta University of Technology, Finland

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Sat 15.00 - 16.30                      Location: G02  
**Parallel Session 7B: International Entrepreneurship**  
Co-Chairs: Kevin Ibeh, Birkbeck, University of London, UK  
Federica Rossi, Birkbeck, University of London, UK

Entrepreneurship intentions of Enactus South Africa students through entrepreneurial projects  
Ndivhuho Tshikovhi, Université libre de Bruxelles, Belgium

Institutional voids, bricolage and capability development: insights from Kyrgyzstan export SMEs  
Dilshod Makhmadshoev, University of Strathclyde, UK  
Kevin Ibeh, Birkbeck, University of London, UK

Is innovation research contingent on context? A systematic review of research in the agricultural and forest industries.  
Tobias Pehrsson, Halmstad University, Sweden

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Saturday, 29 August, 16.30 – 17.00

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Sat 16.30 – 17.00                      Location: Birkbeck Cinema  
Closing Session: Open Discussion of Future Directions and Publications

## **Abstracts**

Parallel Session 1A: **Born Globals and Growth**

Fri 13.30 - 15.00 Location: G01

**International growth in born globals – value creation in international markets**

Svante Andersson, Halmstad University, Sweden

Gabriel Awuah, Halmstad University, Sweden

Ingemar Wictor, Halmstad University, Sweden

Ulf Aagerup, Halmstad University, Sweden

Research on firms that already from inception see the whole world as a market and/or the whole world as a source to access resources, so called born globals (Andersson & Wictor, 2003), has been growing during the last decades (Jones, Coviello and Tang, 2012). These firms are characterized by innovative business models that are competitive on the global market already from inception (Hennart, 2014). Born Globals are an especially interesting group of firms to study, as they have been able to internationalize rapidly and market their offering globally.

To succeed with continued international expansion, the born global firms need to increase sales on international markets. There has been extensive research on born globals' internationalisation dealing with which markets, and market channels firms should chose to grow internationally. There has also been extensive research dealing with antecedents and factors influencing these choices. The focus on born global research has also been on the very early stages of the internationalisation process. Few studies have focused on born globals' continued growth (Gabrielsson and Gabrielsson, 2013). The underlying reason for succeeding and continuing to grow in international markets is typically that the firm has an offer that gives higher value to the customer than its competitors. To our knowledge, there has been little research that explored at depth how Born Globals are creating value for new and existing customers on international markets. In line with the above discussion, the aim of this study is to investigate how born global firms create value for new and existing international customers to create international growth.

The study addresses the following research questions: 1) How does a born global firm create value for its customers, on existing markets to increase international sales? 2) How does a born global firm create value for its customers on new markets to increase international sales?

The rest of the article is structured as follows. First, the born global phenomenon is presented, followed by a discussion on different international growth strategies. Thereafter, we discuss how firms can act to create value for customers in different markets. Next, we describe our method, a comparative case study approach. This is followed by the presentation of our cases and a cross-case analysis, where we identify different growth patterns. Finally, we present our findings and theoretical and practical implications.

**Key words:** Born Globals, International Growth, Brand management, Emerging markets

Parallel Session 1A: **Born Globals and Growth**

Fri 13.30 - 15.00    Location: G01

**Post-entry patterns of born-global firms**

Francisco J Acedo, Universidad de Sevilla, Spain

Maria A Agusti, Landis Gyr, Spain

The field of international entrepreneurship has devoted a great deal of effort in understanding the reasons that lead firms to become international almost from their foundation. However, our knowledge about what happens to those firms once they are already operating in international markets is yet an underdeveloped field in the international entrepreneurship literature. Despite efforts invested in the understanding of what happens to those firms that decide to internationalize rapidly after inception, no clear conclusion has been reached.

Welch and Paavilainen-Mäntymäki (2014), in their recent call for a greater emphasis on understanding the internationalisation process, demonstrated the need for incorporating this vision to the study of the born-global firms and putting the idea of longitudinal analysis back into the research agenda. They also showed that only a few number of quantitative research studies on newly internationalised firms are 'process-based'. The objective of this paper, therefore, is to use a latent growth analysis technique to analyse and observe if there is a common evolution pattern in the internationalisation process of born globals.

**Key words:** post-entry, born-global, internationalisation process, latent growth analysis

Parallel Session 1A: **Born Globals and Growth**

Fri 13.30 - 15.00    Location: G01

**The Effects of Marketing Intensity on High Growth Firms' Internationalisation**

Adeoye Adegorite, University of Waterloo, Canada

Rod McNaughton, The University of Auckland Business School, New Zealand

Hamid Etemad, McGill University, Canada

This paper examines how the marketing intensity of high growth firms (HGFs) affects their pace of growth, and in particular entry into international markets. We use a multi-case study approach to empirically examine how marketing intensity influences the actual growth and internationalisation of four high growth firms in Canada. The findings show that for HGFs to attain and sustain their high growth, they need to internationalize in order to increase revenue and profit margin, which are necessary for their sustenance in Canada, a medium-sized economy which may be too small to support the growth aspirations of HGFs. We also discovered that these firms are part of broader value chain system and their economic viability depends on the rest of the value chain. This study contributes to the study of international entrepreneurship by uncovering the impact of marketing intensity of HGFs, yielding new theoretic insights and practical recommendations for entrepreneurs aspiring to create a venture that experiences high growth.

**Key words:** marketing intensity, pace of growth, international market entry, high growth firms

Parallel Session 1B: **Entrepreneurial Opportunity**

Fri 13.30 - 15.00    Location: G02

**The Entrepreneurial Act of International Opportunity Enactment: Evidence from Scottish SMEs**

Khandker Mamun, University of Strathclyde, UK

Aliakbar Jafari, University of Strathclyde, UK

Pavlos Dimitratos, University of Glasgow, UK

International opportunity is a burgeoning theme in international entrepreneurship research. It is evolving through the cross-fertilisation of entrepreneurial opportunity and international business research. Even though the current international entrepreneurship literature acknowledges that opportunities have a central role in the internationalisation process, the detailed understanding of the process of seizing international opportunities is still lacking. In this study, we explored the concept of international opportunity enactment to understand those intricate details. We found that small and medium sized enterprises in Scotland take up international opportunities and through an enactment process achieve outcomes like foreign market entry, new international product development, services development, and process development. The enactment process is much different from that of opportunity identification and creation.

**Keywords:** international opportunity, international entrepreneurship, opportunity identification, opportunity creation, effectuation, enactment

Parallel Session 1B: **Entrepreneurial Opportunity**

Fri 13.30 - 15.00 Location: G02

**International opportunity experience, opportunity scouting and  
international opportunity innovativeness**

Mikael Hilmersson, Halmstad University, Sweden  
Martin Johanson, Mid-Sweden University, Sweden  
Heléne Lundberg, Mid-Sweden University, Sweden  
Stylianos Papaioannou, Mid-Sweden University, Sweden

The innovativeness of an opportunity indicates its profit potential for firms. Extant research has shown that a systematic search for, and a well-developed experience of international opportunity development, increases the likelihood that the firm will develop new opportunities. To this point however, the literature falls short in examining how experience and search behaviour influence the degree of opportunity innovativeness. This study analyses 192 international opportunities developed by Swedish SMEs over the last seven years. Our analysis reveal that the more developed the prior experience from opportunity development and the more systematically the SME search for new opportunities, the lower the innovativeness of the developed opportunity. Thus, our results show that prior experience and systematic search behaviour may hamper the SME from developing innovative international opportunities.

**Keywords:** Opportunity, SMEs, Innovativeness, Experiential Knowledge, Systematic Search

Parallel Session 1B: **Entrepreneurial Opportunity**

Fri 13.30 - 15.00    Location: G02

**Opportunity Development in the Internationalisation Process of SMEs**

Masoud Karami, University of Otago, New Zealand

Within the context of opportunity development in SMEs' internationalisation process, this research aims to explain the foreign market entry (FME) by SMEs as international opportunity development. The paper explains whether international opportunities are unplanned and means- driven (effectuation) or planned and goal driven (causation). Network and environmental uncertainty/risk conditions are considered as context and moderators. This study expects to have a theoretical contribution in terms of the relationships between the logic of decision making, and the type of opportunity in the process of internationalisation.

**Key words:** Foreign market entry, effectuation, opportunity, networks, uncertainty/Risk

**Parallel Session 2A: INV Speed and Internationalisation**

Fri 15.15 - 16.45      Location: G01

**Drivers of INVs' Subsequent Internationalisation Speed - Evidence from the German Renewable Energy Industry**

Dominik Chahabadi, University of Goettingen, Germany

Indre Maurer, University of Goettingen, Germany

Meena Chavan, Macquarie University, Australia

Since Oviatt and McDougall's (1994) seminal work on International New Ventures (INVs) a large body of International Entrepreneurship (IE) research has investigated the phenomenon which has advanced our knowledge on the unique internationalisation process of INVs. However, the vast majority of INV research has focussed on the pre-internationalisation phase, explaining the antecedent conditions which enable internationalising almost from inception. While these studies have identified international experience of the entrepreneur, international experience of the firm, international growth strategy, availability of resources for internationalisation (e.g. Oviatt and McDougall, 2005; Baum et al., 2013; Brouthers and Hennart, 2007) as important drivers of (initial) internationalisation speed - conceptualised as the time lag between foundation of the venture and first international activity - the investigation of subsequent internationalisation speed - conceptualised as international growth after first foreign market entry - has been largely neglected (Autio et al., 2000). In order to understand how INVs continue to internationalise after their first market entry and whether the drivers of initial internationalisation speed retain their efficacy in the subsequent stages of internationalisation, this paper explores antecedents of subsequent internationalisation speed along its multiple dimensions.

**Key words:** Subsequent Internationalisation Speed, International New Ventures, Antecedents of Internationalisation Speed, Internationalisation Speed Dimensions

**Parallel Session 2A: INV Speed and Internationalisation**

Fri 15.15 - 16.45      Location: G01

**The International Entrepreneurs' proactive behaviour: A reframing**

Martin Hannibal, University of Southern Denmark

Erik Rasmussen, University of Southern Denmark

Per Servais, University of Southern Denmark

Opportunity recognition and proactivity are often seen as key elements in the behaviour of international entrepreneurs, but recent developments in entrepreneurship research have argued that opportunities are often the product of iterative interactions between the entrepreneur and key stakeholders. This paper re-examines the concept of proactivity and introduces Donald Davidson's epistemological construct consisting of the subjective, the objective, and the intersubjective as the basis for a reconceptualization that introduce a distinction between an endogenic and an exogenic genesis to the displayed proactiveness. This reframed concept is applied to a case sample of two international new ventures to illustrate that proactive behaviour displayed by a founder or a firm may have an exogenic genesis in customers, etc. It demonstrates that the international entrepreneur's behaviour cannot be termed proactive in a strict individualistic sense when embedded in a contemporary business environment.

**Keywords:** International Entrepreneurship, International Entrepreneurs, Proactivity, Behaviour

**Parallel Session 2A: INV Speed and Internationalisation**

Fri 15.15 - 16.45      Location: G01

**Chinese SMEs' entry mode during internationalisation process: integrating network and institutional perspectives**

Cici Xiao HE, University of Otago, New Zealand

This article explains Chinese privately-owned SMEs' entry mode during the internationalisation process from both network and institutional perspectives. It contributes to the entry mode literature, by using network approach to examine what actually happened during SMEs' internationalisation process. The study also employs the institutional approach to focus on the context in which these entry mode decisions were made in China, which is one of the emerging economies. It also provides a holistic approach of integrating these two perspectives to explain how and why SMEs' entry mode happened during the internationalisation process. This research is designed to be a theory building research based on multiple case studies. It focuses on the roles networks play (efficacy, serendipity and liability), and the influence of three dimensions (regulative, normative and cognitive) of institutions on Chinese SMEs' entry mode. As a result, this paper develops six propositions to integrate both network theory and institutional theory to explain SMEs' entry mode in the Chinese context.

**Key words:** entry mode, network, institution, SME, China

Parallel Session 2B: **Internationalisation**

Fri 15.15 - 16.45      Location: G02

**Towards a theory of border firm internationalisation**

Eva Jørgensen, UiT-The Arctic University of Norway

Ety R. Nilsen, Buskerud and Vestfold University College, Norway

In the international business literature, border firm internationalisation is a rather unexplored concept. In this paper, we discuss possible conceptual developments towards a theory of border firm internationalisation. In doing so, we will emphasize concept clarity in terms of elements related to coherence, a good definition, the involved constructs and their relationship, and scope conditions. We will give a critical evaluation of the contributions of extant knowledge related to these elements, and will evaluate traditional international business theory, international entrepreneurship and SME internationalisation theory, and cross-border entrepreneurship theory. Based on this evaluation, we suggest a model and a definition of border firm internationalisation and we discuss future direction for research.

**Key words:** International entrepreneurship, SME internationalisation, Internationalisation process

Parallel Session 2B: **Internationalisation**

Fri 15.15 - 16.45      Location: G02

**Exploring Inward-Outward Linkages in Firms' Internationalisation: Early Inward Internationalisation vs. Early Outward Internationalisation among Polish Firms**

Marzanna Witek-Hajduk, Warsaw School of Economics, Poland

Examining the extant literature on inward-outward linkages in firms' internationalisation and early internationalisation shows that there is a lack of theoretical and empirical studies on the topic of early inward internationalisation. This paper **aims** to discuss the usefulness of the concept of early inward internationalisation from both a theoretical and empirical point of view and to answer the following research questions: 1) What are the patterns of firms' internationalisation due to the speed of inward and outward internationalisation; 2) What are the linkages between early inward and early outward internationalisation of a company?

Telephone interviews using CATI technology **method** were employed to collect data. 251 telephone interviews with respondents from companies established after 1989 and employing 50 or more employees were completed. The **results** confirm various patterns of firms' internationalisation due to the speed of inward and outward internationalisation and the existence of early inwardly internationalized firms and enterprises that are both early inwardly and early outwardly internationalized. The results confirm also a weak, positive correlation between the speed of inward and speed of outward internationalisation. The study **extends** existing knowledge on the phenomenon of early internationalized enterprises, especially early inwardly internationalized and connections between early inward and early outward internationalisation.

**Keywords:** inward-outward linkages, firms' internationalisation, early inward internationalisation, early outward internationalisation, Polish firms.

Parallel Session 2B: **Internationalisation**

Fri 15.15 - 16.45      Location: G02

**The importance of Ethnic groups in the Internationalisation of Ethnic Firms  
in the  
Metropolitan Montreal**

Hamid Etemad, McGill University, Canada

Christian Keen, Concordia University, Canada

Hamed Motaghi, McGill University, Canada

This paper examines the literature related to internationalisation of ethnic entrepreneurship to address a few gaps. It reviews the pertinent, but understudied, literature of entrepreneurship, including those of Austrian school of thoughts, to develop a fresh perspective and formulate seven sets of propositions. It also proposes an integrative theoretical framework regarding the life cycle of international ethnic entrepreneurship enterprise from immigration to internationalisation. It empirically verifies its propositions based on six diverse case-studies of ethnic entrepreneurs and find explicit support for most of its propositions and implicit partial support for its life-cycle framework. In its discussion, it reviews the salient features of different definitions, spanning over five decades of developments, to suggest an integrative and encompassing definition to remove the current ambiguity surrounding the topic and clarify the field's boundaries. Implications for management, public policy and scholarly research are also discussed at the end.

**Key Words:** Ethnic Entrepreneurship, Internationalisation of Ethnic Enterprise, Life-cycle of Ethnic Firms, Home and Host Country influences.

**Parallel Session 3A: INV Theories**

Fri 16.45 - 18.15      Location: G01

**Theoretical models in INV research – an overview and classification**

Erik S. Rasmussen, University of Southern Denmark

Per Servais, University of Southern Denmark

Based on a selection of articles, we show how models are developed and tested in the International New Ventures, International Entrepreneurship and Born Globals literature. We also provide an overview of the research. The articles are classified in two main groups: the conceptual building on a deductive approach and the empirical that builds on an inductive approach to model development and testing. It is our intention in this paper to focus on the theoretical, deductive models.

The primary distinctive feature of a model is that it must be a representation of a part of reality. This leads to three conditions that a model has to meet: First it must describe which part of reality the model intends to cover, secondly the elements of the model must be clearly specified; and thirdly the relations between the elements must be clear. Conceptual models have typically been built by summarizing previous research into large all-encompassing models that can explain everything that can lead to, for example, the early internationalisation of firms. The outline of model (what are we saying something about?), the elements of the model (and where do these elements come from and how are they defined?) and the relations between the elements (e.g. what does this arrow mean - time, relation, causality or something else?) are seldom described and defined precisely. The present research aims to redress these gaps.

**Keywords:** International Entrepreneurship, International New Ventures, INV, Models, Theory

**Parallel Session 3A: INV Theories**

Fri 16.45 - 18.15      Location: G01

**Organizational Learning in the Maturing INV**

Margaret Fletcher, University of Glasgow, UK

Simon Harris, University of Edinburgh, UK

In response to calls for deeper theorization of the organizational and managerial processes involved in INV internationalisation, this study focuses on the growth process of INVs after their initial internationalisation, and their implications for long-term survival. We study the specific learning that helps the INV to succeed from its first international operations to its development as an MNE. Using a single, longitudinal case, we look closely at what triggers the INV managers' learning, what it comprises, how they learn, and the changes they drive from the learning. Drawing from Performance-Feedback theory, we contribute a theoretical understanding of two different processes of organizational learning that the INV undertakes after initial internationalisation, in order to achieve sustained international performance.

We identify that the INV survived by learning to respond to performance failings with rapid performance-feedback learning that identified and addressed organizational problems speedily. Survival also required planned learning that developed internationalisation knowledge and organizational capabilities ahead of internationalisation commitments, and also enabled the performance-feedback learning to be undertaken speedily and effectively. We contribute a learning framework in which Performance-Feedback and Planned-Commitment together help INVs to survive through rapid effective learning.

**Key words:** International New Venture, SME Learning, Internationalisation Process

Parallel Session 3A: **INV Theories**

Fri 16.45 - 18.15      Location: G01

**Cross -border Resource Integration Ventures: The Wallflower of International Entrepreneurship**

Susan Sisay, Glyndwr University, UK

Rosalind Jones, University of Birmingham, UK

The paper presents Cross-border Resource Integration Ventures (CIVs) as a distinct type of international venture, which has typically been excluded from International Entrepreneurship (IE) research due to current classification, definitions and foci. The predominance of empirical and theoretical research focused on the pursuit of market opportunities, may have led to missed research opportunities. CIVs may represent one such opportunity. The paper draws on extant IE and Entrepreneurship theories and conceptualises internationalisation from the pursuit of opportunities perspectives; both market and resource opportunities. Such conceptualisation may support a shift in our approach to the study of international ventures, from focusing on single aspects of a multidimensional construct, to a broader, more holistic discourse of the process. It presents a framework which may support such changes.

**Keywords:** Entrepreneurial Opportunity, Venture Internationalisation, Entrepreneurship, International Resource Opportunities

Parallel Session 3B: **Internationalisation, IE & Finance**

Fri 16.45 - 18.15      Location: G02

**Investors' perceptions of the value of internationalisation of new ventures**

Fazli Wahid, University of Waterloo, Canada

Rod McNaughton, University of Auckland, New Zealand

This study examines the non-linear relationship between the degree of internationalisation at the time of IPO (initial public offering) and post-IPO market performance of US new ventures. The synthesis of theories framework that integrates resource-based view (RBV) and portfolio theory with signalling and information asymmetry theory is used to develop the hypotheses. The synthesis framework used to support the non-linearity between internationalisation and post-IPO performance suggests that an optimal level of internationalisation is required to exploit the full benefits of international expansion. The benefits of effective exploitation of resources and risk reduction may provide positive signals to potential investors only beyond a certain optimal level. Therefore, lower level of internationalisation may not send positive strong signals of value and future performance of new ventures to external investors but these signals turn positive beyond a certain optimal level. Further, drawing support from international new venture theory and the resource-based view (RBV) of the firm, this study explores the premise that in order to finance their rapid internationalisation, international new ventures (INVs) go public earlier than other new ventures. Analysis were conducted on a sample 264 new venture IPOs in the manufacturing and service sectors, headquartered in the US that issued initial public offerings from 2001 to 2011.

This study assumes a U-shaped relationship between the degree of internationalisation and compound holding period returns and an inverted U-shaped relationship between the degree of internationalisation and relative volatility of returns. Using least square regression, the results confirm the existence of a non-linear relationship between the scope of internationalisation and relative volatility of returns. The study also found that INVs go public earlier than other new ventures.

The findings have important implications for both academics and practitioners. Investors can reduce the risk of their investments by investing in new venture IPOs that have achieved a certain optimal level of scope of internationalisation. Similarly, management can also utilize results from this study by strategically positioning or communicating information about the scope of internationalisation of their new venture when going public. Academically, this study extended insights from international business and IPO research into international entrepreneurship literature and introduced the synthesis of theories framework to understand the non-linearity between internationalisation and new venture performance.

**Key words:** internationalisation, new venture, initial public offering (IPO)

Parallel Session 3B: **Internationalisation, IE & Finance**

Fri 16.45 - 18.15      Location: G02

**Don't Put All Your Eggs in One Basket: A Portfolio Approach to  
Conceptualizing Resource Allocation during SME Internationalisation**

Adeoye Adegorite, University of Waterloo, Canada

Rod McNaughton, The University of Auckland Business School, New Zealand

This paper addresses a deficiency in International entrepreneurship (IE) theory about how SMEs allocate resources during the process of internationalisation. IE theory underplays the importance of the domestic market, and a decision to internationalize takes resources away from growth opportunities domestically. Drawing from the literature in the area of finance, we develop a resource allocation framework from a portfolio theory perspective. We view the issue of allocating resources between product-market opportunities as a portfolio problem. This approach provides an alternative way of conceptualizing and addressing resource allocation challenges during the process of internationalisation. Propositions based on portfolio theory are advanced which explain the risk-return trade-off associated with allocating resources to three investments of differing levels of risk (e.g., in the case of Canadian firms - the Canadian domestic market, the U.S., and foreign markets). The paper provides suggestions for testing the propositions, and offers additional research directions and considerations that might guide future inquiry. Practical implications and recommendations are provided to assist managers in evaluating their firm's resource allocation decision framework. This paper contributes to the existing literature on International entrepreneurship by proposing a portfolio theory approach to understanding the problem of resource allocation during the process of SME internationalisation.

**Key words:** Resource allocation, Portfolio theory, risk-return, internationalisation process

**Parallel Session 3B: Internationalisation, IE & Finance**

Fri 16.45 - 18.15      Location: G02

**Future Prospects of International Entrepreneurship - the Collective Power of Communities, User Driven Innovations and Sharing; a Case Study of Fab Labs, Makerspaces and Crowdfunding Organizations**

Vaiva Stanisauskaite, Hanken School of Economics, Finland

Soren Kock, Hanken School of Economics, Finland

International entrepreneurship is affected by emerging online communities. Online communities –crowdfunding - allow entrepreneurs to get financing easier, whereas communities like makerspaces and fablabs give access to tools like 3d printers, scanners, laser cutters. The purpose of this paper is to analyse these new types of organizations whose emphasis is on sharing, commitment and power of people. We will take a look at three types of new organizations: makerspaces and fab labs, crowdfunding platforms that focus on networks and people collaborations. This study examines how being in such organization facilitates innovation and the prospects of this for international entrepreneurship.

In the empirical part of the study, semi-structured interviews were conducted with a number of fablabs, makerspaces and crowdfunding organizations in different countries (Finland, Lithuania, New Zealand). We looked at people communications, networks and innovations. The results will shed a new light in international entrepreneurship literature, by providing deeper theoretical understanding of how these organizations facilitate international entrepreneurship. Managerial implications will be drawn as well.

**Keywords:** Networks, innovations, crowdfunding, fab labs, makerspaces

Parallel Session 4A: **Born Globals and Growth**

Sat 8.30 - 10.00      Location: G01

**A Born Global Company's expansion 1990 – 2014: Case Study of A Rubber Company**

Ingemar Wictor, Halmstad University, Sweden

In this paper, a Born Global company is studied, with the aim of investigating how it has developed from 1990 until 2014. Which growth stages can we identify over time? Which factors influence these stages? What is the role of the entrepreneur or the external CEO later on. For the theoretical approach, I have used the indicative 'stages' of the growth/life-cycle models by Churchill and Lewis (1987) and Smallbone and Wier (2006), a framework focusing on international growth, international market strategy, international entrepreneurship and culture and international organization. Gabrielson and Gabrielson (2013) have also studied the continued growth phases, and this will be compared with another model by Andersson and Wictor (2003).

The actual Company was studied from 1990, and evidence shows that five CEOs have been in charge of the company; the founder, external CEO I, CEO II, CEO III and CEO IV. The company's development and expansion over the study period were followed and related to the stages of growth/life-cycle model and theoretical framework. The stages analysed are the Entrepreneurial stage (1990–1999), the Expansion stage (2000–2004) and the Industrial stage (2005–). Two follow-up studies have been undertaken during 2014 with the CEO from 2007 and the CEO of today 2014.

**Key words:** Internationalisation, Born Global, Entrepreneurial, Expansion, Industrial Stages, Market Strategy, Growth, Value-Added pricing, Charismatic leadership

Parallel Session 4A: **Born Globals and Growth**

Sat 8.30 - 10.00      Location: G01

**Turning point: Comparison between young and adolescent born globals**

Rubina Romanello, University of Udine, Italy

Maria Chiarvesio, University of Udine, Italy

Two decades of research on born globals have produced a vast corpus of studies examining their characteristics, antecedents, outcomes and strategies. Within this context, most of the literature is focused on the entry phase of internationalisation, while studies investigating born globals post-entry stages and growth are recently increasing. However, there is a lack of clarity on what factors determine the evolution of born global firms. This study analyses the growth processes of six Italian manufacturing born globals at different stages of development, with a particular focus on the transition of the venture from entry to post-entry stage. Preliminary findings confirm the crucial role of entrepreneurial capabilities at the beginning. As born globals enter post-entry phase, evidence shows a trade-off between the entrepreneurial capabilities of the founders and specific firm resources aimed at achieving a sustainable growth. During this transition from entry to post entry-stage, the entrepreneurs need to manage an evolution of the firm by developing a process to transform their individual entrepreneurial capabilities into organizational knowledge and competences.

**Key words:** born globals, entrepreneurial capabilities, firm resources, transition, growth process

Parallel Session 4A: **Born Globals and Growth**

Sat 8.30 - 10.00      Location: G01

**Dynamic Managerial Capabilities and International Opportunity Creation –  
Empirical Insights from Irish and Swedish Case Firms**

Natasha Evers, National University of Ireland, Galway, Ireland  
Svante Andersson, Sweden Halmstad University

This paper builds upon and empirically tests our recently JIEN published conceptual model and propositions developed by Andersson and Evers (2015). This conceptual framework, which advances the three core components of the dynamic managerial capabilities: cognitive, social and human capital (Adner and Helfat, 2003), is an attempt to conceptualise and provide theoretical understanding as to how dynamic managerial capabilities are developed within small internationalising firms for creating and capturing international opportunities. Building upon this conceptual model and extant theoretical studies, this paper sets out to do three things. Firstly, drawing upon the recent conceptual model developed by Andersson and Evers (JIEN, 2015), this research inquiry explores the role of dynamic managerial capabilities in how international opportunities are created and exploited in Irish and Swedish small internationalising companies. Second, it examines the dichotomy between opportunity discovery and the emergence of yet controversial concept of opportunity creation. Thirdly, it explores empirically the theoretical relevance of opportunity creation across the findings. Fourthly, this research pays particular attention to top managers and their top management teams (TMTs) as the primary source of dynamic managerial capabilities. In the empirical evidence, we seek to understand how dynamic managerial capabilities are developed and utilized by INV managers to create and capture international opportunities.

**Keywords:** Dynamic Capabilities, Top management teams, Opportunity, Ireland, & Sweden

Parallel Session 4B: **Innovation**

Sat 8.30 - 10.00      Location: G02

**Entrepreneurship in the Medical Device Innovation Process: Challenges and Opportunities**

Marie Lavoie, York University, Canada

The medical device sector is a key player in the tumultuous context where healthcare systems take place as it has the potential to foster technological change, provide cheaper, faster and safer procedures, and improve patients' quality of life by reducing or eliminating the need for hospitalization. Concurrently, firms in the medical devices industry increasingly face a high level of uncertainty due to an industrial restructuring, predominantly related to the entry of new competitors and fast imitators from emerging countries. The sector is highly research intensive and integrates mechanical, electrical, biotechnological and materials-based engineering to produce complex devices. If the rate of innovation is high, then the product life cycle is short and requires constant product innovation. Users play a masterful role in the rate and direction of innovation while market forces do not play a critical role. These mostly smaller firms evolve in a low level of industry concentration but are strongly conditioned by an important network of collaborators, including universities, public laboratories, interdisciplinary research centers, and physicians at the national (and increasingly international) level.

The goal of this paper is to determine the evolution of collaboration patterns in the Canadian medical devices industry, especially in terms of internationalisation. To delineate the network in which medical device organizations are involved and the magnitude of the changing pattern of collaboration (national and international), patent data and published papers are used and trends of collaboration are depicted over a period of 20 years. This allows drawing some conclusions on the entrepreneurial culture change required to further promote the interaction between institutions and expertise and speed up the process of innovation in a multi-speed global economy.

**Keywords:** Innovation, Collaboration, Medical device industry

Parallel Session 4B: **Innovation**

Sat 8.30 - 10.00      Location: G02

**In search of global knowledge: what drives industry researchers' collaborations with international universities**

Claudio Fassio, School of European Political Economy (SEP),  
Luiss Guido Carli, Rome Aldo Geuna, University of Torino, Italy  
Federica Rossi, Birkbeck, University of London, UK

The increasing pace of technological change in developed and developing economies, together with the increasing complexity of technology, have been recognized as some of the main factors driving firms' increasing reliance on external sources of knowledge in their innovation processes. The transition towards modes of innovation characterized by greater 'openness' is also facilitated by other socioeconomic processes, including the fragmentation of value chains, the globalization of education and skills markets, and the increasing willingness of academic and governmental bodies to productively interact with industry. Among the sources of external knowledge that firms rely upon, universities are important. Although they generally do not constitute the most frequently used sources of external knowledge for firms (Cohen, Nelson and Walsh, 2002; Arundel and Geuna, 2004; Abreu et al., 2008), they are among the most valuable sources of knowledge (Petruzzelli, 2011). Indeed, interactions with universities allow firms to: access advanced knowledge that they would not be able to produce internally, benefit from high level skills, access state of the art facilities and gain access to wider scientific networks (Hughes and Martin, 2012).

In this paper, we study the determinants of firms' interactions with distant universities, particularly focusing on international collaborations. We rely upon an original survey of university-industry relationships involving 915 industry inventors based in the Italian region of Piedmont. We explore the role of the cognitive and social proximity of industry inventors to their academic counterparts in facilitating the development of international collaborations. We also analyze the extent to which interactions with distant universities are used to attain different knowledge objectives, and the extent to which they rely upon different interaction channels. The core econometric model used in the paper is a multinomial logit estimation of the determinants of the inventors' interactions with universities in different localities (one of these being international universities) where the key independent variables are proxies for the inventors' cognitive and social proximity to academics, the nature of the objectives pursued and of the interaction channels used, while controlling for a range of individual and firm characteristics.

Preliminary findings suggest that inventors' cognitive and social proximity to academics facilitate interactions with distant universities, and that such interactions are mainly used to access theoretical knowledge as well as methods and techniques (rather than to solve immediate technical problems, to develop prototypes, and to access networks), supporting the view that such interactions are instrumental in allowing firms to access frontier knowledge that is not available locally.

**Keywords:** global knowledge, industry, collaboration, international universities

Parallel Session 4B: **Innovation**

Sat 8.30 - 10.00      Location: G02

**Revisiting the concept and operationalization of absorptive capacity:  
Macro and micro estimates**

Grazia Ietto-Gillies, London South Bank University and Birkbeck University of London

Marion Frenz, Birkbeck University of London

Maria Savona, SPRU University of Sussex

Following Cohen and Levinthal (1989, 1991 and 1994) classic papers, academic research on the concept of absorptive capacity (AC) has flourished. This suggests that the relevance of the concept in understanding the spread and absorption of knowledge and innovation. The relevance of AC derives from the recognition that innovation performance depends not just on current activities developed in-house or domestically. It is also strongly influenced by the ability that individuals, firms or countries have to learn from others, whether located in the same institution or in the external environment. Connected with this is a corollary by which the ability to learn is linked to past history (how much one already knows and how much knowledge has been accumulated) and that, consequently, current innovation activities and knowledge development will affect the level and quality of future knowledge and therefore the ability to innovate.

Yet, a brief analysis of the literature shows that the concept is still rather ambiguous and is far from being agreed on, both in terms of theory and measurement. A source of ambiguity is certainly the difficulty of operationalization and measurement of AC, regardless of the level of analysis it has been applied to. As we will argue below, even the seminal work by C&L, while defining the concept of AC, has done less well in operationalizing it: it basically measures a dynamic, multi-faceted concept by means of a single and static indicator (level of R&D expenditures). Also most previous studies consider the concept at the micro level, in line with the original Cohen and Levinthal's research. There have been very few attempts at applying the concept and empirics at the level of countries.

The present paper therefore aims to: (a) trace the origin of the concept, clarify its theoretical background and operationalization; (b) propose a new conceptual and operationalization system; and (c) apply it at both the micro and macro levels. The contribution of the paper is in relation to the following: (1) a comparative analysis of Cohen & Levinthal and others' original contributions in relation to both theoretical concepts and operationalization; (2) a development of an alternative framework; (3) operationalization inspired by emphasis on what we call enabling infrastructures (rather than on learning processes and capabilities) and by 'policy relevance'; (4) development of a methodology for constructing the indicators; (5) macro as well as micro level operationalization and estimates.

**Key words:** Absorptive capacity, Innovation, Knowledge infrastructure, Human resources infrastructure, Connectivity infrastructures

Parallel Session 5A: **Technology, Digitalisation & IE**  
Sat 10.15 - 11.45 Location: G01

**The influence of technology-mediated environments on international business experience for internationalisation: Does international experience matter?**

Charmaine Glavas, Queensland University of Technology, Australia  
Shane Mathews, Australia Queensland University of Technology

International entrepreneurship has grown exponentially in the last decade, reflecting the importance of the changing nature of global environments. Scholars have attributed this rise in the number of international entrepreneurial firms to a number of factors, including, advancements in information communication technologies, which have further enabled the internationalisation of many small international entrepreneurial firms (Reuber and Fischer, 2011; Glavas and Mathews, 2014). These key advancements have progressively reduced the barriers for international entrepreneurship, particularly for small entrepreneurial firms in using the Internet for international business processes. The key success factors of international expansion have long been a topic of interest for international business and strategic management scholars. Undeniably, the international business literature has long highlighted the importance of a manager's expertise as reflected in their international business experience. These conclusions have primarily been determined irrespective of the technologically advanced settings in which firms are operating. Seemingly, insights into the changing nature and requirements for international business experience in dynamic, technology-mediated environments are limited.

The present research draws on twelve international entrepreneurial case studies. The findings indicate that international entrepreneurs are adaptive, contentious, resourceful, and are open to new experiences and developments in technology. International entrepreneurs recognise that an important facet in business growth, particularly in technologically-advanced settings, is the ability to adapt and evolve quickly. In doing so, international entrepreneurs are relying less on traditional forms of international business experience. In many cases entrepreneurs are learning in a self-taught, autodidactic manner. Overall, the data shows that low levels of international business experience still equate to positive performance outcomes. Traditional experience is therefore becoming redundant in new technologically-advanced environments.

**Key words:** International entrepreneurship, Internet, International business experience, International performance, SMEs, Australia

Parallel Session 5A: **Technology, Digitalisation & IE**

Sat 10.15 - 11.45 Location: G01

**Will Digital Transformation become a Game Changer in the Field of Internationalisation Research?**

Gerhard Kormann, IMC University of Applied Science Krems, Austria

Andersson Svante, Halmstad University, Sweden

Moser Reinhard, University of Economics and Business, Vienna

Ingemar Wictor, Halmstad University, Sweden

This paper investigates the way digital technologies affect the internationalisation of businesses and how digital transformation can now be incorporated into established theories of internationalisation and international entrepreneurship (IE). The field of research on internationalisation lacks a consistent and comprehensive definition that embraces the full scope of digital transformation phenomenon, such as Internet of Things, Cloud Computing and Big Data. We reviewed the current internationalisation literature to ascertain how the digital transformation phenomenon has been treated. We found that the full scope of the phenomenon has not been covered. We identified impact factors of the internet on internationalisation processes as described in the literature and decided to use these factors as a basis for our research on the new digital transformation phenomenon. We concluded that digital transformation has the potential to be a game changer in industry and consequently on the entire internationalisation process.

**Key words:** Internationalisation, International Entrepreneurship, Industry 4.0, Digital Transformation, Digitalisation, Internet, Internet of Things, Cloud Computing, Big Data

Parallel Session 5A: **Technology, Digitalisation & IE**  
Sat 10.15 - 11.45 Location: G01

**Web 2.0-Assisted Internationalisation and Challenges to the Theory: Four Highly Vertically Integrated Cases of Air B-and-B, Café-press, Sell-a-Band and Uber Taxi.**

Hamid Etemad, McGill University, Canada

This article examines rapid internationalisation of high growth entrepreneurial knowledge- and technology-intensive firms (KTFs) relying heavily on Web 2.0's interactive capabilities to internationalize intensively while staying at home. These firms capitalize on the interactivity of Web 2.0 and on the Internet-based technologies to create knowledge- and technology-based assets for offering higher value good and services by meeting buyers' expectations and preferences with ease, at lower costs and in a timely fashion. They have *created Internet based infra-structure and super-structures* to make international transactions possible and control them. These structures are knowledge and artificial intelligence based and mainly digital, modular and Internet- dependent. In case of perishable services that need to be produced and consumed simultaneously on-site locally, these structures enable interaction between local foreign buyers and suppliers and also enable the principal firm to interact with them intensively in order to continually improve upon their value equation by matching buyers' (customers') preferences to the goods and mainly services of local suppliers as perfectly as possible, mostly at lower costs and prices and also higher quality than competitors, *regardless of their location and orientation* (local vs. International) on the one hand; and increasing learning on the buyers' and suppliers' behavioural characteristics centrally. These information-, knowledge-, high-technology- based, intensive Internet-dependent and highly vertically integrated firms (VIFs) deploy internal processes and routines to offer a rich family of highly adapted (tailor-made) goods and services matching local customers' preferences and local conditions to maximize their value offerings. The very high costs of developing such high-technology platforms (the infra- and super-structures) is combined with low to minimal variable processing costs, which dictate global orientation to reach the largest possible masses of customers worldwide to enable low (or lower) per unit costs and prices. The rapidly evolving social trends in "collaborative economy", where under-utilized resource are willingly "shared", exchanged or offered for sale and re-sale, are creating increasing fertile opportunities for such entrepreneurially oriented VIFs to exploit. The recent wave of Internet-based and knowledge-intensive VIFs, deploying a combination of information, knowledge and high technology, are creating opportunities in the emerging collaborative economy and are rapidly internationalizing their operations world-wide. The rapid growth and internationalisation of VIFS are rooted in a three-fold developments: i) World-wide consumers' *desire to maximize the value* of their purchases by taking advantage of the Web 2.0 interactivity to ensure maximal value for their s; ii) The global competitive pressures forcing *suppliers to offer increasingly higher value* to the information- and technology-savvy consumers seeking higher values on-line and off-line; and iii) The highly entrepreneurially and globally oriented KTFs deploying a rich combination of complex Internet based technologies and platforms (ITAPs) to create vertically integrated infra- and super-structures to efficiently match buyers' and suppliers' preferences in novel and timely fashions to the exclusion of others. These vertically integrated Internet-based firms can stay at home without holding local assets and manage their world-wide network of international operations. They pose new challenges to the traditional internationalisation theories.

Structurally, after a brief introduction, the literature review provides a theoretical perspective on these events. The four case-studies of Web 2.0-based firms document the rapid world-wide growth of a new generation of vertically integrated and technology-intensive firms providing for effective and efficient interactions between classes of buyers and suppliers to maximize value for all sides and enable their growth worldwide. Discussions examine how internet-based platforms and technologies serve as the backbone of incremental value creation and substantive deviations from, and challenges posed to, the extant theory of International Business. The lessons and implications are discussed in conclusions and implications.

**Key Words:** Web 2.0 Interactive capabilities, Challenges to International Business Theory, Newly emerging Forms of IB Conducts, Vertically Integrated Internet Firms (VIFs, or VIFS), Knowledge- and High-Technology Firms (KTFs), Rapid Internationalisation of KTFs and VIFs, Ubbber, AirB&B, Café Press and Sell-a-band cases.

Parallel Session 5B: **Structure and Organization**

Sat 10.15 - 11.45 Location: G02

**Headquarters disaggregation by SMEs: taking advantage of  
multinationality**

Heini Vanninen, Lappeenranta Uni of Tech, Finland

Rod McNaughton, University of Auckland, NZ

Olli Kuivalainen, Lappeenranta Uni of Tech, Finland

This study examines disaggregation of headquarters' activities and executive management teams (EMTs) in the context of small- and medium-sized enterprises (SMEs), by analysing four cases of firms originating from the small and open economies of Finland and New Zealand. Based on these illustrative cases, we contribute to existing theory by showing that disaggregation in SMEs is different from characterizations of MNE disaggregation. SMEs have more complex configurations of activities, disaggregate more activities, and do so more quickly than MNEs. Their reasons for disaggregating are different from those of MNEs: in SMEs, HQ activities follow the EMT location and are a response to the challenges of internationalisation. Our results provide guidance to owners and managers of internationalizing SMEs about what to consider and how to configure activities when utilizing high-commitment international market entry modes.

**Keywords:** disaggregated headquarters, internationalisation, micro-multinationals, SMEs

Parallel Session 5B: **Structure and Organization**

Sat 10.15 - 11.45 Location: G02

**Legitimizing New Forms of Organizing and New International Activities in the Eyes of Multiple Stakeholders: An Ethnographic Study**

Romeo V. Turcan, Aalborg University, Denmark

Although research on international new venture legitimation strategies is emerging (Turcan, 2011; 2012; 2013; Turcan and Fraser, 2015a; Turcan and Juho, 2014), it is yet to form a central line of enquiry in international entrepreneurship research. To contribute to this development, this paper explores the process of legitimation in a non-for-profit international new venture (hereafter as NGO, non-governmental organization). The paper explores (1) how this NGO acquired cognitive legitimacy, defined as knowledge about the new form of organizing and new activity and what is needed to succeed in respective sector, and socio-political legitimacy, defined as the value placed on the new form of organizing and new activity by its multiple stakeholders (Aldrich and Fiol, 1994); and (2) what legitimation strategies (Turcan et al., 2012) it developed and adopted to legitimate itself in the eyes of its multiple stakeholders.

Theoretically, the paper is grounded within legitimation theory. The empirical context is defined by a new, international NGO entering an established NGO sector located in an emerging economy. In this context, in addition to challenges pertained to unfamiliar institutional settings in an emerging economy – liability of foreignness (Stinchcombe, 1965), this NGO had to overcome another set of challenges related to its new activities – liability of newness (Zaheer, 1995) – as at the time of entry there were no precedents for the kind of forms of organizing and activities this venture was aiming to introduce to the market.

**Keywords:** Legitimation, Non-governmental organizations, International new venture, Emerging economy, Ethnography, Theory building

Parallel Session 6A: **Export & IE Behaviour**

Sat 13.15 - 14.45 Location: G01

**Lean start international entrepreneurial planning and the first export order**

David Crick, University of Ottawa, Canada  
James Crick, Loughborough University, UK

The objective of this study is to investigate the planning processes undertaken in 10 rapidly internationalising UK based start-up firms. It questions the extent to which causation-based decision making, that largely underpins the existing planning literature, is applicable to under-resourced, micro-sized enterprises. Entrepreneurs were found to apply a lean start business model in comparison to conventional assumptions based on literature involving their larger-sized, more-established, and typically better-resourced counterparts. Instead of writing intricate business plans, entrepreneurs utilise what is increasingly becoming known as the 'business model canvas', for example, involving nimbleness and speed to allow various stakeholders' inputs into an evolving business model that addresses the needs of customers both domestically and particularly overseas. The study builds on both the marketing planning and international entrepreneurship literature and consequently is positioned in the academic domain of the marketing/entrepreneurship interface. It contributes to knowledge by utilising effectuation theory in respect of international entrepreneurial decision making to challenge the assumptions of the causation based approach. For example, entrepreneurs' perceptions of 'affordable losses' against evolving objectives in an uncertain environment to help explain their rapid internationalisation and what has become known as the international new venture/born global phenomenon.

**Key words:** planning, first export order, rapid internationalisation, effectuation theory

Parallel Session 6A: **Export & IE Behaviour**

Sat 13.15 - 14.45 Location: G01

### **An Exploratory Study into the Strategic Entrepreneurial Practices of Vietnamese Contract Manufacturing Exporters**

Thao Nguyen, Victoria University of Wellington, New Zealand

David Crick, David Crick, University of Ottawa, Canada

Revti Raman, Victoria University of Wellington, New Zealand

Strategic entrepreneurship is a growing theme under the umbrella term of 'entrepreneurship' with even a dedicated top-tier journal (*Strategic Entrepreneurship Journal*). While definitions vary, it draws on the strategy and entrepreneurship literature (Hitt et al., 2001; 2011; Ireland et al., 2003). Firms having a competitive advantage need to explore new opportunities (potentially overseas) or risk diminishing returns should market conditions change. Equally, firms that can identify opportunities, including overseas, but cannot exploit them e.g. via developing competitive advantages, also run the risk of diminishing returns.

This study investigates how strategic entrepreneurial and information technology activities influence the export performance of contract manufacturing exporters (CMEs). Using a sample of 156 Vietnamese CMEs across three industries, the study reveals that the pursuit of exploration as part of strategic entrepreneurial practices leads to greater performance and information technology capability (ITC) is needed to capitalize on the practice of explorative activities. The present research contributes to the growing strategic entrepreneurship literature and the interface with international entrepreneurship in the context of Vietnamese CMEs. It is also underpinned by the resource based view of the firm.

**Key words:** strategic entrepreneurship, international entrepreneurship, contract manufacturing exporters

Parallel Session 6A: **Export & IE Behaviour**

Sat 13.15 - 14.45 Location: G01

**Internationalization of SMEs: Institutional escape or institutional arbitrage?**

Mahdi Tajeddin, John Molson School of Business, Concordia University, Canada

Prior studies on international entrepreneurship show that scholars are always grappling with the intricate topic of international entrepreneurship in terms of different aspects. Motives of SMEs to internationalize are a controversial issue in the international entrepreneurship literature, especially by adding other disciplines such as sociology and politics. Growth motives, knowledge-related motives, network / social ties and domestic/regional market factors have been observed as stimuli to internationalization of SMEs. Furthermore, RBV, as scholars such as Dunning, (1977) and Mathew (2006) suggest, also offers another motive to internationalization of MNEs, and arguably so for SMEs as well. Mathew (2006), in LLL (linkage-leverage-learning) theory, contends that latecomer incumbents, newcomers, challengers internationalize to tap resources of others (particularly established incumbents). He suggests that such firms see world as full of resources, so they use strategic and organizational innovation as a means of accessing complementary resources. Therefore, such firms' managers evaluate resources in terms of imitability and transferability. On the other hand, Dunning (1977), in the OLI approach, believed that incumbents see world full of competitors wanting to imitate them, and these incumbents internationalize because of their advantages. The goal of the present study is to use the institutional theory lens to examine institutional escape or institutional arbitrage as motives of international SMEs, paying particular regard to the degree of institutional voids of home and host countries and different stages of internationalization of SMEs.

**Key words:** stages of internationalization of SMEs, institutional voids, institutional arbitrage, institutional scape

Parallel Session 6B: **Sustainability & IE**

Sat 13.15 - 14.45 Location: G02

**Sustainability and Corporate Social Responsibility in Internationally Operating SMEs: Implications on Performance**

Lasse Torkkeli, Lappeenranta UT, Finland  
Sami Saarenketo, Lappeenranta UT, Finland  
Hanna Salojärvi, Lappeenranta UT, Finland  
Liisa-Maija Sainio, Lappeenranta UT, Finland

International entrepreneurship as a field of study has, over the last two decades, shed light on many of the organizational strategy aspects prevalent in entrepreneurial internationalisation. However, one area that has remained conspicuously absent in the discussion has been the relationship between corporate social responsibility (CSR) and sustainability-related practices and successful internationalisation. Both of these areas are increasingly relevant for companies in the environmental and business climate today, particularly for those originating from and operating in international markets where environmental awareness and good corporate behavior is increasingly demanded, both by consumers and by organizational buyers. Extant studies on other contexts have indicated that the relevance and impact of corporate sustainability and CSR may in the SME context be ambiguous and unique compared to larger firms. Therefore, we aim to shed further light on the phenomenon in the context of SME internationalisation and international entrepreneurship.

The empirical sample of this study consists of 90 internationally operating Finnish SMEs across several industry sectors. The data were collected via an online survey in 2014, and we apply regression modeling to test the impact of corporate sustainability and CSR on international performance. The findings indicate that CSR, rather than sustainability-related practices, is positively linked to increased international performance of SMEs. Moreover, CSR related to society has the largest positive impact on performance, overriding even that of CSR towards customers. These results will provide further implications on the dynamics of CSR and sustainability in international performance, in particular highlighting their impact on successful SME internationalisation.

**Key words:** Sustainability, Corporate Social Responsibility, Internationalisation, SMEs, Performance

Parallel Session 6B: **Sustainability & IE**

Sat 13.15 - 14.45 Location: G02

**What makes companies adopt responsible business practices at home and during internationalisation? Evidence from French SMEs in the agro-food industry**

Ana Colovic, NEOMA Business School, France

Sandrine Henneron, NEOMA B-School, France

Olivier Lamotte, Paris School of Business, France

This study investigates the drivers of Corporate Social Responsibility (CSR) adoption by SMEs at home and during internationalisation. In order to identify these drivers a qualitative methodology was adopted and four case studies of agro-food SMEs in France were conducted. The findings suggest that while CSR adoption at home is motivated mainly by the SMEs' embeddedness in their regions and by the founders' beliefs and convictions, the drivers of CSR adoption during internationalisation stem from the supply chain in which these firms operate. In particular, foreign retailers impose specific requirements on food SMEs with respect to CSR. We show that CSR influences the speed and scope of internationalisation and that SMEs should build CSR capabilities for successful venturing abroad.

**Key words:** SMEs, internationalisation, CSR, food industry.

Parallel Session 6B: **Sustainability & IE**

Sat 13.15 - 14.45 Location: G02

**ICTS: A Global Tool for Entrepreneurship Education**

Ruth Bola Awoniyi, Federal College of Education Kontagora, Nigeria

Jacob Folasayo Oyedemi, Federal College of Education, Kontagora, Nigeria

This research investigates the impact of Information and Communication Technology (ICT) on entrepreneurship education in a developing economy context. It also examines the link between science and vocational education, small business and entrepreneurship. Also discussed are the roles of institutions set up to promote entrepreneurship education such as Small and Medium Enterprises Development Agency of Nigeria, Industrial Development Centers, and National Development Program etc. The paper also covers problems of entrepreneurship education such as absence of mentorship, short duration of programs, inadequate funding and capacity, and calls on government and private organizations to establish a core entrepreneurship development institution that will produce mentors and empower a good number of entrepreneurs in different economic sectors.

**Keywords:** Entrepreneurship, Education, ICT

Parallel Session 7A: **International Entrepreneurship**

Sat 15.00 - 16.30 Location: G01

**A study of the distinguishing features of born global businesses, to inform the design of a learning framework to support their creation and growth**

Susan Laing, Edinburgh Napier University, UK

This study explores the distinguishing features of born global businesses (BGBs) to inform the design of a learning framework to support their creation and growth, with particular emphasis on the ways in which entrepreneurs learn to equip themselves for these evolving stages, in a rapidly changing environment. There is a dearth of research surrounding such businesses that are based on *sourcing* rather than *exporting*, and so the focus of this study is specifically Cross-Border Resource Integration Type III BGBs (CBRI Type III BGBs) (Di Gregorio *et al.* 2008).

To understand the entrepreneurial capabilities and the BGB activities an ethnographic case study was adopted allowing the researcher to engage first hand with the daily operation of the BGB. This research approach yielded a richness and depth of narrative from multiple data sources. The evidence gathered informed the design of a learning framework to support the development of a BGB through addressing the ways in which entrepreneurs learn, the type of knowledge that should be developed and timeframes of when this learning may be most appropriate.

The focus of this research is on one type of early-stage business model: BGBs. It is contended that the findings will be of interest to entrepreneurs, government agencies, and educators as a result of the innovative and evolving nature of the topic.

**Keywords:** Born global business, entrepreneurial learning, layers of competitiveness, learning framework

**Parallel Session 7A: International Entrepreneurship**

Sat 15.00 - 16.30 Location: G01

**The influence of interpersonal relationships on exporter- intermediary relationship quality: Empirical evidence from SMEs in Thailand\*.**

Akarawat Jatuphatwarodom, Brunel University London

Maria-Cristina Stoian, Brunel University London

Maria Elisavet Balta, Brunel University London

This study investigates the role of interpersonal connections for enhancing relationship quality between exporters and intermediaries. Additionally, it considers the influence of external environment factors, in the Southeast Asian context. Drawing on the relational exchange theory, this paper argues that small and medium-sized enterprises (SMEs) can successfully engage in indirect export operations by building high quality business relationships with export intermediaries. Empirical data were collected from both sides of ten SME exporter – export intermediary dyads in Thailand. The findings show that personal relationships between SME exporters and their matching intermediaries play a crucial role for business relationship building. Specifically, goodwill trust, affective commitment and cooperation improve the quality of the SME exporter - export intermediary relationships. External environment factors (i.e. competitive intensity and political crisis) may strengthen the relationships between business partners, as they need to work well together in order to solve emerging problems and obtain increased outcomes. This study contributes to enhance present knowledge by providing new insights into the export-based business relationship literature from the Southeast Asian setting.

Keywords: Interpersonal relationships, Exporter-intermediary dyads, Relationship quality, Thailand

**\* PhD Work in Progress: Please do not cite or disseminate without written permission**

**Parallel Session 7A: International Entrepreneurship**

Sat 15.00 - 16.30 Location: G01

**Multinationalizing service SMEs – evidence from Finnish and Chilean micromultinationals.**

Heini Vanninen, Lappeenranta UT, Finland

Christian Felzensztein, Universidad Adolfo Ibáñez, Chile

Luciano Ciravegna, University of London, UK

Olli Kuivalainen, Lappeenranta UT, Finland

The present study examines how service elements of the offering affect the micro-multinational's decision to engage in FDI. Literature has often assumed that SMEs would use only low commitment international market servicing modes such as exporting whenever possible. This study aims to integrate service internationalisation and born global / international new venture research to study service micromultinationals, highlighting how being a service provider affects the multinationalization of these firms. We examine existing research in light of four case studies of Finnish and Chilean service providers that have operations in multiple countries. The findings suggest that the elements central to services internationalisation research are among the explanatory factors also in service micromultinationals' multinationalization. The characteristics of the service make it easy for firms to make foreign direct investments (FDIs) as assets are knowledge-based and relatively movable. This enables these firms to follow accelerated internationalisation strategies but combine these with FDIs. Service micromultinationals' internationalisation combines features that are typical to service MNEs with the aggressive and entrepreneurial behaviour of BGs/INVs.

**Keywords:** Internationalisation, Services Internationalisation, Micromultinationals, SMEs

**Parallel Session 7B: International Entrepreneurship**

Sat 15.00 - 16.30 Location: G02

**Entrepreneurship intentions of Enactus South African students through entrepreneurial projects**

Ndivhuho Tshikovhi, Université libre de Bruxelles, Belgium

This paper investigates the entrepreneurship intentions of Enactus South Africa (SA) Students, as influenced by their entrepreneurial projects. Stratified sampling was used to gather data from a population of Enactus SA students represented at the “Enactus Annual National Competition 2013”. A sample size of 355 students responded to the research instrument. The findings of the study suggest that Enactus students’ entrepreneurship intentions are higher than the ordinary students, since these students are trained entrepreneurially through Enactus entrepreneurial projects. Therefore, their entrepreneurial intentions are recorded to be significantly higher when compared to other students. The Theory of Planned Behaviour (TPB) and Shapero’s Entrepreneurial Event (SEE) models were used to help study Enactus students’ behaviour towards becoming entrepreneurs.

**Keywords:** entrepreneurial intentions, Enactus, entrepreneurial projects, BRICS

Parallel Session 7B: **International Entrepreneurship**

Sat 15.00 - 16.30 Location: G02

**Institutional voids, bricolage and capability development: insights from Kyrgyzstan export SMEs.**

Dilshod Makhmadshoev, University of Strathclyde, UK  
Kevin Ibeh, Birkbeck, University of London, UK

This paper focuses on efforts of outward-looking entrepreneurial firms in Kyrgyzstan's textile and garment sector in navigating environmental constraints and plugging institutional voids. Although this industry has been growing strongly over the last decade, and has made significant impact in terms of economic development, employment and exports, entrepreneurs operating therein face challenging and unsupportive institutional environments. The present study's evidence suggests that these actors have had to engage in institutional bricolage and to develop certain entrepreneurial capabilities, thus acting as institutional entrepreneurs. This research, one of the first of its kind to focus on the peripheral transition economies of Central Asia, makes important contributions by demonstrating the usefulness of emerging theories of bricolage and institutional entrepreneurship as important analytical tools in the study of institutional voids.

**Keywords:** institutional, bricolage; capabilities; international entrepreneurs; textile and garment industry; transition economies, Kyrgyzstan

Parallel Session 7B: **International Entrepreneurship**

Sat 15.00 - 16.30 Location: G02

**Is innovation research contingent on context? A systematic review of research in the agricultural and forest industries**

Tobias Pehrsson, Halmstad University, Sweden

Reviewing innovation studies is critical for both practitioners and scholars. Yet, previous reviews do not pay attention to industry contexts of studies. This is confusing since industry factors may represent important boundaries and influence innovation. This article adopts a systematic approach in reviewing literature on innovation. The article contributes to theory on innovation by analysing variations among 112 studies on innovation in the forest and agriculture industry contexts. Consistent with the expectations, it was found that industry context significantly separate type of innovation under investigation and innovation at different levels. The findings have implications for our understanding of the sources and directions of innovation, the formation of innovation at the level of the firm and the industry, and the implication on performance stemming from innovation. Also, the review results provide a relevant foundation for further research and managerial decision-making regarding innovation.

**Keywords:** Innovation research; industry context; systematic review, forest industry; agriculture industry; research opportunities

**Doctoral Session OA: Internationalisation Process**

Fri 08.45 - 10.45      Location: G01

**The internationalisation process of Chinese privately-owned SMEs**

Cici Xiao HE, University of Otago, New Zealand

This research explains the internationalisation process of Chinese privately-owned SMEs by integrating network theory and institutional theory. In the international business research, SMEs in emerging economies show distinct differences to the firms in mature Western economies. However, the existing research lacks a holistic approach to understanding their internationalisation process. This research addresses this research gap by studying the topic in the context of Chinese SMEs. It is designed to be a theory building research based on multiple case studies. The data collection process has been conducted in eight SMEs in China through twenty-five interviews. All the owners of these SMEs have been interviewed twice during a two year period. The data analysis is in progress and the preliminary results show that integrating network and institutional theory could deepen our understanding and help explain Chinese SMEs' internationalisation process. It contributes to internationalisation process theory by providing an integrative framework to explain SMEs' internationalisation.

**Key words:** SME, internationalisation process, network, institution, China

Doctoral Session OA: **Internationalisation Process**

Fri 08.45 - 10.45      Location: G01

**Development of International Entrepreneurial Networks in the Context of Business Support Organizations: The Role of Additive Manufacturing**

Vaiva Stanisauskaite, Hanken School of Economics, Finland

To become entrepreneur is not an easy task. It requires a lot of tangible and intangible resources. One of these resources can be relationships, often referred to as networks in the academic literature. Scholars agree that belonging in a network bring value for firms, especially in their pre-start up and start up phases. However, networking takes time and a lot of efforts, the access to the right networks can be difficult. For this reason, different support organizations come into the picture. Networks are important tool that entrepreneurs' support organizations use to assist entrepreneurs to get business ideas, work on them and finally establish start-ups. We define business support organizations as various government-supported, non-profit or business driven entities, which help entrepreneurs in some stages of business establishment or growth. The traditional and widely analyzed business support organizations include business incubators and business accelerators, whereas, fablabs, makerspaces, crowdfunding and crowdsourcing platforms are newer platforms that are not analyzed widely.

A business incubator is an organization that aids entrepreneurs in establishing new relationships that can be vital for the company development. Fablabs and makerspaces are organizations which facilitate access to technologies. The process of making physical stuff is beginning to look more like the process for digital stuff (Anderson 2012). With the help of fablabs and makerspaces entrepreneurs can transform their business idea to actual prototype. It is not only places with the available machines, but also a place where people are experimenting new ideas (Lindtner et al. 2014). Crowdfunding and crowdsourcing are web based platforms that use "the power of the crowd" to help businesses get established. An individual or group that want to establish a firm presents idea online and asks for special help from other people: in crowdfunding - funds; in crowdsourcing - ideas. The funds that they get help to start the company, whereas ideas help develop the firms. While the major purpose of business support organizations is to assist young entrepreneurs to start businesses, business incubator, business accelerator, fablab, makerspace, crowdfunding, crowdsourcing function differently.

The purpose of the study is to compare and contrast business support organizations while focusing on the major resource the entrepreneur gets joining on of these organizations. The importance of the changing networks in joining these organizations will be analyzed as well. The results of this study will deepen the knowledge about networks within business support organizations. This study will contribute theoretically by comparing and contrasting different entrepreneur support systems: the old traditional with newly emerging ones. This study will contribute to emerging additive manufacturing theory, focusing on entrepreneurial opportunities and networking. Managerial contributions will be achieved as well. The results will be essential for the both entrepreneurs and business support organizations. The findings will help individual entrepreneurs to make a right decision which business support organization to choose.

**Keywords:** entrepreneurial networks, makerspace, crowdfunding, crowdsourcing.

Doctoral Session OA: Internationalisation Process  
Fri 08.45 - 10.45 Location: G01

**Opportunity Development in the Internationalisation Process of SMEs:  
Implications for Firm Performance**

Masoud Karami, University of Otago, New Zealand

Within the context of opportunity development in SMEs' internationalisation process, this research aims to explain the process of opportunity development by SMEs and whether they are unplanned and means driven (effectuation) or planned and goal driven (causation). In addition, I will study the outcome of these two different paths in terms of firm performance. This study is designed to be quantitative study based on survey and expects to have a theoretical contribution in terms of transformability of creation and discovery opportunities, and the role that each path can play in firm performance. In addition, it will have empirical contribution by understanding the decision making paths during the internationalisation process of SMEs in Australia.

**Key words:** effectuation, internationalisation process, foreign market entry, opportunity, networks, performance

Doctoral Session 0B: **International Entrepreneurship**

Fri 08.45 - 10.45      Location: G02

**Technology Transfer Strategies for Creating Growth Opportunities in  
Frontier Markets of Sub-Saharan Africa**

Ulrik B. Nielsen, University of Southern Denmark

In the past decade, Africa has developed from being an extremely impoverished continent with discouraging prospects to a more promising destination and home to some of the fastest growing Frontier Market economies. Approximately 75% of Africans rely on agriculture for their livelihoods, making it the most important economic sector. Despite possessing the world's largest reservoir of unused arable land (about 60%), Africa has the lowest agricultural productivity, amounting to approximately 10% of global agricultural output. This suggests that scaling up agricultural production in SSA could be the new growth frontier. Evidence has shown that if countries in SSA were using the same level of technology utilized by industrial countries, income levels in SSA would be significantly higher. Thus, the PhD project aims to address this issue, and study how Danish agriculture firms can use technology transfer to create growth opportunities in Frontier Markets of Sub-Saharan Africa. In addition the project aims to clarify how Danish agriculture firms can assist smallholder firms in closing the gap between actual and potential productivity and profitability.

**Keywords:** International Development, Sub-Saharan Africa, Frontier Markets, International Entrepreneurship, Business-to-Business, Transfer of Technology, Bottom of the Pyramid.

Doctoral Session 0B: **International Entrepreneurship**

Fri 08.45 - 10.45      Location: G02

**Beyond accelerated internationalisation: antecedents, processes and outcomes of small firm Multinationalization**

Heini Vanninen, Lappeenranta University of Technology, Finland

Traditionally, research on small firm accelerated internationalisation has concentrated on firms that start exporting soon after their founding. However, a growing amount of small- and medium sized firms go beyond this approach and rapidly establish operations in multiple countries. This phenomenon is not captured by existing theoretical frameworks, partly because of its novelty, partly because of the literature gap separating studies of born globals and international new ventures from studies of multinational enterprises. This thesis takes an inductive multiple case-based approach and examines small firm accelerated multinationalization from several viewpoints, aiming to combine research traditions to examine the antecedents, processes and outcomes of this phenomenon.

**Keywords:** Micromultinationals, born micromultinationals, early internationalisation, rapid internationalisation, internationalisation strategy for SMEs, multinationalization

Doctoral Session 0B: **International Entrepreneurship**

Fri 08.45 - 10.45      Location: G02

**The effects of firm capabilities and organisational learning on export performance: the case of Caribbean manufacturers**

Glenworth Joseph, Birkbeck, University of London, UK

The aim of this study is to make a contribution to the wider understanding of export-specific internationalisation of Caribbean firms, by looking at the interrelationship between firm capabilities, organisational learning and export performance and how they vary within strategic types of firms. The study will develop and apply resource based view (RBV) theory to develop a model and test this empirically. The findings should give stakeholders a greater understanding of the dynamics between capabilities, learning, strategic typology and export performance.

**Keywords:** capabilities, organisational learning, export performance, strategic typology, Caribbean.

Doctoral Session OB: **International Entrepreneurship**  
Fri 08.45 - 10.45      Location: G02

**The influence of interpersonal relationships on exporter-intermediary relationship quality: Empirical evidence from SMEs in Thailand**

Akarawat Jatuphatwarodom, Brunel University, London

The purpose of this study is to investigate the role of interpersonal relationships in relationship quality between exporters and intermediaries and their joint effects on export market success. Additionally, it aims to examine how external environment factors influence this association, particularly in Southeast Asia context. Drawing from relational exchange theory, this research argues that exporting SMEs gain advantage by leveraging idiosyncratic capabilities from exchange episodes between interacting parties. Specifically, this research investigates individual level of personal connections and interactions between the key actors and assesses its effects on constructs of buyer-seller relationship quality.

Despite observed increase in research on relationship quality, there is a lack of consensus about the factors that are foundation for relationship quality. A large number of previous studies tend to investigate relationship quality in advanced Western economies instead of conducting research in other contexts. There have, thus, been inconsistent, non-significant and in some cases, contradictory results, with regard to associations between behavioural constructs relating to relationship quality. Limited research exists on the effect of external environmental factors on relationship quality, especially in developing countries such as Thailand. A conceptual challenge in exploring the buyer-seller relational exchanges is considering how personal relationships influence constructs of SMEs and their export intermediaries relationship quality while taking into account specific environment factors in Southeast Asia. Consequently, this research adopts a positivist and deductive approach. Data are drawn from both sides of the dyads from 10 in-depth case study interviews from the food industry and the textile and clothing industry in Thailand. The study used a semi-structured interview on information collected via direct interviews with the CEOs or key decision makers of 10 SMEs and their 10 matching intermediaries that operate internationally. Then, propositions on the influence of interpersonal on buyer-seller relationship quality and the impact of external environment factors were evaluated and discussed.

This research shows how interpersonal relationships positively influence relationship quality among SME exporters and their intermediaries as well as how external environment factors affect this relationship. Specifically, it provides more specific knowledge about SMEs in Southeast Asia context. This study is one of the first to explicitly focus on the impact of late stage of economic integration towards ASEAN on buyer-seller relationships and it also extends current buyer-seller relationship literature by investigating a developing country setting such as Thailand. Furthermore, this research analyses data from both sides of dyads - SME exporters and their matching intermediaries -, leading to a better comprehension of the relational exchange between buyer and seller.

**Keywords:** Interpersonal relationships, Exporter-intermediary dyads, Relationship quality, Thailand

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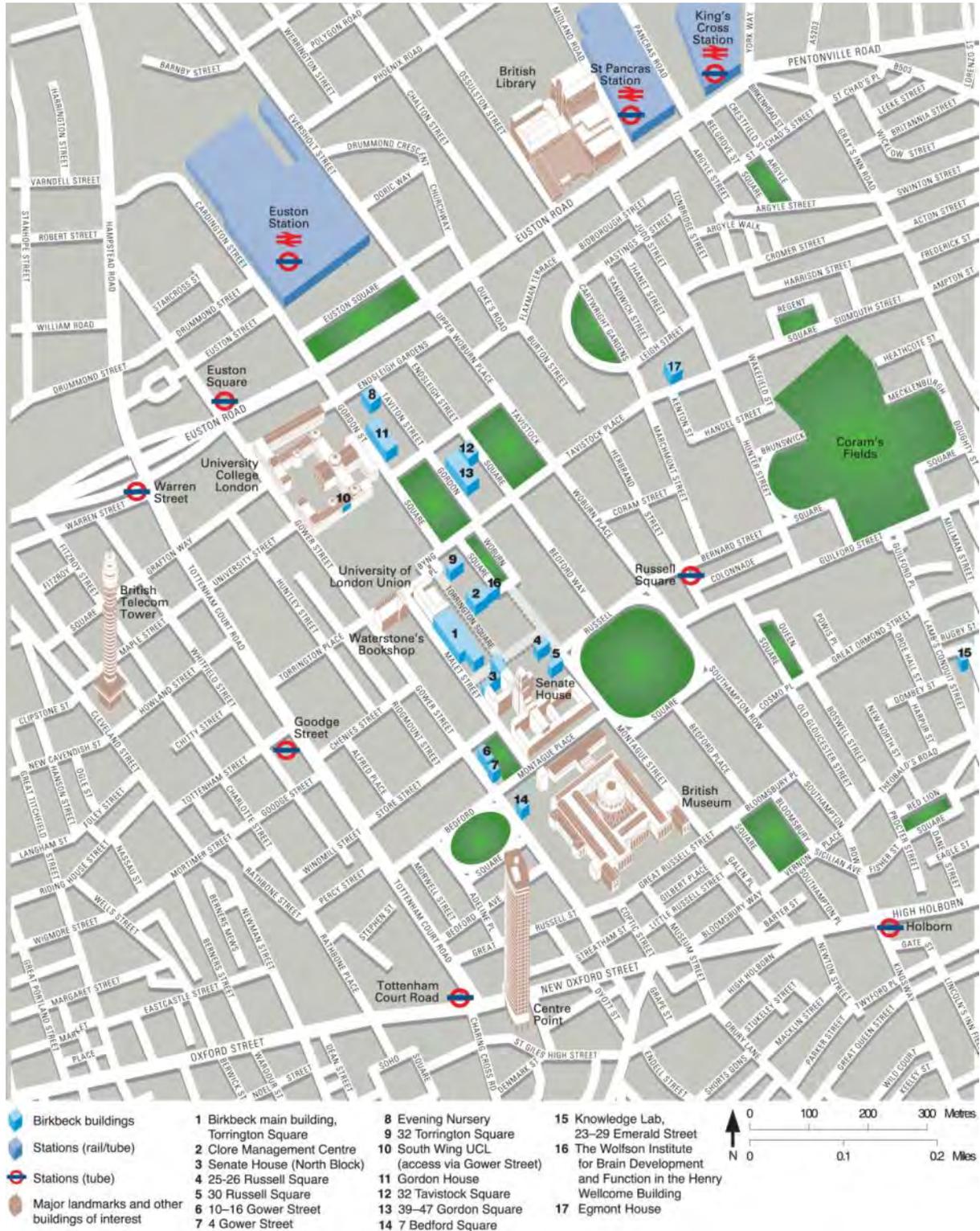


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