Index

alliances 4, 72, 103
business efficiency 103
collaboration with large firms 103
impact of e-commerce 95
key success factors 92–4
and outsourcing 4
partnership with large firm 100
relation with overseas companies 99
subcontracting 103
support for innovation 95
use of Internet 94–5
Austrade 89
diffusion of technology 95
integration with triad countries of North America, EU and Japan 92
lack of export culture 97
lack of well-defined industry policy 97
low labour productivity 98
slow growth of IT 95
use of IT 95
Australia
closer economic links with New Zealand 87
deregulation 85
foreign investment 86
government trade offices 87
industrial policy 9
national vs local policy 9
national competition policy (NCP) 87
protective policies 87
reform initiatives 86, 88
role of SMEs 86
trade links with ASEAN 87
Australian SMEs
attributes 91–2
characteristics
50% single-family controlled 91
83% family owned 91
96% less than 200 employees 86
few professional managers own shares 91
handicaps 91
manager’s characteristics 94
owned and managed 91
rudimentary management 91
slow to restructure 91
strategies
downsizing 90
exporting strategy 93
increase exports 90
internationalize operations 90
outsourcing 90
R&D and near-term strategy 96–7
role of innovation 96
subcontract 90
use of internet 94
virtualization 91
vulnerability 91
‘born global’ 5, 231, 239
Siebel’s instantaneous worldwide presence 234
vs ‘born domestic’ 61
capital formation basis
network capital 9–10
social capital 10, 131
co-ethnic employees 10, 131, 138
cos-ethnic sources of finances 133
cos-ethnic supplies 133
family-based 138
family labor 138
central processing units technologies
CISC-based 231
RISC-based 231
SPARC 231
Christchurch regional cluster
access to local network 119
externalities 115
family-based origin 116
government support 115, 117–19
Christchurch regional cluster (continued)
incentives 115
inter-firm relation 118
organic development 119–20
soft networks 118
cluster characteristics
cost minimization 108
technology spillover 107
transaction cost minimization 108
transport cost minimization 108
cluster development policies and
practices 9, 106, 184
formation of hard business networks
111
collaborative linkages between small
and large firms 12
COLEP 50
Dana 30
Logoplaste 51–2
Millennium 232
MIPS 231
Siebel 234
companies involved in special relations
and alliances
Accenture 234
Alcatel 52
Andersen Consulting 234
Chrysler 39
Coca Cola and Logoplaste 51
COLEP 50
Dana 39
Danone and Logoplaste 51
Fujitsu–Amdahl 230
Hewlett and Packard 191
Hoffman la Roche 233
IMB 229
Kubota 231
L’Oreal and Logoplaste 52
Logoplaste and partners 51–2
Millennium Pharmaceuticals 232
MIPS 231
Motorola 230
Nestle and Logoplaste 51
Nixdorf 231
Olivetti 231
Prime 231
Samsung 231
Seibel 234
Siemens 231
Sun Microsystems 230–31
Toshiba 230–31
Yamatake–Honeywell 230
Yokogawa and Hewlett and Packard
230
corporations
Accenture 234
Alcatel 52
Andersen Consulting 234
Bell Lab 191
Buyer AG 233
Coca Cola 51
COLEP 50
Danone 51
Eli Lilly 233
Fujitsu–Amdahl 230
Fuji–Xerox 229
Hewlett and Packard 191
Hoffman la Roche 233
Honeywell 230
IMB 229
Kubota 231
L’Oreal 52
Logoplaste 51–2
Lundberg 233
Microsoft 234
Millennium Pharmaceuticals 232
MIPS 231
Nestle 51
Nixdorf 231
Olivetti 231
Oracle 234
Peoples Soft 235
comparison of three-country
knowledge practices 200
common knowledge practices 202
implications 202
for international entrepreneurs
202
lessons 200
variations and differences 200–201
competition
position in the network 13
unit of competition
in the conventional model 13
in the emerging model 13
competitiveness issues
and in-bound FDI 8
and industrial policy 9
and labour productivity 8
and public policy 8
Index
Index

Prime 231
Samsung 231
SAP 235
Seibel 234
Siemens 231
Sun Microsystems 230–31
Toshiba 230–31
William Shokley Semi-Conductor 191
Xerox 229
Yamatake–Honeywell 230
Yokogawa and Hewlett and Packard 230
countries/regions
Australia 8
Brazil 51
Great Britain 5
Netherlands 11
New Zealand 9
Christchurch 9
Portugal 6, 51
Singapore 11
Spain 51
Thailand 210
Chiangmai 210–12
United States
California 11
cross-cultural differences 184
customer-relations
management (CRM) 234
e-business systems 234
Czech and Japanese women entrepreneurs 159–69
business education and training 168–9
business or gender problems 163–6
decision-making and leadership style 166–8
definition of success 161–3
demographics 159–61
demand-side structural characteristics 69
competitive forces 70
size of domestic market 70
standardized market demand 69
e-commerce 12
advantages for SMEs 209
commitment 12
complexity 12
customization 12
management expertise 12
use for management of accomplishing joint outcomes 224
mutual benefits 224
relations 223
synergy 224
e-commerce potential capabilities for acquiring and collecting information 217
to aid internationalization 208
to aid SME exports 212
conceptual framework 213
definition 208
for developing higher technological products 215
for developing higher value products 215
to empower SMEs to exporting managing SME’s international experience 216
to perform marketing differentiation 214
for targeting specific customer 214
entrepreneurship/entrepreneurs
aspiration 35
ethnic 10
minority 10
women 10, 152–60
environment
ambiguity 8
vicious and virtuous 8
ethnic entrepreneurial theories 125–30
‘Cultural Theory’ 129
‘Enclave Theory’ 128
‘Middleman Theory’ 128
‘Situational Theory’ 129
‘Structural Theory’ 129
‘Theories of Immigration’ 128–9
ethnic entrepreneurs’ networks and enclave 125
ethnic minority entrepreneurs 128
electric-based social networks
action set 141–2
network set 134–40
role set 141
experiential learning 5
exporting
of inter-firm relations 33
and balance of payment effects 15
of R&D expenditures 33
and business growth 29, 30
of resources 33
business location of 21, 30
of size 33
and business size 17, 29
of operating risk, 29
economics of 15
profitability 30
employment of 15
R&D expenditure 30
financial leverage 19, 29
sector 31
and firm’s age 17
size 33–4
fixed asset as ratio of total assets 19
state of resources 32
gearing 19
growth motivation 20
impact of business location 21
impact of business sector 21, 31
impact of management 18
impact of infra-structure 21
impact of industry type 21, 31
impact of proximity to large markets 21
impact of operating risk 18, 29
implications and innovation 15
and product design 20
and R & D 19–20, 30
and technological intensity 19, 30
and industry type 21, 31
of British-based SMEs 5
implications of firm’s age 27, 33
for managerial decisions 28, 33
of British-based SMEs 5
optimal strategy 16
organizational determinant 16, 17
of innovation 15
passive and active 16
for policy formulation 28–9
profitability 20, 30
of technological change 87
state of economy 22, 31–2
of increased access to knowledge sources 85
economic change in Australian economy 86
exporting strategy and impact of firm’s age 27, 33
internationalization of Australian SMEs 85
asset structure 29
organization chart 53
business growth 30
traditional shift in advantage 87
financial gearing 29
impact of corporate structure
growth 20
location 30
managerial implication
of annual turn over 33
of asset structure 33
of expertise 33
for exporting SMEs 33
of firm’s age 33
Hymer’s theory of internationalization
4, 224–5
impact of corporate structure
organization chart 53
outstanding contract 54
integration
horizontal integration see regional and industrial cluster developments; regional and industrial cluster models
integrated outsourcing 7, 42
basic conflicts in sourcing 39
competitive pressures 42
concept 7
control coordination 43–60
cost 45–6
definition 41–2
diffusion of information 42 and direct exporting 7
efficiencies 7
impact on size 43
interdependence 43
risk sharing 46
scale 7
technological change 42
theoretical extension 7
worldwide competition 42
vertical integration
administrative overhead 44
coordination and control 43
cost aspects 43–4
costs 45
impact on core business 44
impact on size 44
intellectual capital content and issues 184
interdependent product development and manufacturing 231
interdisciplinary investigation in exporting 35
inter-firm relationships
co-dependence 230
co-evolutions 230
dependence of young subsidiaries on corporate parents 228
internal markets 226
members of MNE’s supply chain network of sister subsidiaries 228–9
independence 224–5
interdependence 229
privileged 228
internationalization and international expansion 5
advantages
barriers 3
collaboration with large firms 103
firm specific 4
location specific 4
and competitiveness 8
decision to expand
exporting 16–22
increase debt to asset ratio 5
invest
make partnership 51–4
make–buy 38
outsourcing 38
by exporting 5
and home and host environments 8
and home and host government policies 8
by integrated partnership 5
and labour productivity 8
process 3
of small companies 56–9
through alliances 103
through foreign direct investment 5
through subcontracting 103
international expansion theories 225
FDI 225
inbound FDI and competitiveness 8
Hymer’s theory of internationalization 4, 224–5
Scandinavian models 225
stage model 5, 225
theory of multinationals 225
use of parent-subsidiary relations 225, 228–9
use of proprietary advantages to overcome local disadvantages 225
transaction cost theory 226
internationalization and accumulation of experiential knowledge 227
issues
by e-commerce 12
by ethnic networks and entrepreneurship 10
home government policy 8
home and host environments 8
host government policy 8
modes 8
public policy 8
internationalization (continued) of small companies 59–60
social networks 9
talent and virtuous environments 8
locus of control 228
through stages model 227
and use of psychic distance concept 227

knowledge concepts and practices
carriers of knowledge 189
communities of knowledge practice 190
knowledge content 188
knowledge conversion modes 189
knowledge culture 188
knowledge infrastructure 189
knowledge intensive firms 11
experimentation 11
knowledge intensive process 189
sharing knowledge 11
knowledge intensity and high technology 11
knowledge intensive communities and characteristics 191
knowledge management 11
assumption 185
gap 11
knowledge intensive management 185
network 185
organizations 184, 185
similarities and differences 185
knowledge practices survey 194
knowledge content 194
knowledge culture 194
knowledge infrastructure 194
knowledge practices of
knowledge process 194
knowledge-related issues
explicit 184, 187
management of 184–5
tacit and explicit 184, 187

managing inter-firm relations 12
methodology/methods 25
panel data 22
results and findings 27
time series databases 26
variable intercept model 26

minority and entrepreneurial networks
ethnic 10
women 10
models of inter-firm symbiotic synergy
Millennium’s partnership model 232–4
Siebel’s partnership model 234–6
Sun Microsystems’ supply partner’s model 230–32
multi-level partnerships and alliances characteristics
and ‘born global’ 231, 239
feedback and feed-forward loops model 235
leveraging partner’s resource 239
multi-level ‘creative destruction’ 235
risk and rewards of partnership 235
risk of takeover by partners 235
and sequential growth 239
symbiotic value of partnership 238
synergistic value of partnership 238
Millennium’s model 232–4
Siebel’s model 234–6
Sun Microsystems’ model 230–32

networked firms
advantages 9
coe-ethnic types 10
density 10
ethnic minority networks 128
family-based 10
informal type 9, 10
networked firms 11
management 128, 186–7
organizational synergy 126
position of firm in the network 13
social type 9
trans-local networks 120
network age 187
network theory building 128, 144–6
ethnic-based social network
propositions 145
social capital propositions 144–5
theoretical propositions 144–6
networks
density 142–3
Index

ethnic 125–7
ethnic minority 128
formal/informal 127
kinship 125
patterns 143
social 101, 108–9
supportive 125–6
New Zealand 9
Christchurch 9

oligopolistic reaction and rivalry among firms 70
organizational synergy in networks 126
outsourcing 4
and direct and indirect exporting 6
integrated 6
and short term costs 6
and synergy 6
and vertical integration 6
vs exporting 7

partnership
benefits 54
community of interest 47
contracts 47
coordination and control 45–7
dependability 45–7
flexibility 45
lessons 54–5
monogamic 56
polygamic 56
synergistic opportunities 47
partnership characteristics of SMEs
reliance on partner 224
symbiosis 225
symbiotic synergy 224
synergy 224
trust 224
profiling organizations’ knowledge practices 194
Dutch firms 199
Silicon valley firms 198
Singapore firms 197

re-engineering and re-organization 235
Regional and industrial cluster developments
Baden-Wurttemberg 106
Boston’s Route 128 106
issues
comparative advantage 107
competitive advantage 107
dynamic economic development 106–7
dynamic inter-firm development 106
New Zealand’s Christchurch area 9, 107, 111–14
New Zealand’s Christchurch cluster 107, 111–14
Northern Italy 106
recommendations for clusters 120–21
Silicon Valley 6, 106
Regional and industrial cluster models
Netherlands’ innovation center 192
Polder model 192
day-to-day characteristics 193
Rhineland model 192–3
Silicon Valley’s characteristics 191
Singapore 193
development board 194
productivity and standards board 194
Small Enterprise Bureau 194
relations between firms
management of inter-firm relations 12
symbiotic types 12
synergetic types 12
relationships
between exporting and time 5
export intensity and age of the firm 5
export intensity and financial gearing 5
export intensity and intangible assets 6
intensity 5
relationship-based privileges at internally privileged prices 226
access to corporate R&D 226
access to headquarters resources 226
access to MNE’s network of subsidiary
access to resources 226
relations-related issues
interdependence 13
inter-firm collaboration 10–12
relations-related issues (continued)
management of 12, 228–36
symbiotic 12, 224
synergistic 12, 224
unidirectional 13
risk-related concepts
risk exposure and exporting 18
risk tolerance and exporting 19
risk tolerance in exporting 18
risks of constrained resource 60
Small multinational and related issues
demand side factors 7
foreign direct investments 7
public policy implication of small
multinationals 77
rise of small multinationals 7, 60
supply side factors 7
theoretical model 7
theoretical perspective 7
SMEs
Australian-based 8
British-based 5
characteristics
constrained resources 205, 207
customer orientation 205
flexibility 205
qualitative 205
quantitative 205
conventional exporting 207
exporting through electronic
commerce 208–9
global expansion 3
growth strategy/motivation 20
internationalization mode of
entry 207
Czech-based 10
New Zealand-based 9
Portuguese-based 6
social capital 131
co-ethnic employees 131
coeconomic sources of finances 133
coeconomic supplies 133
family labor 138
sourcing
basic conflicts 39
in-sourcing 39
integrated outsourcing 39–40
inter-firm conflicts 39
investment decision 38
joint development decisions 41
make–buy decision 38
market mechanism vs contractual
relations 39
outsourcing 39
strategic partnership 40
Sun’s partnership model 231
and partnership standards and
expectations 232
and Sun’s score card system 232
Sun-MIP partnership model 231
vs formal partnership management
231–2
techno-culture 183
divergence and convergence
190–91
English and German cultural elites
183
Thai SMEs’ product offerings
e-commerce as a new form of
internationalization for SMEs
223
handicraft 210
standardized and customized
204–210
theories
international business 61
internationalization of
entrepreneurship 61
internationalization of firms 62
and advertising outlays 67
by alliances 72
capital cost 67
impact of
competitive forces 69–73
demand size forces 69
industry age 68
industry characteristics 63
industry growth 68
network of support groups 72
scale economies 65
supply side forces 63–9
supply side structural
characteristics 64
technological intensity 66
trade
Australia 92–8 see also Austrade
New Zealand 111
Trans-local networks 120–21
vertical integration
  administrative overhead 44
  coordination and control 43
  costs 45
  cost aspects 43–44
  impact on core business 44
  impact on size 44
vicious and virtuous environments 8

women entrepreneurs and small businesses
  characteristics
    American 155
    Czech Republic 153–4
    Japan 153–4
women’s entrepreneurship
  discussion 174–6
  findings and results 157–72
  implication of recommendations 176–7
women’s entrepreneurship, cultural aspects

entrepreneurial approaches 169–71
  comparison of Czech and Japanese approaches 171
  Czech and Japanese environmental approaches 172
  Czech traits and behavioral approaches 169–70
  Japanese traits and behavioral approaches 169–70
expected roles 155
masculinity and femininity 154–5
research questions for women entrepreneurs 156
  behavioral approaches 157, 174
  environmental approach 156, 172
  glass ceiling 157
  North American conceptions of entrepreneurship 156–8
  rejection model 156
  traits attributes and approaches 157, 174