Index

absolute advantage 130, 163
absorptive capacity 550
academia 756, 758
academic gatekeeping 22–3
academics, role of 20–21
Academy of Finland 390
Academy of Inventors, UK 183
Academy of Management Review 16, 17
Academy of Management, USA 22, 44
Accelerated Export Development Programme (AEDP) 500, 504–8
accelerated internationalization 639
accomplishments/achievements, intrinsic need for 224
accumulated knowledge 233
acquisitions 519–22, 644
‘action logic’ 437–8
action research approach for internationalization 748–50
and heuristic devices 759–60
literature of 750–51
SMEs 752–6
active exporters 582
adaptability 63
adaptation strategies 458
added value, self-employment 323
administrative entrepreneurs 324
adopter companies 175–82, 184, 186
Advanced Certificate in International Trade, Ireland 501
adverse country of origin effect 458
advertising 95
advertising and promotion strategy of born globals 391
Advertising Association, UK 185
Africa
collective values 260
investment 518, 530
research and development 174
subsidiaries 517, 523, 530
trade agreements 154
see also South Africa
age of companies 345, 347, 348
of entrepreneurs 536
of subsidiaries 523
agency theory 692, 694, 700, 708, 733
air frames 97
airline industry 7, 648
Alcatel 419
‘alert arbitrageurs’ 220–21, 224–5
alertness theory 251
Alon, Ilan 656–7, 659, 662, 663
alpha change 406, 410, 411, 412, 418, 424
Alvarez, Aida 59
American Bar Association (ABA) 670
American Depository Receipts (ADR) 640, 641–2, 647–8
An Bord Trachtaíla 504
Analysts’ Guide 513
Andersen Consulting 269
Anderson family 215
Anglo-Saxon cultures, females from 37
Apex Environmental Engineering & Compliance Inc. 623
‘apprenticeship’ system 331, 336
area development franchising 691, 705, 706
Argentina
financial crises in 24
Aristotle 182
Arkansas Department of Economic Development 619
Artificial Reefs Inc. 623–4
ASEAN economies, investment 303–6
Asia
domestic growth 668
family businesses 75
female entrepreneurs 35–7
franchising 660, 671, 679–81
innovation and learning 281–4
internationalization 267–90
investment 292–306, 518, 530
Japanese subsidiaries in 529
joint ventures 521
labour costs 519
research and development 174
small and medium-sized enterprises in 267
software industry 488–92
subsidiaries 517, 523, 527
technological developments 96–7
trade agreements 154
trade with USA 152–3
‘Asian business model’ 282
‘Asian capitalism’ 273
Asian crisis (1997–98) effects on Asian small and medium-sized enterprises 267, 268–9, 282, 516
effects of ‘overseas’ Chinese businesses 81
Association of Research Libraries (ARL) 184
Atkinson, Debra 623
Atlanta Family Business Study Group 22
atomistic managers 721
ATT 8
‘attractors’ 197
Aufina 658
Austrade 142
Australia
centres of excellence 284–5
franchising 143–4
innovation 275–6
internationalization 138, 139, 141
networks 142
small and medium-sized enterprises 271
trade agreements 305
Babson College 436
Bacon, Francis 174–5, 752
BAIN Commission on Management Research 756
balance of payments crisis (BoP) India 487
Baltic States
clothing exports 375
imports 456
purchasing power of 474–5
see also Estonia; Latvia; Lithuania
Baltic Yachts 717
Bandyopadhyay, Soumava 658, 663
Bangladesh, female entrepreneurs 32
banking sector 608, 739
bargaining power, franchising 698
Bari, Italy, industrial district at 203–9
Barnes, Casey 619, 620
Barthkowski, Scott 623
Baskin Robbins 679
Basle, cluster in 198
Baylis, Trevor 183
BDC Consulting Group, Canada 335
Benefon 419
Best Western 679
beta change 406, 410, 411, 412, 424
‘betweenness’ 726
beverages sector 459, 468
Beyond the Basics: Exporting to Mexico 632
Biohit 385
biotechnology clusters 198
biotechnology industry 385, 390, 399
investment in 175
Bitar, Lori 623
‘blind date’ phenomenon, franchising 664
‘body-shopping’ 489
Bonaccorsi, Andrea 9
born globals 16
areas of 388–90
Australia 141, 383
changes in 427
concept of 384–8
Estonia 375
future challenges of 397–401
literature on 582
motives and factors of 390–91
research on 574, 639–40
strategies of 391–6
Boston Consulting Group 758
Boulton, William 16, 17
brand equity 281
brand loyalty 95
brands 396
Brazil
domestic growth 668
exporting companies 457–8
franchising 576, 669, 671
British Broadcasting Corporation (BBC) 376
British Franchise Association 24
British Journal of Sociology 79
British Trade International 353
brownfield subsidiaries 519
Brush, Candida G 41–54
‘bubble economy’, Japan 516
Buckley, Peter J. 230
Bulgaria
exports 375
franchising 673
investment 469
‘Bureau des Elèves’, France 441
Bureau van Dijk 599
bureaucracy, developing economies 486–8
Burger Ranch 661
Bush, George W 614, 631
business
experience 442
knowledge 552, 564–6, 571, 572
incubators 51, 54
loans 621
principles 69–71
support organisations 500
Business and Industry (B&I) database 644
‘business angels’ 537
‘Business Compliance Self-Service One-Stop’ 631
Business Development Bank of Canada (BDC) 334, 335
business ethics 255–8
family businesses 776–7
business format franchising (BFF) 656, 658, 689–92
business leadership 276–90
business learning 376–81, 555–60
Business Link, UK 353, 354–5, 356, 358
Business Matchmaking Programs, USA 625
business models, self-employment 319–20
business networks, ‘overseas’ Chinese 77, 81, 87, 89, 287–90
Business Opportunity Sourcing System, Canada 342
business press 643–4, 645
business research, China 87–90
business schools, France 432, 433, 436, 446
business services, franchising 689
business start-ups, graduates 431–52
business support/training
Canada 330–36
Estonia 376–81
graduates 500–503
Ireland 500–508
New Zealand 544–6
self-employment 327
USA 615–32
Cable and Wireless Optus 285
Calia 204, 206, 207, 208
call centres, India 489
Cambridge, cluster in 198, 202
Canada
computer software companies 338–49
devolution 6
established markets 458
exports 568
female entrepreneurs 31, 60
franchising 655, 659, 667
knowledge industries 292–3
research and development 174
self employment 308–27
trade agreements 305
training 330–36
young entrepreneurs 417–18
Canada Post’s Forward Sortation Areas (FSAs) 343–4
Cancer Foundation, Australia 285
Cantillon, Richard 216, 217, 219, 228
capability accumulation 549
capital participation 519, 522
capital scarcity theory 692–4
capital, access to 636, 637, 640
capitalism 154, 157–8, 164–5
capitalism entrepreneurs 161
car sales companies, franchising 690
careers, graduates 432–4
Carland James 16, 17
Carland JoAnne 16
Carlzon, Jan 279
Carnegie family 215
Casson, Mark 230
Cawley, Michael 648
Centaur Associates 19
Center for Women in Business 21
Centers for International Business
Education and Research (CIBERs) 615, 626
Central America, exports 458
Central Europe
  franchising 671–4
  imports 456
small business research programs 19–20
centralised decision making 6–7
Centre for Behavioural Research into Cancer, Australia 285
Centre for Development Health, Australia 285
Centre for Women in Business 438
Centre of International Business Research (CIBR), Finland 384
Certified International Trade Professional accreditation (CITP), Canada 332
chaebons, South Korea 288–9
chambers of commerce 355, 356, 627
change 62–3
  identification of 427–8
  fundamental patterns of 96–105
characteristics of entrepreneurs 133–4
Checkland, Peter 313, 315
chemicals industries 97
Chile, exporting companies 457–8
China
  business culture 37, 281–2
  business research 73–90, 274
  cost advantage of companies 489
  family businesses 273
  franchising 671, 675–9
  incomes 668
  investment 302–3, 304, 305, 518
  joint ventures 529
  ‘open door policy’ 518–19
  small and medium-sized enterprises (SMEs) 271, 272
  social relations 725
Chinese business research 87–90
  ‘Chineseness’ 76, 89
Chippendale family 215
Chisman, James 19, 20
Choo, Stephen 660
Clarkin, John E. 655–6
classical
  entrepreneurs 225–6
  steering models 254
  client ‘followership’ 340
  clients, experiential knowledge of 553, 565
closed networks 720
clothing sector 373, 415–19, 459
clusters 483
  advantages of 338–42
  as competitive advantage of regions 194
  computer software 342–9
  convergence and paradox in 198–9, 203
  development issues 206–9
  high-technology 198–205
  co-dependence 218, 227, 235–6, 239
  co-location see clusters
  co-preneurs 545
  coaching, for female entrepreneurs 32–3, 38
  Coca-Cola 679
  codes of conduct 260–61
  codified knowledge 205
  cognitive legitimacy 638, 642
  cohesive networks 720, 728
  Cold War 154
  collaboration 8–9
  collaboration–network advantage 120
  collaborative entrepreneurship, competitive advantage of 190–210
  collective
    learning 191–2, 249
    memory 412
    values 260–61
  collective managers 721
  Collins, Orvis F. 324
  colonization 153
  Colonna family 215
Commercial News USA 617
Commercial Register, Estonia 372
communication channels 390
communist countries 154
Community Development 631
  community relationships 254–8, 260
  community-based cultures 260–61
  Companies House, UK 172
  companies, age/size of 345, 347, 348
    effects on export performance 596–7
    effects on HRM practices 252
  companies, strategic evolution in 102–3
  company-operated/owned franchises 657
  comparative advantage of large subsidiaries 230
comparative entrepreneurship 50–52
competence building 196–7, 202
Competence Programme for Company Export Managers, Estonia 378–9
competencies 249–58
‘competency leveraging’ 196–7
competent user model 162–3
competition
conventional economics of 12
regional levels of 105–6
competitive advantage
of collaborative entrepreneurship 190–210
of developed countries 457
of regions 194
competitive advantage theory 133,
161–3, 168–9, 296, 597
competitive typology 94–122
competitiveness, learning for 121–2
competitors, experiential knowledge of 554, 565
complexity
in franchising 696, 703–5
in innovation 196–7
computer software companies
Canada 338–49
franchising 659, 675, 689
trade agreements 305
training 330–36
ComputerLand 658
computers 97
Comte, Auguste 753
Confederation of British Industry 501–2
confidence 65–6
configuration school 405
Confucianism 76, 89, 273
Connecticut Department of Economic and Community Development 631
connectivity 193–4
construction sector, foreign direct investment (FDI) 530
consulting companies, franchising 657, 678
consumer services sector, modes of entry 657
Contract Law, China 677
contract manufacturing 422
convergence in clusters 198
Coompanthu, Somchanok 657
cooperative
agreements 398, 644–5, 647
joint ventures 678
networks 256
cooperative research centres (CSCs) 285
core competencies 249
corporate adopters 175–82, 184, 186
corporate scandals, USA 281
cost–benefit paradigms 743–4
country-specific variables, effects on performance 471
courage 67–8
‘craftsman-like’ manufacturing systems 196, 203–4
creative destruction 25–7, 219
creative tenseness 260
credibility benefits of clusters 340–41
critical events 414
critical success factors, identification of 281
Croatia, franchising 673
cross-transfer 104
CSIRO 285
cultural diversity 257–8
culturally close markets 581, 582
culture 35–6, 37–8, 64, 260
and franchising 658
China 76–9, 89
to entrepreneurs 173–5
Greece 465
of organizations 175–82
research on 569–70
see also community-based cultures
Curtin University of Technology 284
customer
search costs 348
customer focus, need for 177–8
customized services 347
cutlery industry 194
Czech Republic, imports 470
Da Vinci Gourmet Limited 618
Daewoo 8
Daiwa Institute of Research 513
Dalton family 215
Dana, Léo-Paul 9, 324, 661
Danish Agency for Trade and Industry 380
Dant, Rajiv 665
Dearborn Electronics 627
declining industries 736
‘decontextualization’ 104
Dell Computers 279
Della Rovere family 215
Deloitte Consulting 289
Deloitte Touche Tohmatsu (DTT) 268
DeLuca, Fred 658
‘demand factor large firm--small firm mix model’ 202
demand side, export support 358–63
demographic characteristics of companies 50
Denmark
internationalization 145
research and development 174
Department of Education, USA 626
Department of Electronics (DoE), India 489
Department of Foreign Affairs and International Trade, Canada 333
Department of Trade and Industry (DTI), UK 183, 353
Descartes 753
Design Council, UK 183
developed countries
business operations in 455–74
joint ventures in 529
developing countries
business operations in 457–8
disincentives 481
international entrepreneurship in 486–7
movement of production to 97–9
subsidiaries in 529
theory building in 492–3
development through investment 297–305
devolution 5–6
Diana Project 41, 45, 52
differentiation strategies, of developing countries 457–8
Diner’s Club 673
direct investment
marketing/production modes 394, 395
Direct Marketing Association, UK 185
Dirlik, Arif 89
disclosure, USA 640, 641, 642
disconnected networks 720
discovery benefits of clusters 340–41
disequilibría 219, 220, 221–23
distinctive competencies 249
distribution channel strategy of born globals 391
distribution sector, franchising 690
diversification, effects on company performance 733–4
‘do-gooders’/’do-wellers’ 487
Dome Coffees 660
‘domestic arbitrageurs’ 221
domestic business knowledge 564, 569
domestic entrepreneurship 166–7
domestic market-based foreign investment 297, 301–4
domestic operations, effects on knowledge 564–75
domestic subcontract chains, Estonia 375
dot.com companies 175
Drucker, Peter Ferdinand 225, 226, 229
Du Tort, Anita 661–2
Durek, Joseph 625–6, 630–31
dynamical systems theory 254
dynamism 696, 705–6
e-business 184
e-commerce 395, 617
e-information 174
e-learning 332
e-marketing 173, 184, 185
eyearly born globals 385
eyearly entrepreneurship
commonalities in 214–27
literature on 216–21
eyearly entry 147
East European countries
franchising 671–4
purchasing power of 474–5
eclectic paradigm 6, 567, 639–40, 738
‘Eclectic Theory’ 199, 230, 231
economic development programmes 18–21
economic freedom, global index of 371
Economic Growth Theory 218
economic growth, emerging markets 668–9
economic reform, Estonia 371–3
economic upheaval 24
Index

799

entrepreneur 150–69
economics and praxeological entrepreneurship 155–61
economics, methodologies of 164–5
*Economist* 174, 609
economy, New Zealand 533
Edge 500, 501, 508
education and culture 262
education sector
  franchising 679
  non-exporters 608
educational institutions, India 489, 490
efficient combinations 220
electronics companies
  Finland 419–21
  research on 565
Ely, Richard 216, 217–18, 219, 225, 228
EM Lyon 438, 439, 441, 443
EM-International 377, 378
emerging economies
  franchising in 667–83
  markets in 455–6
emerging industries 736
emerging markets
  definition of 668–71
  emphasis on 474
  penetration pricing 472
emerging markets of South East Europe 455–74
EMI EWT 378, 380
Emilia Romagna, cluster in 198
empirical learning 206
emulation learning 206–7
energy 64–5
engineering schools, France 433, 434, 435
England, business support 352–68
English, Wilke 676, 677
Enterprise Florida Inc. (EFI) 619, 620, 623, 630
enterprise knowledge 223
entrepreneur economies 160–61
entrepreneur, praxeological concept of 158–9
entrepreneurial alertness 251
  behaviour 140–41, 434
  capabilities 249–51, 258–60
  character themes of 217–18, 397, 540–43
  culture 173–5
familial environments 440–41
finesse 256–8
governance 255–6
growth trajectories 52–3
intentions 250, 434, 436–7, 446, 485, 781–2
internationalization activity 138–40, 580–81
learning 591, 592
mindsets 61–8, 485
orientation 249, 251, 485
process 781–3
typologies 325–6
entrepreneurial abilities
  concept of 249–58
  triad model of 258–61
  typologies 324–5
entrepreneurial behaviour of students 435–6
entrepreneurial gap, New Zealand 543–4
entrepreneurial intentions/paths of students 434–5
entrepreneurs
  characteristics of 133–4
  Indian software companies 490–92
  search for 16–17
entrepreneurship
  defining domain of 43–5
  in developing economies 486–7
  early literature on 216–21
  India 487–8
  international aspects of 161–8
  market economy conditions 156–7
  praxelogical concept of 150–69
  research agenda 53–4
  and self-employment 322–4
  theory building and testing 492–3, 780–90
see also comparative entrepreneurship
Entrepreneurship Development Institute of India 488
Entrepreneurship Division, Academy of Management, US 22
‘Entrepreneurship Programmes for Students’, EM Lyon 438
*Entrepreneurship Theory & Practice* 22
‘Entrepreneurship Track’ programme, Dauphine University 438

Léo-Paul Dana - 9781845420512
Downloaded from Elgar Online at 12/30/2018 03:33:18PM via free access
entrepreneurship-driven progress, history of 152–5
entry age 46
entry behaviour, small companies 139
entry costs 597
entry modes 733–5
additions to 145
high-tech companies 583
Japanese SMEs 519–22
service sector 657
small companies 482
entry timing 46
environment, globalization of 96
environmental responsibility 255
search costs 341
uncertainty 696, 699, 701–6
variables 455–6
environmental context, potential impact of 221–3
environmental industry 738
environmental macro factors 390
‘epochs’ of internationalization 584
equity capital 52–3, 636
holdings 524–6, 529
joint ventures 678
Ericsson 4, 419
Erramilli, M. Krishna 657
established companies, internationalization of 741–2
established markets 471
business operations in 455–72
Estonia
development trends of entrepreneurship 372–3
enterprise development 370–73
international business learning 376–81
small and medium-sized enterprises (SMEs) 373–6
Estonian Business School 380, 381
Estonian Chamber of Commerce and Industry 378, 380
Estonian economic autonomy (IME) 377
Estonian Export Agency 373, 380
Estonian Institute of Future Studies 371
Estonian State Customs Office 380
Etemad, Hamid 9, 216
ethical charts 260
ethics 255–8, 259, 261–2
family businesses 776–7
Euro LIKE research programme, Finland 400–401
Europe
business research 18
clusters 198
cost structure of 97–8
equity holdings 525–6
female entrepreneurs 51, 52
fragmented markets in 641
franchising 667, 671–4
Industrial Revolution 175
initial public offerings (IPOs) 635–49
investment 517, 530
multinationals 4, 97
research and development 18, 174
subsidiaries 517, 523, 527
technological developments 96–7
wholly-owned companies 521
see also Central Europe; Eastern Europe, South East
European Bank for Reconstruction and Development (EBRD) 370
European Commission (EC)
accession of 379
cluster project 191
Commercial Register 372
European Franchise Federation (EFF) 663, 673–4
European initial public offerings (IPOs) 635–49
European Union (EU) 370
business funding 358, 504
enlargement 305, 371
imports 371, 465, 615
integration 648
membership 370, 373, 379, 636, 642–3
trade agreements 4, 154
‘Europeanization’ of entrepreneurship 217
Evans, Don 618
evenly rotating economy 160
evolutionary theory 552
ex ante/ex post costs 699, 700, 701–8
executive coaching 38
Executive Training Centre, Estonian Business School 380
Index

exemplarity 436
exit behaviour, small companies 139
exit strategies 636
experience
  in development countries 474
experiential knowledge 139–40, 232–3, 411, 458–9, 549–62
experientially based market specific knowledge 551
experimentation, impact of 223
*Explorers* 500–502
export
  strategy 408
  support 352–68
  vouchers 356
Export Academy, USA 626
Export Assistance Centers, USA 616
Export Assistance Program, US Department of Commerce 616
export behaviour, literature on 581–4
Export Development Canada (EDC) 336
Export Development Programme (EDP), Ireland 503, 504, 508
Export Development Programme for Growing Companies, Estonia 377
export intensity 338–42
Export Market Development Programme (EMDP), Ireland 500
export performance
  effects of company age 597–8
  effects of company size 596–7
  Estonia 373–5
export propensity, influences on 603–8
export ratio, influences on 599–603
export support, UK 363–8
  appropriateness of 358–63
export withdrawal, research on 584–93
Export Working Capital Loans 621
Export–Import Bank, USA 621
exportation 104–5
Exporters to the United States (EXTUS) programmes,
  Canada 331, 333, 334, 336
exporters, profiling of 146
Export*Express* 621
extant organization theory 689, 708
external
  changes 405, 407–8, 423, 425
  networks 238
F-secure 385
failure, risk of 175, 176
Falbe, Cecilia 664, 665
‘false’ self-employment 312
FAME (Financial Analyses Made Easy) 599
Family Business Educators Conference (1993) 769
family business franchises 664
*Family Business Review (FBR)* 21
family businesses 21–3
  Asia 75–81, 88, 89–90, 272–3
  Finland 415
human resource management in
  252
India 488
managing relations 213–41
New Zealand 537
relationship issues 769–70
research on successor issues 771–7
strategic analysis of 765–7
successor development 768–9
successor selection 767–8
family commitments, female entrepreneurs 34–5, 37–8
Family Firm Institute (FFI) 21–2
family influences on entrepreneurial intent 442–3
farming industry 142–3
Farnese family 215
fast food chains, franchising 659–60, 676–7, 679, 689, 694
female entrepreneurship
  coaching for 32–3, 38
  cultural issues 35–6, 37–8
  environments for 51–2
  family commitments 34–5, 37–8
  and globalization 33–4
  growth of 30–32
  research topics 38
female-owned companies
  internationalization of 59–68
  potential of 58–9
‘feminine qualities’ in management 277
field research methods 785–8
  contribution to theory development and testing 788–91
*fihavanana*, Madagascar 261
Filion, Louis Jacques 313
finance
born globals 399
inventions 183
small-business internationalization 409–10
training 356
finance sector
equity holdings 525
foreign direct investment (FDI) 519, 530
wholly-owned subsidiaries 521, 523, 524
financial challenges, born globals 399
financial preferences, small companies 409–10
Finland
born globals 383–401
case studies 404–28
employee recruitment 376
imports 371, 374
internationalization 135
research and development 174
small and medium-sized enterprises (SMEs) 144, 724
software companies 340
trade 377
Finlayson 417
‘Finnish Companies and Challenges of Globalization’ (LIIKE) research programme 390
Finnish Marketing Institute 380
firm-assessable/firm-specific assets 196–7
firm-specific advantage 567
firm-specific assets 196–7
firm-specific variables, effects on performance 471
‘first-mover advantage’ 102, 583
first-order changes 406, 413, 425, 426
flexibility in self-employment 321
flexible specialization model 196, 204
flexible strategic orientation 254
Florida Atlantic University 627
Florida Export District Council 630
Florida Export Finance Corporation 619
Florida International University 630
Florida Small Business Development Center Network 622–3, 630
food industry 459, 469, 618
footwear sector 459, 469–70
Ford family 215
Ford Motors 7, 8
Ford, Henry 70, 655
Foreign and Commonwealth Office, UK 353
Foreign Business Basic Course, EMI EWT 380
foreign business knowledge 553, 568, 569, 571
foreign compliance knowledge 560
foreign development/adaptation knowledge 560–61
foreign direct investment (FDI) 3–6, 297–305
established markets 471–2
Greece 457–71
Japan 512–31
theories of 132–3
foreign institutional knowledge 554, 569
foreign investment theories of internationalization 132–3
‘foreignness’, liabilities of 230, 233, 567, 735
formal approach to strategy formulation 484
formal networks 288–9
formalism in strategic management 254
Formica 195
Forum for international trade training (FITT), USA 331–3
Forward Sortation Areas, Canada Post (FSA) 343–4
Foster, Mary 309
Fox, Mark A. 409–10
France
business start-ups 431–52
devolution 5–6
exports 353
fashion industry 735–6
graduate business start-ups 431–52
initial public offerings (IPOs) 643
Internet access 184, 185
Franchise Association of New Zealand 660
Franchise Center, USA 23
franchisee/franchiser associations 663
franchising
Asia 679–82
Australia 143–4
business format (BFF) 689–92
Central and Eastern Europe 671–4
China 675–9
emerging and transitional economies 667–9, 683
in industrialized economies 655, 662–5
influence of environmental uncertainty 701–6
influence of task uncertainty 706–7
Israel 661
Kazakhstan 683
literature on 669–70, 672, 673
Mexico 674–5
Middle East 682–3
North America 655–9
organizational design issues 695–9
organizational form 688–9, 699–701, 707–8
Pacific Rim 659–61
practice and theory development 670–71
research on 23–4
service sector 738
South Africa 661–2, 683
theoretical issues 692–5
Franchising Research: An International Journal 670
Franchising World 668
Franchising: An International Perspective 24
free trade 151, 152, 153, 155, 157–8, 165, 169
agreements 305
promotion of 143–5
free trade zones, franchising in 670
Freedman, Maurice 89
freedom, need for 321
Fu-Lai Yu, Tony 272
Fusion 503
Gabrielsson, Mika 395
gamma change 406, 410, 411, 412, 421, 425
Gandhi 487
gatekeeping 184, 726
Gates, Bill 279
gazelles see born globals
gender of entrepreneurs 536
issues in venture capital 53
General Agreement on Tariffs and Trade (GATT) 153, 154, 486
general economics, methodology of 164–5
generational change, overseas Chinese SMEs 272–5
geographic locations of born globals 389–90
geographical specificity of entrepreneurial endowments 82–3
Georgia State University 21
Germany
exports 353
female entrepreneurs 32
franchising 658
imports 371, 456, 615
initial public offerings (IPOs) 643
Internet access 184–5
investment 518
multinationals 8
research and development 174
trade 154
unification 5
glass manufacturing companies 199–203
global
branding 396
companies 386, 387
enablers 390–91
Global Entrepreneurship Monitor (GEM) 535–6, 783–4
global franchise relationships 658
global horizon approach to internationalization 130
Global Interact Network, Michigan State University 626
global marketing strategies, of born globals 391
'global mindset' 485
global public good, knowledge as 292–3, 296
global technological race, emergence of 102
globalization 33–4, 383–4
of the environment 96
of small and medium-sized enterprises (MNEs) 106–18
globalizing companies 386, 387
strategies of 388, 391
Index

Glueck, William F. 324
GM 8
Goh, Mark 681–2
‘going public’ 636, 637, 640–41
Gold Key Service, USA 617
governance 255–6, 286–7
government challenges, born globals 400–401
government initiatives for entrepreneurship training, Canada 331–6
government intervention, methodology for determining effects of 163–4
government policy born globals 400–401 clusters 348
government-linked companies (GLCs) 79, 85
government, experiential knowledge of 554

Hotel magazine 676
House of Lords Select Committee on Science and Technology, UK 183
Howard University 622
Hoy, Frank 16–27
HP 239
Hsinchu 274
hub managers 722
human capital 46–50, 252
human resource (HR) strategy 277, 280–81
Human Resources Development Canada 332
human resources management (HRM) 252
Hungary, imports 470
Hyatt Regency 679
Hymer, Stephen 227–8, 230, 232, 233
Hyper Services 658
IB 2000 Consortium, University of Florida 627, 631
IBM 8, 238
image 178–82
Inbound Million Programs, USA 625
incentive systems 695
incentives for internationalization 60–61
incremental
change paradigm 407
economies 224
efficiencies 227
learning 412
market commitment 570
incrementalist approach to internationalization 405, 639, 640
independent entrepreneurs 324
independent inventors, marketing issues 172–86
India
business research 75
entrepreneurship 484–8, 492–3
exports 458
franchising 679–81
high technology companies 174
incomes 668
international entrepreneurship 487–8
research and development (R&D) 174
small firm internationalization 481–4
software industry 488–92
Indian Institute of Management, Ahmedabad 492
individual learning theories 411–12
individualisation process 260
individually-based cultures 260
Indonesia
franchising 671, 681
internationalization 269
networks 288–9
trade agreements 305
industrial districts (IDs)
Italy 203–5
self-organising in 254
industrial machinery industry 515
industrial networks 483
industrial purchasing behaviour 339–40
Industrial Revolution 175, 217, 308
industrialized economies, franchising in 655–65
industry
environments 735–7
experience of 177
links with universities 186
press 643–4, 645
Industry Canada 338, 342
industry-specific knowledge 459
informal approach to strategy formulation 484
informal networks 288–9
information
channels 390
costs 339
information and communication technologies (ICTs) 198
Information Technology Advisory Group, New Zealand 535
Information Technology Enabled Services (ITES) 489, 490, 493
infrastructure, developing economies 493
initial public offerings (IPOs) 636–49
innovation 64, 173–5
Asia 281–4
Australia 275–6
complexity and uncertainty in 196–7
evolutionary stages of 195–6
and learning systems 197–8
Index

New Zealand 534–5
support for 182–3
systemic view of 193–4
systems 192–3
Innovation Model 483
‘Innovation Summit (2000), Australia
275
innovation-adoption
internationalization model 551
innovative capacity without research
196, 209
‘innovative combinations’ 219–20, 226, 231
innovative learning organizations
287–90
‘innovative milieu’ 195
innovativeness 484–5
inside investors, exit strategies 636
inspiration 67
Institute for International Business
Ethics, USA 626
Institute of Export, Ireland 502
Institute of Mechanical Engineers, UK
183
Institute of Technology (UNITEC), New Zealand 544
institutional
investors 669
knowledge 565–6, 571, 572, 574
legitimacy 638–9
structures 83–5, 88
institutional frameworks, experiential
knowledge of 554
insurance sector
equity holdings 525
foreign direct investment (FDI) 519, 530
wholly-owned subsidiaries 521, 523, 524
intangibility of services 740
Integrated Sourcing Initiative 305
Intel 279
inter-firm cooperation 234–5
intercultural communication 258
Interdependence Paradigm 671
intergenerational learning 223
internal
architecture 296
changes 405, 408, 410, 424, 425–6
networks 238
international activity, behavioural
theories of 140–41
international aspects of
entrepreneurship 161–8
International Association of Science
Parks (IASP) 287
International Business 2000
Consortium 615, 627–8
International Business Development,
USA 619
international business learning,
experience and challenges of
376–81
International Business Operations,
Finland (FIBO) 384
international business theories 130–35,
639–40
International Chamber of Commerce
(ICC) 379
international companies 386, 387
international context, potential scale
economies 223–5
International Council for Small
Business 22, 25
International Country Risk Guide
(ICRG) 669
international economics, methodology
of 165–7
international economy, history of
entrepreneurship-driven progress
152–5
international entrepreneurs, Indian
software industry 490–92
international entrepreneurship in a
developing economy context
486–7
India 487–8
international expansion theories of
large companies 227–34
International Finance Corporation
(IFC) 460
International Franchise Research
Centre 24
International Franchising Association
(IFA) 670
International Franchising Foundation
663
International franchising in emerging
markets: Central and Eastern
Europe and Latin America 662, 663
International franchising in emerging markets: China, India and other Asian countries 662
International franchising in industrialized markets: North America, the Pacific Rim and other countries 662
International franchising in industrialized markets: Western and Northern Europe 662
International Free Trade Association 23
international institutions, and protectionism 95
international joint ventures 553
International Labour Organisation (ILO) 50, 51
international marketing, disincentives 486
international networks 257
international new ventures see born globals
international orientation 485
international Partner Searchers, USA 617
International Practica, University of North Carolina 626
international product life cycle (IPLC) 96, 104
convergence of 99–100
emergence of 97–9
international production theory 133
international research 17–18, 24–7
problems of 783–4
International Small Business Journal 17, 23
International Society of Franchising 656, 664, 669, 670
international subsidiaries, Japan 519–26
International Trade Administration 615
International Trade and Business Development Unit, USA 619
International Trade Centres, Canada 333
International Trade Development, Virginia 618
International Trade Loans 621
international trade, government intervention in 163–4, 169
international trading agreements 154–5
international-at founding see born globals
internationalization
action research approach 748–62
as entrepreneurial activity 138–40, 580–81
change in 405–13
and company age 43, 46
comparative studies of 741–2
emerging ideas about 144–5
experiential knowledge in 552–3
foreign direct investment theories 132–3
industry environments and performance 735–7
influence of social networks 722–6
and initial public offerings (IPOs) 641–2
inward-outward processes 144
Japanese companies 515–19
knowledge 553–4, 565, 566, 570, 571–2, 574
learning processes in 566–7
literature on 550–52, 581–4
mode of entry, knowledge and performance 733–5
network approach 132, 483–4
and the network model 717–19
of new ventures 41–3, 45–50
New Zealand 533–44
and praxiological economics 150–52
process-stage theories of 130–31, 716–17
resource-based theories 132
role of the Internet 742–3
service new ventures 737–41
theory building 567, 639–40, 743–4
use of acquisitions/cooperative agreements 644
Internationalization Theory 6, 230
internationalizing companies 386, 387
strategies of 388
Internet
access to 184–5, 742–3
as a networking tool 289, 631
as aid to inventors 173, 178–9, 183–5
B2B portals 491
business strategy for 282–3
role in internationalization process 742–3
interorganizational ties 722–3
Intertrade Ireland 503
intrafirm dynamics 234
intrapreneurs 87
invention 173–5
inventors, marketing issues 172–86
Invest Northern Ireland 500–501, 504
investment
  China 302–3
  Hong Kong 302
  Japan 301
  Malaysia 303–4
  Singapore 303
  Taiwan 302
  Thailand 303–4
  USA 301–2
  Vietnam 303–4
investment, sources of development through 297–305
investors, regional preferences of 518
Invicta 380
involuntary self-employment (ISE) 315–16, 317–21
  and entrepreneurial typologies 324–5
inward-outward cooperation process 394, 400
inward-outward internationalization 144
Ireland
  business initiatives 500–508
  economic freedom 371
  initial public offerings (IPOs) 643
  international entrepreneurship 499–509
  software companies 340
Islamic countries
  female entrepreneurs in 35
  isolation in self-employment 312, 314, 319
Israel
  female entrepreneurs 51
  franchising 661
IT companies 385
Italy
  clusters 190, 191, 198–9, 203–9
  family businesses 215
  fashion industry 735–6
  franchising 658
  high technology companies 174
  initial public offerings (IPOs) 640–41
  joint ventures 469
  multinationals 8
  research and development 174
Jaguar 8
Japan
  female entrepreneurs 35–6, 52
  foreign investment 301, 512–31
  franchising 660
  high technology companies 174
  international entrepreneurship 512–19, 530–31
  investment 301
  keiretsu 288–9, 296
  multinationals 4, 8
  networks 142, 288–9
  research and development 174–5
  small and medium-sized enterprises 271, 519–26
  trade agreements 154, 305
Japan Company Handbook 513–14
Japan External Trade Organization 519
joint ventures
  China 676, 678
  dynamics of cooperation in 553
  and foreign direct investment modes 473–4
  Japan 512, 519–22, 525, 528, 531
Joint Woodside–Curtin Hydrocarbon Research Facility 285
jointness-in-consumption goods 164
Jollibee Foods 269
Jones, Paul 659
Jordans 599
Journal of Business Venturing 23, 24
Journal of Consumer Marketing 670
Journal of World Business 23, 27
Junior Entrepriese, France 441
Kaigai Shinshutsu Kigyou Souran, Kuni-Betsu 514
Kane, Misty 625
Kao, John 90
Kazakhstan, franchising 683
Keio University 305
keiretsu, Japan 288–9, 296
Kentucky Fried Chicken (KFC) 660, 676, 677, 690
key industries, promotional activities 486
key markets 475–6
kiasu syndrome, Singapore 268
kinship ties, China 89
Kirzner, Israel M 220, 222, 225, 226, 229, 231, 251
KLM 7
Knight, Frank Hyneman 224, 225
knowledge 484–5, 564–75, 733–5
knowledge economy 292–6
Knowledge Economy 535
knowledge flows, easy access to 257
knowledge of foreign markets 131
knowledge spillover 193
knowledge-based industries, New Zealand 535
knowledge-intensive companies 485–6
knowledge, impact of 223
Komatsu 4
Kompass Directory 180, 555
Korea
competitive advantage 457
investment 518
labour costs, India 489
labour market, changes in 308–10
language skills 376, 490
large companies, international expansion theories of 227–32
Latin America
franchising 671
investment 518
Latvia, imports 371, 374
‘leader’ firms 204–9
leadership, strategic management perspective of 276–90
learning
by acquisition 207
by emulation 206–7
by doing 196
learning as a basis of sustained competitiveness 121–2
learning networks 193
learning processes 191–2, 566–7
evaluation of 199
the game as 449–50
Learning System research model 209–10
learning systems and innovation 197–8
learning, Asia 281–4
learning, evolutionary stages of 195–6
learning, impact of 223
Lee, Yender 216
legislation
Estonia 373
franchising 658, 659, 661, 677–8
free enterprise/property rights 151, 152, 153, 155, 164
legitimacy
and initial public offerings (IPOs) 637–9, 641–4, 646, 647–8
Lend Lease programme 154
Lentek International 625–6, 630–31
Lewin, Kurt 750, 751, 752
liability laws 167–8
life cycle concept 130
life cycle process theory 407
‘lifestyle’ businesses 592
Lithuania, imports 371
local adaptation, franchising 697–8, 703
local business support 354–8
local clusters 111–12
Local Enterprise Development Unit (LEDU), Ireland 503
local government economic development units (EDUs) 355
local networking 257
local subsidiary’s local advantage (LSA) 105, 107, 110
local-specific advantage (LSA) 230, 231
localization of powers, trend towards 5–6
location pattern of internationalisation 517–19
location-specific resources 516
longitudinal process of internationalization 232–4
low-cost strategies, in developed countries 457–8
low-knowledge industries 292–5, 298–9
low-tech companies
pace of internationalization 582, 583
lower order learning 566–7
Luostarinen, Reijo 384, 385, 411
Luxembourg, economic freedom 371
MacDiarmid, Alan 534
machine building industry 373
macro business environment 390
Index

macroeconomic adjustment programmes 45
macroeconomic changes 11
macroeconomics players
demise of the company 6–8
demise of the nation state 3–6
new challenges and opportunities 10–11
Madagascar 261
Malaysia
business culture 37
franchising 681
investment 81, 303–5, 518
small and medium-sized enterprises 271
management consultancy companies 269
management decision-making process towards internationalization model 551
management of legitimacy 639
Management Recruiters International (MRI) 678–9
management work goals, Asia 268
managerial challenges for born globals 399–400
managing relations 213–41
and internationalization of large enterprises 227–32
and the Scandinavian theory of internationalization 232–4
manufacturing companies
Finland 138
Greece 459
internationalization processes 582
South East Europe 456
manufacturing sector 737–41
domestic operations 568
equity holdings 525
foreign direct investment (FDI) 516, 519, 530
joint ventures 521, 524, 526
New Zealand 538
Māori entrepreneurs 536–7
market access, smaller firms 4–5
market conditions, experiential knowledge of 565
market economy conditions and entrepreneurship 156–7
market entry, timing of 46
market governance, transitional economies 669
market imperfections approach 133
‘market orientation’ concept 225
market research 616, 618, 619, 624
market strategy of born globals 391, 398–9
marketing channels, control of 395
marketing mix 458
marketing orientation 485
marketing strategies of born globals 395
marketing theory 749
marketing, independent inventors 172–86
markets,
choice of 68–9
experiential knowledge of 553
MarkPlus & Co. 269
Marriott 679
Marshall, Alfred 221
master franchising 656–7
Master of Business Innovation & Entrepreneurship programme (MBIE), New Zealand 544
Master of Entrepreneurship and Innovation (MEI) programme 544
Matera, Italy, industrial district at 203–9
Matsushita 4
mature industries 736
Mazda 8
McClelland, David Clarence 224, 225, 226, 229
McDonald’s 658, 673, 676, 677, 688, 692, 707,
McDougall, Dr Patricia 42, 54, 73, 129, 131, 413, 533–4
Medici family 215
medicine industry 390
medium-knowledge industries 292–5, 298
Megatrends 663
Mercedes Benz 682
Metasource Limited 285
meteorological forecasting systems 385
Metro Orlando International Affairs Commission (MOIAC) 630
Mexico
exporting companies 457–8
Index 811

financial crises in 24
franchising 674–5
imports 615
trade agreements 305
Michigan State University 626
microeconomic players, demise of companies as 6–8
Microsoft 130, 279, 489
Middle East
franchising 658, 682–3
investment 518, 530
subsidiaries 517, 523, 530
migration of production and supply chains 96–7
military industries 97
Milkkeli Small Entrepreneurship Centre, Finland 377
Millennium Pharmaceuticals 8
Ministry of Information Technology (MIT), India 489
Ministry of International Trade, China 677
Mittelstaedt, Robert 656
Monetary
channels 390
regimes 152
Moon, H. Chang 73
Moore, David G. 324
‘moral prescriptors’ 260
Morita, Ikio 279
motivational issues
franchising 656, 700
internationalization 737
Motorola 239, 489, 492
Moving to Sustainability: How to Keep Small Business Development Centers Alive 20
multi-brand franchising 661–2, 701–7
Multi-Media Super Corridor 274
multi-nation model 163
multi-product strategies 400
multi-unit franchising 656–7, 690–2, 694, 695–6
multinational corporations (MNCs)
as learning organizations 103
competitiveness of 103
growth of 106–18
India 489
knowledge transfers 98–9
modern theory of 99–100
rival models to 213–14
spread of MNE-like institutions 101
value chain domination 97
multiple network involvement 51
multipolar competition, new paradigm of 8–10
multipolar product life cycles (PLCs) 95
emergence of 97–9
munificence 696, 701–3
Murdoch, Rupert 279
mutual dependencies 218–19, 227
nation-state, demise of 3–6
National Commission on Entrepreneurship (2000), USA 629
National Foundation for Women Business Owners, USA 31
national innovation systems 193
National Institute for Entrepreneurship and Small Business Development, India 488
national power, diminution of 4–5
National Technology Agency (TEKES), Finland 390
Natuzzi Training Centre, Italy 206, 207, 208
necessity entrepreneurs 536
necessity-driven enterprises 272
Nedialkova, Aneta 673
Nestlé 4
Netherlands
economic freedom 371
multinationals 8
network approach to internationalization 132, 483–4
network management 10–12
network models 7–10
networking 287–90
for young entrepreneurs 448
networks 141–3, 485–6, 717–19
as access to resources 252–3
‘overseas’ Chinese 77–9
trust in 256
neurotic tendencies of inventors 179
New Exporters to Border States (NEBS) programmes, Canada 331, 333, 334, 336
New Exporters Training and Counselling Program (NEXPRO), Canada 331, 334–5, 336
new product development (NPD) 172
new steering relationships 254
new ventures
formation model 782–3
internationalization of 41–3, 45–50, 741–2
service sector 737–41
New York State Small Business Development Center 623
New York Stock Exchange (NYSE) 207, 640
New Zealand
business learning 555–60
entrepreneurial activity 535–7
entrepreneurial gap 543–4, 546
entrepreneurial need 533–4
food sector 582
franchising 660–61
innovation 534–5
international entrepreneurship 533–4, 535–7, 546
international expansion of companies 549–62
internationalization 138
trade agreements 305
training 544–6
wealth creation 537–43
‘newness’, learning advantages of 734 ‘newness’, liability of 468
News Corp 279
newspapers 643–4, 645
niche
businesses 323–4, 388, 389, 391, 400
markets 280, 322–3, 539
products 648
Nicoletti 204, 206, 207, 208
Nigeria, companies in 486
Nihon Keizai Shinbun-sha 513
Nikkei NEEDS tapes 513
Nobel Prize 174, 534
Nokia 419
non-equity-based collaborations 235–6
non-exporters 582, 583, 608
non-financial benefits of IPOs 637, 641, 647
non-investment production modes 394
non-standard products 347
Nordic Council of Ministers 377
North America
entry to markets 416
equity holdings 525–6
franchising 655–9
investment 518, 530
research institutions 184
subsidiaries 517, 527
technologies 96–7
trade agreements 154
wholly-owned companies 521
North American Free Trade Agreement (NAFTA) 22–4, 305, 333, 626, 674
Northern Ireland Chamber of Commerce 501
Northwest 7
‘not invented here’ (NOH) syndrome 173, 176, 177, 186
OBI 658
objective knowledge 551
Oceania, investment 518
Office of International Programs, USA 623
Office of International Trade, Small Business Association (SBA), USA 620–21
Olivetti 8
Olympic Games, Athens (2004) 456
Omnibus Trade and Competitiveness Act (1988), USA 626
on-the-job training 499
OneWorld 8
‘open door policy’, China 518–19
open networks 720, 728
operation mode development 144
operation mode strategy of born globals 391
opportunistic arbitrageurs 220, 224–5
opportunity
costs 161–2, 163
discovery of 220–21, 222
entrepreneurs 536, 540
optical cluster 199–203
Optronics Forum 200
Organisation for Economic Cooperation and Development (OECD) 50, 51, 533, 536, 538, 546
exports 373
National Women’s Council Interagency Committee 59–60
organization theory 708
organizational capability 258–60
organizational change 404–28
organizational culture, problems of fit 175–83
organizational design issues, franchising 695–9
organizational entrepreneurial capability 251–4
organizational form, franchising 688–708
organizational learning 131, 140–41, 191–2, 282, 733–5
organizational variables 455–6
organizations 749
Orser, Barbara 309
Orsini family 215
outsourcing 240
outward operation strategies of born globals 393–4
Ouzts, Phil 616, 617
‘overseas’ Chinese 76, 77
Overseas Trade Services, UK 354
overseas travel 25, 66
Oviatt, Dr Benjamin 42, 54, 73, 129, 131, 413, 533–4
owner-managers, types of 324
ownership-specific advantage (OSA) 103–5, 107–10, 113–19, 230, 231
Oxford, cluster in 198
Pacific Rim
franchising 659–61, 664
innovation 175
Pakistan
companies in 194
female entrepreneurs 35–6
paradox in clusters 198
parent control, subsidiaries 524–6
Parent, Chris 623
Parker, Barbara 410
partnering 9
partnership-based paradigm 239
partnerships, management of 286
passive exporters 582
Passport to Export, England 363
Paswan, Audesh 665
Patent Office, UK 183
patenting laws 173, 176, 182–3
patents 175
patience 63–5
Paynter, John 660–61
Peace and Reconciliation Fund, Ireland 504
Peery, Newman S. 73
penetration pricing
emerging markets 472
less developed countries 474–5
People’s Action Party (PAP), China 274
Pepsi 679
performance 733–5
and industry environments 735–7
influence of firm-specific/country-specific variables 471
and initial public offerings (IPOs) 642, 644–5
performance standards, USA 640, 641
performance synergies 459, 472–3
 perishability of services 74
personal attributes of entrepreneurs 61–8
personal entrepreneurial capability 250–51
Personal Information Protection and Electronic Documents Act, Canada 659
personal networks 141–3, 251, 499–500
protocols for 289–90
personal values 253
personality profiles 436
perspective 67
Peru, exports 458
‘Petit Paumé’, France 441
Peugeot 416
phenomenology 750, 754–6
Philippines
cost advantage of companies 489
small and medium-sized enterprises 271
Philips 4, 8
Pickering, William H 534
Pilkington Optronics 200
Pine, Ray 675
Index

pioneering born globals 385, 386
Pizza Hut 671, 692, 707
planned behaviour theory 436
plastics industries 97
play dimension 448–51
plural management 657
Poland
  exports 375
  family businesses 21
  female entrepreneurs 31–2
  policy initiatives, New Zealand 535
  policy making, theory building in 492–3
  political economies Asia 79
POM (Product, Operation and Market) strategies 397–8, 400
population ecology approach 133–4
Porter, Michael; 282–3
Portman, Marcel 665
positivism 583, 749, 752–6
Postgraduate Certificate in Business Innovation & Entrepreneurship, New Zealand 546
potential opportunities, nature of 221–2
poverty 260–62
power, localization of 5–6
Prasad, Guru 630
Prato, wool cluster 200
praxeological economics 150–52, 157
praxeological entrepreneurship and the method of economics 155–61
pre-export
  activity 60, 320–21
  behaviour 141
present-day born globals 385
prestige products 276
PricewaterhouseCoopers (PWC) 269
pricing strategy of born globals 391, 395
private property rights 151, 152, 153, 155, 157–8, 164–5
private sector business support 353–4, 355, 364
‘privileged relationships’, emerging essence of 231, 234
proactive
  behaviours 252
  personalities 250, 251
  procedural knowledge 568–9
  process innovations 207
  process stage theories of internationalization 130–31, 138
Procter & Gamble 4
  product
    development costs 390–91
    franchising 658, 690
    innovations 208
    life-cycle model 95, 567
    lines, changes in 418
    product standardization 338–42, 344–5, 346–7, 348, 388
  product-line breadth (PLB) 698
  production chains, migration of 96–7
  production, contextualization of 103–4
  production, movement to developing countries 97–9
  production-oriented subsidiaries 516
  professional conferences 25
  professional industry organizations, USA 628–9
  professional services companies, franchising 657, 659, 679
  professionalism 178–82
  profitability 598
  progressive decision-making ideology 252, 253
  psychic distance 138, 232, 233, 565, 581, 716
  psychological characteristics 436–7
  public sector undertakings (PSUs), India 489
  punctuated equilibrium paradigm 405
  pure entrepreneur, role of 159–60
  pure entrepreneurial economy 160–61
  pure market economy theory 157–8, 164–5
  barriers to trade in 165–7
  push–pull theory 134, 598
quality innovations 208–9
Quality Inns 679
Queen’s Award for Export Achievement, UK 503
R&D Alliance, Western Australia 285
radical change 427
rapid internationalization 582, 583
Ramada 679
Raymond Institute 664
real estate sector
equity holdings 525
foreign direct investment (FDI) 515, 519, 530
franchising 689
wholly-owned subsidiaries 521, 523, 524
‘Realising our Potential’ 183
Redding, S. Gordon 76
region-specific resources and activities 194–5
regional
  embeddedness 192–3
  networks 485
  trade agreements 4
regional business support 354–8
regional competition 105–6
Regional Development Agencies (RDAs), England 354, 361
regional industrial clusters, emergence of 102–3
regions, competitive advantage of 194
related diversification 733–4
‘relationship sediment’ 722
relationships 66–7
Reliable Rent a Car 661
Renault 726
replication economies 257
research and development (R&D) 172–86
research at international level, problems of 784–5
research challenges, born globals 401
resource
  allocation theory 692
  mix 195
resource base 46–50, 51
resource-based foreign investment 297, 301–3
resource-based theories of internationalization 132, 483, 584
resource-poor organizations 485
resources, state of 221–2
restaurant industry, franchising 664, 682–3, 694
retail sector
  exports 608
  franchising 655, 659, 660, 662, 671, 679, 689–90
return on investment (ROI) 599, 602, 603
Revans, Reg 748
Review of Export Promotion 354
Reynolds, John 663
Reynolds, Paul D. 3
Ricks, David A. 73
risk 63
  attitudes of independent inventors to 176–7
  of failure 175, 176
  weak perceptions of 443
risk capital 372
‘Robbinsian economizers’ 159–60
Robinson, Richard 19
Rockefeller family 215
Rodrick, Anita 279
role models 436
  self-employed 319
Rollins Graduate School of Management 677
Romania, imports 470
Roth, Kendall 657
Rothschild family 215
Roy, Gilles 315
Royal Copenhagen Ice Cream 660
rural entrepreneurs 17
Russia
  domestic growth 668
  franchising 669, 671
  imports 457
  political upheaval in 5, 20
  social relations 725
  trade agreements 154
Rutherford, Ernest 534
Ryanair 648
Saab 8
safe managers 722
Saint Louis University 769
sales strategy of born globals 398–9
Sanghavi, Nitin 660, 671
SAS 279
Say, Jean-Baptiste 216, 217, 219, 225, 228, 323
scale economies
  and market development interaction 98
  potential for 223–5
Scandinavian Broadcast System 640
‘Scandinavian School’ theory 227, 232–4
Scholes, Jim 313
Schuh, Arnold 413
Schulerhilfe 658
Schultz, Howard 279
Schumpeter, Joseph Allois 137, 216, 219–20, 222, 226, 228, 261–2, 322
Science and Innovation Advisory Council, New Zealand 535
science and technology parks 268, 274, 275–6, 277–8
role of universities 284–7
Scotland
arts and crafts companies 582
business support 352
search processes 339, 340, 717
Seattle US Export Assistance Center 618
second-order changes 406, 412–13, 425, 426
Secondary Education
Entrepreneurship Program 21
sectoral patterns of internationalisation 516–17
segmentation of export support 361–3, 365
self-efficacy 437
self-employment 308–10, 325–7
definition of 310–12
and entrepreneurship 322–4
research on 312–14
types of 314–21
self-fulfilment 318–20
self-interested choice 156
self-regulation 254–5
sequential franchising 691, 692, 703, 705, 706
Sergent, Marcia 623
‘serial entrepreneurs’ 544
Service Corps of Retired Executives (SCORE) 628, 630
services sector
branded products 276
equity holdings in 525
foreign direct investment (FDI) 519, 530
franchises 657, 660, 678, 679, 689–90
internationalization processes 582
network leadership 658
new ventures in 737–41
New Zealand 537–8
self-employment in 308, 310, 313
wholly-owned subsidiaries 521
Shane, Scott 24
Sheraton 679
Sherry, Jim 627
Sialkot 194
Siam Cement 269
Siemens 8
Silicon Valley 174, 198, 296, 490
Silver Streak Restaurant Corporation 674
simultaneity of services 740
knowledge economy 292
Singapore
business research 79, 81, 83, 85, 89
franchising 681
investment 303, 518
kiasu syndrome 268
knowledge industries 292, 294–5, 298–9
small and medium-sized enterprises (SMEs) 271
technopreneurs 267–8
trade 154
trade agreements 305
Singapore Airlines 268
Singapore Trade and Development Board 681
Singer Sewing Machine Company 655
single entry mode 482
single-unit franchising 690, 695–6, 701–7
sister-subsidiary system 99, 230–32, 235
size–scale syndrome 120
size, of companies 345, 347, 348
effects on export performance 596–7
size, of subsidiaries 523–4
Skills Development Fund, Singapore 304
‘sleeping’ social relationships 725, 728
Slovenia, franchising 673–4
small and medium-sized enterprises
action research processes in 752–6
Asia 272–5
change in internationalization 406–13
clusters of 198–205
Index

definition of 514
Estonia 373–6
globalization of 106–18
internationalization of 59–71, 482–4
Japan 519–31
strategic decision making 658–9
small and open economies (SMOPECs) 389–90, 391
Small Business Development Centers (SBDCs), USA 622–4
Small Business Development Centers, USA 620, 622–4, 627
counselling services 19
Georgia, USA 16, 18
Small Business Executive Education Program 21
Small Business Export Development Programme, Ireland 500
Small Business Quarterly, Canada 308
Small Business Research Centre, England 353
Small Business Research Service, England 353
Small Business Service (SBS), UK 353, 355, 364
Small Business Survival Committee 50
small companies
internationalization of 482–4
Italy 139
pecking order in 409
types of 324
small knowledge-intensive firms (SKIFs) 481, 483, 484, 487, 493
smaller companies 16–17
access to markets 4–5
internationalization of 45–50, 59–71
smallness, liability of 456, 468
Smith, Adam 156, 221
Smith, Annie 665
Social Entrepreneurship Conference (2001), New Zealand 535
social life, collective values of 260–61
social networks 719–22
impact on internationalization of
SMEs 722–9
research into 729
social responsibility 255
social values 260, 446
societal capability 260
societal entrepreneurial capability 254–8
sociopolitical legitimacy 638
soft infrastructure, developing economies 486
soft services 739–40
software companies
India 488–92
social networks in 722
Software Technology Parks of India (STPI) 491, 492
Solingen 194
Sony Corporation 4, 6, 62, 279
South Africa
franchising 661–2, 683
small and medium-sized enterprises (SMEs) 486
South America
franchising 669, 674–5
investment 518
trade agreements 154
South East Europe (SEE), markets of 435–78
South Korea
multinationals 8
networks 288–9
small and medium-sized enterprises 271
trade 154
Soviet Union see Russia
Spain
devolution 5
franchising 658
Internet access 184–5
Special Glass Limited 200
special innovation groups 283
specialization 158, 164, 417
specialized knowledge 484
spinoff process 202
St Asaph, Denbighshire, North Wales, cluster in 199–203
stand-alone firms 7
standardization
franchising 697–8, 700, 703
on pricing 395
products 338–42, 344–5, 346–7, 348, 388
Stanworth, John 24, 665
Index

Star Alliance 8
Starbucks Coffee International 682, 683
state enterprises, Estonia 377
state level organisations, business training 618–20
State University of New York 622
‘states’ of internationalization 584, 591
Statistics Canada 309, 342
strategic alliances 398
coherence 735
evolution of companies 102–3
legitimacy 638–9
marketing management 757–8
orientation 485
planning 254
variables 455–6
strategic management 267–90
Strategic Management model 268, 269–72
strategy–performance association 456
Strickland, Lisa 623
strong ties 728, 729
structural contingency theory 696, 698–700, 708
student associations, strong commitment in 441
students
entrepreneurial behaviour of 435–6
entrepreneurial intentions of 434–5
sub-franchising 691, 703–7
subcontracting 325, 371, 373, 375, 379
subsidiaries
and foreign direct investment modes 473–4
comparative advantage of 230
evolutionary growth of 107–18
Japan 512–31
transformation of 100–101
Subway 658
successions, family businesses 765–7
Sun Microsystems 238, 489
supply chains, migration of 96–7
supply side, export support 358–63
support for innovation 179–83
supranational agreements 646–7, 648
supranational powers, trend towards 4–5
surgical instruments companies 194
sustainable marketing enterprise (SME) model 269
Sweden
imports 371, 374
internationalization 138, 141, 564–75
Internet access 184–5
multinationals 8
trade 377
Swerdlow, Skip 665, 671
Swinburne University of Technology (Melbourne) 544
switching costs 340
Sydow, Jorg 658, 663
symbiotic collaboration 9
marketing 7–8
synergies 218–19, 227, 232, 239
tacit knowledge 204, 223
Taft, Bob 627–8
Taiwan
investment 302, 305, 518
research in 89
small and medium-sized enterprises 271
trade 154
tall poppy syndrome 540
Tallinn Stock Exchange 373
Tallinn Technical University 381
target markets, knowledge of 551
tariffs 166
task complexity 698, 700
uncertainty 696, 699, 706–7
Tax Board, Estonia 372
tax incentives 614
teaching challenges, born globals 401
teaching company schemes (TCSs) Ireland 502–3
Teaching Company, UK 502, 503, 508
Team Canada Inc (TCI) 330, 333, 336
Team Florida 623
Team of Professional Innovators and Entrepreneurs (TOPIE) 630
technical consulting companies 739
technical education, India 490
technical knowledge 131
technical plastics components company, Finland 422–4
technological developments 96–7
growth 152–3, 155, 156
learning 735
technological race, emergence of 102
technology-based companies, development costs 641, 648
technology-related industries 276
technopreneurs 267–8, 271–2, 273–5, 282–4, 324
Tecnopolis, Italy 207
teleworking 325
terminology companies 204
territorial ecosystems 195
Tertiary Education Advisory Commission, New Zealand 535
Texas A&M University 16
Texas Instruments 489
textiles sector 373
TFSD Joint Ventures & Alliances database 647
TFSD Worldwide Mergers & Acquisitions database 644
Thailand
business culture 37, 282
investment 303–5, 518
small and medium-sized enterprises 271
The Body Shop 279
The Coffee Bean & Tea Leaf Company 660
‘The Culture Alternative’ 269–70
‘The Early Starter’ 717
The Economist 491
The Foresight Project, New Zealand 535
The Indus Entrepreneurs (TiE) 628–9, 630
‘The International Among Others’ 718
The Job Generation Process 20
‘The Late Starter’ 718
‘The Lonely International’ 717–18
The organisational determinants of master international franchising 656–7
The Rise and Fall of Strategic Planning 757–8
The Young Entrepreneur’s Edge 449
theory building and testing 90, 492–3, 782
field research methods 785–91
international level research 784–5
unit of analysis 782–4
time period in use 566–7, 569–70
‘Third World Multinationals’ 75, 76, 79
Third World Quarterly 75
timing
of internationalization 515–16, 530
of market entry 46
Tokyo stock exchange 513
Toshiba 8
‘total entrepreneurial activity (TEA), New Zealand 536, 539
‘total managerial action’ 217–18
‘total managerial skills’ 220–21
Toyo Keizai Inc. 514
Toyota 4, 8
‘tradability’ of software 341
trade agreements 152–3, 154
Trade Council of Iceland 377
Trade Florida Series 623
Trade Mission (TM) OnLine 621
trade missions 185, 333–4, 341, 593, 618, 619, 620
trade name franchising 658, 690
Trade Partners UK (TPUK) 353, 354, 356, 359, 361, 363, 365
trade, barriers to 165–7, 516
trading actions, praxelogical nature of 163
trading sector, equity holdings 525
trading unions 154
traditional internationalization models 6–7
training
Canada 330–36
and culture 262
Estonia 376–81
graduates 500–503
Ireland 500–508
New Zealand 544–6
for self-employment 327
USA 615–32
transaction cost theory 164, 165, 167–8, 230, 567, 700, 708
transgenerational franchising 664
transitional economies
Estonia 370–81
franchising in 667–83
Japanese investment in 525
transitional industries 736
transnational corporations (TNCs) 73–9, 85, 88, 90
transnational entrepreneurship 74–9
  in a comparative perspective 79–87
transportation sector, subsidiaries in 524
triad model of entrepreneurial capabilities 258–61
‘true’ self-employment 312
trust 281
  in social networks 721, 724
Tutors Unlimited Inc 623
TVW Telethon Institute for Child Health Research, Australia 285
U-model 567
UK National Training Awards 501
Ukraine, imports 470
uncertainty
  in innovation 196–7
  play-related 450
  reduction of 474
Unilever 4
United Kingdom (UK)
  business registration 172
  business research 4
  clusters 190, 191, 198–203
  devolution 5
  export withdrawal 584–93
  exports 596–610
  family businesses 215, 217
  female entrepreneurs 52
  high technology companies 174
  initial public offerings (IPOs) 643
  innovation 179–83
  internationalization 139, 580–93
  Internet access 184–5
  investment 518
  marketing 185
  multinationals 8
  patents 176
  research and development 174, 179–82, 183, 186
  self-employment 309
see also England; Ireland; Scotland; Wales
United Nations 668
United States of America see USA
Université Dauphine 435–6, 439
universities
  business support 356
  entrepreneurship training 544
  links with industry 186, 508
  links with other agencies 336
  links with technology parks 275, 284–7
  management departments in 435
  science and technology departments in 435
university degrees, value of 433–4
university graduates
  aspirations of 326
  business start-ups 431–52
  training for 500–503
University of Central Florida 627, 630
University of Jyväskylä 22
University of Maryland 622
University of Naples 207
University of North Carolina 626
University of Tampa 627
University of Tartu 381
University of Texas at El Paso 21, 22
University of Ulster 505
University of Vaasa 377
University of West Florida 622
unrelated diversification 733–4
unsolicited orders 143
  importance of 139
‘Uppsala Model’ 140, 144, 145, 375, 407, 482–3, 551, 560, 716
upstream/downstream capacities 255–6
US Census International Database 536
US Commercial Service 615, 616–18, 623, 630, 631
US Congress 19–20
US Department of Agriculture 16
  Economic Research Service 21
US Export Assistance Centers 616, 621
US Small Business Administration (SBA) 19, 59, 131, 514, 614, 615, 620–21
US-focused Canadian exporters, programmes for 333–4
USA
  business support 614–32
  corporate scandals 281
Index

emergence of IPLCs 97–9
entrepreneurial careers 434–5
European initial public offerings (IPOs) 635–49
family businesses 215
fashion industry 735–6
female entrepreneurs 31–2, 51, 58–9
franchising 658–9, 662, 664, 667–8, 674–5, 689, 694–5
imports 333, 334
innovations and programmes 614–32
internationalization 145
Internet access 184–5
investment 301–2, 518
job creation 20
multinationals 4, 8, 96
research and development 174–5
self-employment 308
software companies 489
technological dominance 96–7
trade agreements 152, 154, 305
trade with Asia 152–3
utility maximization, franchising 692

Vaisala Corporation 385
Valpar Industrial 502
value chain transformation of 103
value systems 324–5
value of university degrees 433–4
values 279–81
family businesses 776–7
see also collective values; personal values; social values
Vanderbilt family 215
Vargas, Rob 623
venture capital 372–3, 399
gender-based issues in 63
Vernon, Raymond 96, 98, 104
Verser, Trudy 22
vertical cooperation 410–11
Vesper, Karl H. 324, 325
vicarious learning 112
Vico 754
Video Connect USA 617
Viducic, Ljiljana 673
Vietnam
incomes 668
investment 303–5
small and medium-sized enterprises 271
Virginia Economic Development Partnership 618
vision 279–81, 316–17
vision-based strategy 254
Voice of America 376
voluntary self-employment (VSE) 316–21, 325, 326
and entrepreneurial typologies 324–5
Volvo 8
von Mises, Ludwig 150, 156, 157, 160, 168

Wales Optronics Forum 200
Wales, business support 352
Wall Street Journal 371
Walt Disney World 627
weak ties 728, 729
wealth creation
New Zealand 537–43
self-employment 323
Weber, Max 75, 89, 754
Welsh Development Agency (WDA) 200
Welsh, Dianne 655, 664, 671
West London, cluster in 202
Western Australia State Government 284–5
wholesale sector
equity holdings 525
exports 608
foreign direct investment (FDI) 516, 519, 530
wholly-owned subsidiaries 521, 524, 526
wholly-owned subsidiaries, Japan 512, 519–22, 525–7, 528, 531
widespread innovative capacity (WIC) 196, 209
Wilson Review 358, 359–61
Wimpy 679
Winograd, Las 665
Wong, Michelle 659
Wong, Siu-lun 79
Woodside Energy Limited 285
wool cluster, Prato 200
work assignments 19
work organization, fragmentation of 326
World Bank 370, 668
World Trade Center University 625
Index

World Trade Centers Association (WTCA) 615, 624–6, 627, 631
World Trade Organisation (WTO)
  international agreements 4, 95, 153, 154
  membership 380
World War II, economic effects 152, 154, 530
Wright, Richard W. 73
WTCA Inline 624

Xerox 239
Xtremely Board 623
Yeung, Henry Wai-chung 77, 79–83, 89, 93
Yin, Robert K. 660
zero sum games 7–8