Index

Aaby, N.-E.  60
Aaker, D.A.  305
absorptive capability concept  78, 79
academic collaboration with BGs  120
academic research see research on born globals
adaptability of born globals  9
affective commitment  59–60
Agndal, H.  116
Albino, V.  76–7
alliances, strategic  115, 118, 122–3
see also networks
Alvarez, S.  332
Andersson, S.  288
annotated bibliography  258–60, 380–403
Arenius, P.  193
Armario, J.M.  108
Aspelund, A.  250
Australia, McKinsey & Company research in  3, 18
Autio, E.  79, 107, 111, 336
Azaria, A.C.  163
Barney, J.  332
Bartlett, C.A.  305
battleship strategy
as framework  345–6
as metaphor  332
Bell, J.  46, 47–8, 49, 110, 271
bibliography, annotated  258–60, 380–403
Birkinshaw, J.  305
born globals
benefits for country of origin  245
case studies  48–9
challenges for  58
definitions  4–5, 17–20, 134–5, 161, 193, 289, 355
determinants  39–41
dimensions used to describe  27–8
drivers of  22–7
early alternative terms for  16, 18
emergence of
home market conditions  6–7
human capabilities  6
reasons for  6–7
recent  3–4
technology  6
as existing for centuries  3
globalization of markets  6
industries  250–51
internationalization patterns  48
new/under-researched areas  120–24
type of development  119–20
see also born-again global firms
born-again global firms
Canadian, research into
comparison with born globals  53–5
findings  52–3
method  50–51
case studies  49–50
internationalization patterns  48–50
lack of criteria for  46
Bradley, F.  114
branding strategies of BGs  108
Brannback, M.  107–8
Bridgewater, S.  186, 188, 191–2, 194, 196
Brouthers, L.E.  108
Brush, C.G.  20
Bürgel, O.  110
business research on born globals  7–8
Campbell-Hunt, C.  109, 111
Canada, born-again global firms in
case studies  48–9
findings  52–3
method  50–51
capabilities
absorptive capability concept  78, 79
communication  194
cost-reduction  197
dynamic  73–5
human, and emergence of born
globals 6
innovation 80
market research 196
organizational 72–5
relationship-building 195
see also learning
capacity development and learning 9
capital
emerging economies 220
institutions and strategy in China
220, 224, 227–8, 230
research on born globals 110
Casillas, J.C. 109
Catalonia, ICT sector in
business strategy 88, 89–90
characteristics of firms 86–7
data collection and analysis 83
market knowledge 88, 89
methodology 82–5
organizational learning mechanisms
90–91
product/technical knowledge 85,
88–9
reasons for analysing 81–2
results of research 85–91
scientific knowledge base 85, 88–90
selection of firms 82–3
Cavusgil, S.T. 47, 104, 109, 268
Chesbrough, H.W. 336
Chetty, S. 109, 111, 116
China
case studies 222–31, 232–3, 238
experience of firms in international
matters
market selection 363–4
methodology 357–9
speed of internationalization
361–3
survey evidence 359–61, 362, 363,
368–79
external variables affecting BGs
254–5
institutions and strategy
choice of China for research 215
entrepreneurial endowments
environment for
entrepreneurialism 235–6
finance and capital 220, 224,
227–8, 230
growth paths of firms studied 231
growth strategy 225, 229, 231, 233
implications of research 237
national patterns 220–21, 225,
228–9, 230–31
regulatory framework 219, 224,
227, 230
theoretical background 216–21
integrated circuit industry 221–2
networks, use of in 130, 138
Christensen, C. 335
Clarke, G.R.G. 187
Cohen, W.M. 78
comment method bias 203–4
communication
capabilities and ICT 194
internet-enabled internationalization
176–7
communications technology see
information and communication
technology (ICT); internet-
enabled internationalization
communities of practice 304
community development 176–7
competences see capabilities
competition
as challenge for BGs 58
as driver of BGs 23
competitive advantage and innovation
249–50, 336–7
conditions in industries as driver of
BGs 24–5
consumers, convergence of tastes and
needs 22–3
cost-reduction capabilities 197
Coviello, N.E. 264
Covin, J.F. 8
culture
home, of BGs
lack of research in 251
potential research areas 160–61, 251–7
opportunity/constraints tensions 257
organizational, as BG driver 26
culture shock 113–14
customer orientation as BG driver 25

Daniel, E. 163
Day, G.S. 305
decision-making processes 114
definitions of born globals 17–20, 27–8, 47, 53–4, 100–102, 134–5, 161, 193, 289, 355
degree of internationalization
born/ born-again globals compared 53–4
as dimension in defining BGs 27–8
international pathways for software BGs 264–7
research on 103–4
Dent-Micallef, A. 193
determinants of BG types 38–42
development of entrepreneurs
education needed 247–8
need for 245–6
qualities of entrepreneurs 246–7
Di Gregorio, D. 105
dimensions used to describe BGs 27–8
Dimitratos, P. 80
directness of service 166–7, 169–70, 171–2, 173, 175, 177–8
distribution partners as entry modes for BGs 63
Dodgson, M. 256, 260
domestic markets, small, as driver of BGs 24
domestic ventures
China
comparison to BGs 222–31
methodology for research 221–2
lack of comparison with BGs 214
domestic-based SME exporters see born-again global firms
drivers of BG phenomenon
environmental 22–5
managerial factors 26–7
organizational factors 25–6
dynamic capabilities approach 73–5, 312
dynamism of markets as driver of BGs 23
e-commerce see internet-enabled internationalization
economies, small and open, as drivers of BGs 24
education of entrepreneurs see development of entrepreneurs; experience in international matters
Ellis, P.D. 130
emerging economies
finance and capital 220
personal and social networks in 129–30
regulatory framework 219
relational orientation of managers 135–41
social networks in 129–30, 217–18
strategy for internationalization in 132–4
Encamation, D.J. 305
energy industry see renewable energy industry
entrepreneurialism
as BG driver 26
capabilities of firms in 114
as continuing process 254
firm/entrepreneur relationship 253–4
institutional environment for 235–6
international 80
motivation 247
national institutional patterns 220–21, 225, 228–9, 230–31
prior knowledge and experience 216–18, 223–4, 226–7, 229–30, 233–5, 304
regulatory framework 219–20, 224, 227, 230
renewable energy industry 299
research into 104–5, 120–21
social networks in 257
vision 246–7
see also development of entrepreneurs; founders of born-globals
entrepreneurship research on born globals 8–9
entry modes of BGs
  distribution partners 63
  franchising 63
  gradual internationalization 63
  licensing 62–3
  new owners 62
  sales subsidiaries 64
  transaction costs economics (TCE) 61
environmental drivers of BG phenomenon 22–5
equipment providers 153–4
Eriksson, K. 79, 356
experience in international matters as BG driver 27
in born-global industries 304
case studies 223–4, 226–7, 229–30, 233–5
Chinese firms, research into methodology 357–9
speed of internationalization 361–3
survey evidence 359–61, 362, 363, 368–79
education of managers 131
future research 364
importance of 131, 216–19
as key variable 40
literature on 354–7
and strategic behavior 233–5
export activities
  drivers of 59–60
  mechanisms of 60
export intensity 268–9
export performance and ICT use 186–92
export start-ups, determinants of 41
external variables affecting BGs in China 254–5
culture 113–14
entrepreneurial capabilities 114
financial resources 115–16
founders of born-globals 318–20, 323–4
networks/strategic alliances 115
resources and decision-making processes 114
social capital 116
Falay, Z. 107
Fernhaber, S.A. 288
finance
  emerging economies 220
  institutions and strategy in China 220, 224, 227–8, 230
  research on born globals 110, 115–16, 123–4
Flåten, B.-T. 164
flexibility in growth/control trade-off 67
foreign direct investment (FDI) 356–7
founders of born-globals
  background of 315–16
  case study approach 313–14
  changes in entrepreneurial projects 326
  and early company life 326
  external environment and company evolution 318–20, 323–4
  findings of research 314–21
  gap in research 310–11
gap of internationalization 320–21, 324–6, 327
networks of 317–18, 320, 322–3, 324–5, 327
role in early firm evolution 312–13
theoretical basis for research 311
see also entrepreneurialism
franchising as entry mode for BGs 63
Freeman, S. 104, 118
functionality, online 165, 169, 170–71, 172–3, 174–6
Gabrielsson, P. 193, 196
Gannon, M. 114
Gassmann, O. 310
Genua, T. 114
globally focused start-ups, determinants of 41
gap of internationalization 320–21, 324–6, 327
George, G. 71, 266
Ghauri, P.N. 119
Ghoshal, S. 305
Gleason, K.C. 109
Index 409

global innovation constellations
asymmetry in motivations for 339, 342–3
battleship strategy 332, 345–6
competitive advantage 336–7
complementarity in 344
defined 333
different needs of partners 344
findings 339–46
future research 349
limitations of research 349
managerial implications 348
methodology 340–41
motivation for 339, 342–3, 344
partner selection 344
perspectives on innovation 334–8
policy implications 349
portfolio management by MNCs 345–6
research design 338–9
theoretical contributions 346–7
theoretical foundation 333–7
see also networks
global mindset as BG driver 26–7
global start-ups see born globals
globalization of markets 6
Grant, R.M. 73
growth path 255–6
growth/control trade-off
dilemma of BGs 64–5
entry modes for BGs 61–4
flexibility 67
internationalization theories 58–60
managerial implications 66–7
research implications 66
timing 67
Hagedoorn, J. 335
Hajidimitriou, Y.A. 163
Hamel, G. 73
Hedlund, G. 20
Helsinki stages models 8
heterogeneity in born-global industries 302
higher education, internationalization of as BG driver 25
high-technology electronics firms 24–5
Hill, D.L. 335
Hodgkinson, A. 187, 191
home market conditions and
emergence of born globals 6–7
Hughes, S. 138
human capabilities and emergence of born globals 6
human capital and research on born globals 110, 116, 124
industries
born global
characteristics of 250–51, 300–305
dominant design, battle for 302–3
early international strategies 303
experience of internationalization 304
future research suggestions 304–5
global opportunities for 301–2
heterogeneity in 302
homogeneous global demand 303
international growth strategies 305–6
international origins of 302
and internationalization theories 285, 286–7, 306
long incubation of 301
resources, international sourcing of 304
standardization 303
characteristics of and creation of BGs 288–9
information and communication technology (ICT)
Catalonia, ICT sector in business strategy 88, 89–90
characteristics of firms 86–7
data collection and analysis 83
market knowledge 88, 89
methodology 82–5
organizational learning mechanisms 90–91
product/technical knowledge 88–9
reasons for analysing 81–2
results of research 85–91
scientific knowledge base 85, 88–90
selection of firms 82–3
communication capabilities 194
cost-reduction capabilities 197
as driver of BGs 23–4
and export performance 186–92
foreign customers, reaching 195–6
integration of 194
internet capabilities 196
limitations and inconsistencies of research 185–6, 192–3
market research capabilities 196
relationship-building capabilities 195
survey response 203
research on use of by BGs 105–6, 117–18, 121
research study
assessment of model and hypotheses 204–10
comment method bias 203–4
conceptual framework and hypotheses 193–7
informant evaluation 203
limitations of 211
measures 197–202
method 197–204
sampling frame 197, 203
summary of findings 210–11
survey response 203
resource-based view (RBV) 193
see also internet-enabled internationalization
innovation
as BG driver 25
capability 80
and competitive advantage 249–50, 336–7
investment in 261
networks, between MNCs and BGs
asymmetry in motivations for 339, 342–3
battleship strategy 332, 345–6
complementarity in 344
definition of players 333
different needs of partners 344
findings 339–46
future research 349
lack of research on 332
limitations of research 349
managerial implications 348
methodology 340–41
motivation for 344
partner selection 344
perspectives on innovation 334–8
portfolio management by MNCs 345–6
research design 338–9
Schumpeterian perspective 334
theoretical foundation 333–7
as under-researched area 248–50
renewable energy industry 303
institutions
China
case studies 222–31, 232–3, 238
choice of for research 215
entrepreneurial endowments 216–21, 223–4, 226–7,
229–30, 233–5
environment for entrepreneurialism 235–6
finance and capital 220, 224, 227–8, 230
growth paths of firms studied 231
growth strategy 225–6, 229, 231, 233
implications of research 237
methodology for research 221–2
national patterns 220–21, 225, 228–9, 230–31
regulatory framework 219–20, 224, 227, 230
theoretical background 216–21
and strategic decision-making 214–15
integrated circuit industry in China 221–31
international entrepreneurialism 80, 104–5, 287–8
international new venture theory (INVT) 37–8, 40–41
international new ventures see born globals
international pathways for software BGs
case study method used 270–71
concept of 264
cross-case analysis 278–9, 280–82
growth phase 273–5, 276–8
life-cycle models 264–6
pre-start phase 272, 275
scale of internationalization 268–9
scope of internationalization 269–70
start phase 272–3, 275–6
time as measure of 266–8
international research on born globals
see research on born globals
internationalization
degree of
born/born-again globals
compared 53–4
as determinant of BGs 27–8
research on 103–4
emerging economies, strategy for in
132–4
geography of 320–21, 324–6, 327
gradual, as entry mode for BGs 63
of higher education as BG driver 25
patterns in born/born-again global
firms 47–50
process model 61
scale of 268–9
scope of 269–70
theories
and born globals 20–22, 57, 58–60
and born-global industries 285,
286–7, 306
see also internet-enabled
internationalization
internet-enabled internationalization
capabilities, internet 196
case studies
methodology 167
MyHeritage.com 167–70, 174,
175, 176, 177
Opera Software 168, 170–72, 174,
177
Qt Software 168, 172–4, 174, 177
communication 174, 176–7
distribution, online 177–8
functionality 165, 169, 170–71, 172,
174–6
future research on 180
inconsistency in evidence concerning
163
language translation 176–7
limitations of research 180
localization 165–6, 169, 171, 173,
176–7
modes of operation 164–7
Opera Software 175, 176
Qt Software 176
research on 105–6, 117–18, 121
service directness 166–7, 169–70,
171–2, 173, 175, 177–8
software industry 167–78
user communities 174, 176–7,
179–80
interpersonal relationships see social
networks
Italy, support services for BGs in 254
Jain, S.C. 189, 191, 192, 196
Jantunen, A. 112
Jean, R.-J. 117–18
Johanson, J. 54
Johanson, J.A. 21
joint ventures 109
see also alliances, strategic
Jolly, V.K. 288
Jones, M.V. 264
Julian, C.C. 190, 191, 197
Kalantaridis, C. 111
Kamath, S. 60
Karra, N. 114
Keupp, M.M. 310
Kirpalani, V.H.M. 4, 19, 61, 161, 305
Knight, G.A. 47, 109, 110, 268
knowledge
accumulation and management of
75–6, 106–7
ICT sector in Catalonia
business strategy 88, 89–90
characteristics of firms 86–7
data collection and analysis 83
market knowledge 88, 89
methodology 82–5
organizational learning
mechanisms 90–91
product/technical knowledge 85,
88–9
reasons for analysing 81–2
results of research 85–91
scientific knowledge base 85,
88–90
selection of firms 82–3
intensity of
as BG determinant 40–41
born/born-again globals
compared 52–3
on international matters, literature
on 354–7
management
in networks 115, 122
as part of learning 76
research needed on 76
patterns of in born globals 78–80
research into influence of 109
spiral of knowledge concept 76
theories of 75–8
see also capabilities; learning
Kogut, B. 73, 77–8
Kuivalainen, O. 54, 105, 256, 355
Kverneland, A. 20
Kyoto Protocol 293
Laanti, R. 112
Lal, K. 163
language translation on websites 176–7
Larimo, J. 37
learning
and capacity development 9
as entailing company changes 324
ICT sector in Catalonia
business strategy 88, 89–90
characteristics of firms 86–7
data collection and analysis 83
market knowledge 88, 89
methodology 82–5
organizational learning
mechanisms 90–91
product/technical knowledge 85,
88–9
reasons for analysing 81–2
results of research 85–91
scientific knowledge base 85,
88–90
selection of firms 82–3
organizational, research into 109,
123
organizational capabilities 72–5
orientation of BGs 41
patterns of in born globals 78–80
research into, limitations of 71–2
theories of 75–8
see also capabilities; development of
entrepreneurs; knowledge
Levinthal, D.A. 78
Levitt, T. 16
licensing as entry mode for BGs 62–3
life-cycle models 264–6
Loane, S. 116, 193
localization and internet-enabled
internationalization 165–6, 169,
171, 173, 175, 176–7
Løvvald, N. 250
Lu, V.N. 190, 191, 197
Luostarinen, R. 4
Madsen, T.K. 355
Mambula, C. 255
management
attitudes of 103–4
culture shock 113–14
education and experience of 131
experience of internationalization 40
in global innovation constellations 348
growth and/or control, implications
for of 66–7
industries, born global 305
of knowledge 76
proactiveness of 39–40
relational orientation of managers 135–41
research on born globals 116
management research on born globals 9–10
managerial factors as drivers of BG
phenomenon 26–7
Manolova, T. 129
manufacturing technology as driver of
BGs 23
March, J. 75
market
orientation of born globals 107–8,
122
scope of 28
market research capabilities 196
marketing
competences in 2nd growth phase 107
opportunities, research on 120–21
Mathews, J.A. 264
McDougall, P.P. 4, 8–9, 17, 18–19, 36,
37, 40–41, 48, 218
McKinsey & Company research 3, 18
Melén, S. 103, 106
mode of entry to international markets 28
Moen, Ø. 106, 163, 190, 191, 268
Moon, B.-J. 189, 191, 192, 196
Index 413

Morgan-Thomas, A. 163, 185, 187, 188, 191–2, 194, 196
Mort, G.S. 104
motivation entrepreneurialism 247
for innovation networks 339, 342–3, 344
multinational companies (MNCs) see networks: innovation, between MNCs and BGs
multinational traders, determinants of 39, 40
Murray, G. 110
MyHeritage.com 167–70, 175, 176, 177
Narula, R. 335
Narver, J.C. 356
networks ability in as BG driver 26, 42
bridging 327
China 130, 138
education and experience of managers 131
as external variable for BGs 115
of founders of born-globals 317–18, 320, 322–3, 324–5, 327
global innovative constellations (GICs) 248–50
innovation, between MNCs and BGs asymmetry in motivations for 339, 342–3
battleship strategy 332, 345–6
complementarity in 344
definition of players 333
different needs of partners 344
findings 339–46
future research 349
lack of research on 332
limitations of research 349
managerial implications 348
methodology 340–41
motivation for 339, 342–3, 344
partner selection 344
perspectives on innovation 334–8
portfolio management by MNCs 345–6
research design 338–9
Schumpeterian perspective 334
theoretical foundation 333–7
international entrepreneurship 104–5
knowledge management in 115, 122, 356
renewable energy industry 300
research on born globals 108–9, 115, 118–19, 120, 122–3
social behavior and attitude towards 135
in emerging economies 129–30
emerging economies, strategy for in 132–4
relational orientation of managers 135–41
use of 128–9
sourcing complementary product providers 152–3
data collection and analysis 149, 151
equipment 153–4
findings from research 151–6
limitations of previous research 145–6
local suppliers 155
method for research 149–51
multi-task partners 155–6
partners, types of 147–8, 151–6
raw material/components 152
replacement of partners 157
selection of case firms 149
subcontractors 154–5
theoretical framework 147–8
types of 147, 151–6
upstream/downstream 156–7
new owners, entry modes of BGs 62
new venture theory 8–9
Nigeria, growth constraints in 255
Nonaka, I. 76
Nordman, E.R. 103, 106
Ojala, A. 255
online operations see internet-enabled internationalization
Opera Software 168, 170–72, 175, 176, 177
operationalization of BGs, criteria for 18–20
organizational capabilities 72–5
organizational factors as drivers of BG phenomenon 25–6
origin of BGs 253–5
Oviatt, B.M. 4, 8–9, 17, 18–19, 36, 37, 40–41, 48, 218
Partanen, J. 118–19
patents in the renewable energy industry 294
pathways, international see international pathways for software BGs
Paton, R. 163
Pederson, T. 113
personal networks see social networks
Petersen, B. 113
Pezderka, N. 117–18
Plakoyiannaki, E. 80
policy
and born-global industries 305
global innovation constellations 349
Porter, M.E. 194, 305
Portuguese born globals background of entrepreneurs 315–16
external environment and company evolution 318–20, 323–4
findings from research 314–21
geography of internationalization 320–21, 324–6, 327
method of research 313–14
networks 327
of founders 317–18, 320, 322–3, 324–5
Powell, T.C. 193
Prahalad, C.K. 73
Prasad, V.K. 188, 191, 194, 196
Preece, S.B. 37
Prencipe, A. 76
proactive attitude towards internationalization 39
product life cycle trade theory 250, 285, 286–7
psychic distance 21–2
Pulkkinen, J. 37
Qt Software 168, 172–4, 176, 177
Quayle, M. 146–7
Rask, M. 163
Raymond, L. 189, 191, 192, 196
regulation as driver of BGs 23
regulatory framework, institutions and strategy in China 219, 224, 227, 230
relationship-building capabilities 195
renewable energy industry as a born global 289
contextual drivers for 293–4
dominant design, battle for 302–3
eyear international strategies 303
entrepreneurial level 299
experience of internationalization 304
firm-level characteristics 295–9
geographical distribution of cases 290
global opportunities for 301–2
heterogeneity in 302
history of 291–3
homogeneous global demand 303
innovation 303
international growth strategies 305–6
international network 300
international origins of 302
long incubation of 301
method of research 289–90
patents 294
as resource demanding 291
resources, international sourcing of 304
standardization 303
tidal stream 291, 292–3, 300
types of 291
wave energy 291, 292–3, 300
wind turbines 292
Rennie, M.W. 287
research on born globals academic collaboration 120
business research 7–8
control and/or growth, implications of 66
definitions of BGs 18–20, 100–102
degree of internationalization 103–4
dimensions used to describe BGs 27–8
drivers of BG phenomenon 22–7
early alternative terms for BGs 16
entrepreneurship, international 104–5
entrepreneurship research 8–9, 120–21
external variables
  culture shock 113–14
  entrepreneurial capabilities 114
resources and decision-making processes 114
summary 113
financial resources 115–16, 123–4
human resources 116, 124
internationalization theories, challenges to 20–22
internet, use of by BGs 105–6, 117, 121
joint ventures 109
knowledge accumulation and management 106–7, 121–2
learning, organizational 109, 123
limitations of 28–30
management research 9–10
market orientation 107–8, 122
marketing opportunities 120–21
networks 108–9, 115, 118–19, 120, 122–3
new/under-researched areas 120–24
recommendations for future 28–30
resources 110
social capital 116
stages models 7–8
strategic alliances 115, 118, 122–3
strategy 110–12, 124
top management teams 116
resource-based view (RBV) 193
resources
  external variables affecting BGs 114
  international sourcing of 304
  networks 118–19
research on born globals 110
Rialp-Criado, A.  72, 105, 110, 112, 311
Rosson, P. 163
Rothaermel, F.T. 335
Saarenketo, S. 256
sales subsidiaries as entry mode for BGs 64
scale of internationalization
  born/born-again globals compared 53–4
  as determinant of BGs 27–8
international pathways for software BGs 268–9
scholarship on born globals see
  research on born globals
Schumpeter, J. 334, 336
Schutjens, V. 147
scope of internationalization 269–70
scope of market 28
Servais, P. 118–19, 193, 355
Shneor, Rotem 117, 164
Shrader, R.C. 112
Simões, V.C. 253, 254, 260
Sinkovics, R.R. 117–18
Slater, S.F. 60, 356
Slevin, D.P. 8
social networks
  behavior and attitude towards 135
  emerging economies 132–4, 217–18
  in emerging economies 129–30
  in entrepreneurialism 233–5, 257
  relational orientation of managers 135–41
research on born globals 116
use of 128–9
software BGs, international pathways for
case study method used 270–71
concept of 264
cross-case analysis 278–9, 280–82
growth phase 273–5, 276–8
lack of integrated framework for 256
life-cycle models 264–6
pre-start phase 275
scope of internationalization 268–9
start phase 272–3, 275–6
software industry
  internet-enabled internationalization 167–78
  MyHeritage.com 167–70
  Opera Software 168, 170–72
  Qt Software 168, 172–4
sourcing networks
  complementary product providers 152–3
data collection and analysis 149, 151
findings from research 151–6
limitations of previous research 145–7
local suppliers 155
method for research 149–51
multi-task partners 155–6
partners, types of 147–8
raw material/components 152
replacement of partners 157
selection of case firms 149
subcontractors 154–5
theoretical framework 147–8
types of 147, 151–6
upstream/downstream 156–7
Southeast Asia 138
speed of internationalization 27
spiral of knowledge concept 76
stages models 7–8, 20–21, 58–9, 285, 287
Stam, E. 147
standardization in the renewable energy industry 303
starting time of BGs 27
strategic alliances
research on born globals 115, 118, 122–3
see also networks
strategy
born global industries 303
China
case studies 222–31, 238
choice of for research 215
entrepreneurial endowments 216–21, 223–4, 233–5
environment for entrepreneurialism 235–6
finance and capital 220, 224, 227–8, 230
growth paths of firms studied 231
growth strategy 225–6, 229, 231, 233
implications of research 237
methodology for research 221–2
national institutional patterns 220–21, 225, 228–9, 230–31
regulatory framework 224, 227, 230
theoretical background 216–21
decision-making and institutions 214–15
research on born globals 110–12, 124
Styles, C. 114
subcontractors 154–5
Sullivan, D. 266
suppliers see sourcing networks
support services for BGs in Italy 254
Takeuchi, H. 76
technology
as driver of BGs 23–4
and emergence of born globals 6
high-technology firms 24–5
see also information and communication technology (ICT); internet-enabled internationalization
Teece, D.J. 312
Tell, F. 76
‘The globalization of markets’ (Levitt) 16
theory development, need for 119–20
tidal stream 291, 292–3, 300
time to internationalization 27, 266–8
training of entrepreneurs see development of entrepreneurs
transaction costs economics (TCE) 61
transportation technology as driver of BGs 23
types of BGs 38–9
determinants of 38–42
previous research on 36
proactive attitude towards internationalization 39–40
Tyrvainen, P. 255
United Kingdom, renewable energy industry in 293–4
Uppsala stages models 8, 20, 59, 287
user communities 174, 176–7, 179–80
Vahlne, J.-E. 54
Vapola, T.J. 115, 248–9
Vernon, Raymond 250, 285, 286–7
vision 246–7
<table>
<thead>
<tr>
<th>Topic</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>wave energy</td>
<td>Wright, M. 110</td>
</tr>
<tr>
<td>websites</td>
<td>Wu, F. 193–4</td>
</tr>
<tr>
<td>see internet-enabled internationalization</td>
<td>Yeoh, P. 106</td>
</tr>
<tr>
<td>Weerawardena, J. 104</td>
<td>Yli-Renko, H.W. 336</td>
</tr>
<tr>
<td>Weidenbaum, M.L. 138</td>
<td></td>
</tr>
<tr>
<td>Wells, L.T. 305</td>
<td></td>
</tr>
<tr>
<td>Westhead, P. 110</td>
<td></td>
</tr>
<tr>
<td>Wiedersheim-Paul, F. 21</td>
<td></td>
</tr>
<tr>
<td>Wiggenhorn, J. 109</td>
<td></td>
</tr>
<tr>
<td>wind turbines 292</td>
<td></td>
</tr>
<tr>
<td>Winter, S. 73</td>
<td></td>
</tr>
<tr>
<td>wireless technology industry 112</td>
<td></td>
</tr>
</tbody>
</table>