Index

absorptive capacity 35–6, 176–7
ACE model 338–40
Acs, Z.J. 130
adaptation, of marketing mix 49–51, 60
affordable loss 29–30
Agndal, H. 151, 152, 162
Akio, Morita 271
Aktis, S.A. 218
Aldrich, H. 270, 272
Altomonte, C. 322
Alvarez, S.A. 27
Amazon 268
Ambition & Awareness (ACE model) 339
Amorós, J.E. 130
Anderson, S. 29
Ansoff, H.I. 11
Art of War, The 5
Asian financial crisis, and Korea 278
Askeland, V. 11
Aspelund, A. 45, 183, 388
Auster, E.R. 270, 272
Australia, SMEs 24–5, 32, 34
Autio, E. 47, 176, 290
Ayal, I. 86

Bae, Z. 280
BAGs (born again globals) 291–2, 385–6
Barney, J.B. 27
BaRs (born again regionals) 385–6
Beamish, P. 180, 341
Begley, T.M. 270
Bell, J. 71, 73
Benito, G.R.G. 107–8
BGs see born globals
Bhowmick, S. 27
bird-in-hand 28–9
BIs (born international firms) 291
Blažič 214
Bloodgood, J.M. 180
Borgatti, S.P. 150

born again globals 291–2, 385–6
born again regionals 385–6
drivers of internationalization 33–7
employment 220
Italy 320, 323
marketing strategy and performance 45–62
performance 217–18
born international firms (BI) 291
born regionals 385–6
Boyd, D.P. 270
BRIC countries, SME performance 370–71
Bridge programme, Nokia 305
BRs (born regionals) 385–6
Brugnoli, A. 314
Bruton, G.D. 269
Busenitz, L.W. 312
business incubators
Europe 228
Korea 279–80
business network internationalization 386–7
business networks 372–3
business strategies, global 6–7, 15–17
Caffarelli, F. 312
Calantone, R. 50, 121, 122, 123
Caldera, A. 125
Calof, J.C. 341
Capacity & Capability (ACE model) 339–40
case study research 92
Casillas, J.C. 343
Cassiman, B. 125–6, 140
causation 25–6
Cavusgil, S.T. 31, 34, 49, 178
Cerrato, D. 323
chaebols, Korea 274–5
and Asian financial crisis 278
Chandler, G.N. 36
Chetty, S. 36, 105, 152
Child, J. 36
clusters
and competitiveness, Italian SMEs 316–17
Korea 280
Cohen, W.M. 36, 176
competencies 318–19
competitive strategy 177–8
competitiveness, SMEs
Hungary 367–71
Italy 314–18
Scotland 335–6
competitors
Hungary 368
Scotland 335–6
concentration strategy 86–8
Conover, W.J. 58
consumer segmentation 91, 97–8
corporations see firms
cost optimization, as driver for SMEs
internationalization 213
Coviello, N. 35, 74, 162, 172, 183, 185, 290
Covin, J.G. 31, 174, 181, 185
Craig, J. 149
crazy quilt 31–2
Creative Economy, Korea 280–81
Crick, D. 33
customer segmentation 91, 97–8
data analysis 380–81
Davidsson, P. 28
De Clercq, D. 35
De Girolamo, F. 318–19
degree of internationalization (DOI)
295
Depperu, D. 323
Dess, G.G. 31, 181, 182
developing economies, government
support for entrepreneurship 273
Dikova, D. 90
Dimitratos, P. 182, 185, 335, 342
diversification strategy 86–8
DOI (degree of internationalization) 295
Doing Business 367
Downs, R.D. 130
drivers of internationalization 213
dropping out of exporting 108–9
EA (entrepreneurial alertness) 179–80
Eberhard, M. 149
economic contribution of SMEs
EU 195–7, 360–61
Poland 197–200
economic crisis, Hungary 358–9
economic development, Korea 273–5
economic model of
internationalization 13
economic performance see
performance
education and training-related EPPs 242
studies 256, 260, 264–5
effectuation theory 27–39, 91–2
and knowledge 35–7
and networks 34–5
and reactive approach to
internationalization 33–4
SSH Communications Security Corp
98–9
Efrat, K. 48
Eisenhardt, K.M. 154
Ellis, P.D. 90
employment, effects of
internationalization 219–21
entrepreneurial activity, and national
export promotion programs
239–47
entrepreneurial alertness (EA) 179–80
entrepreneurial culture
Finland 289–90
Korea 283
Scotland 337–40
entrepreneurial processes 68–9
entrepreneurial strategies 12–13,
17–18
entrepreneurs
characteristics 173–4, 270
role 68
entrepreneurship 235–6, 270–73
definition 268–9
and economic development, Korea
273–5
government support, Korea 275–81
Entrepreneurship 2020 Action Plan
374, 375–6
environmental factors, and new
ventures internationalization
174–5, 181–2
EPPs (export promotion programs) 233–49
Esposito, G.F. 319
EU see European Union
Euro Info Centres 196–7
European Commission, Small Business Act (SBA) 223, 356, 361–3
profile of Hungarian SMEs 364–7
European Union 369–70
finance and Polish SMEs 200–201
membership, Hungary 356–7
regulations 374
SME internationalization 211–30, 371–2
SMEs 195–7, 360–63, 370
see also individual countries
Evers, N. 37
Expansion & Extension (ACE model) 340
export dropout, new ventures, Norway 108–9
export intensity 129–30
export promotion programs (EPPs) 233–49
export propensity and innovativeness 135–9
measurement 129
export ratio, new ventures, Norway 111
exporting 233–4
first export markets 105–8
and innovativeness 120–43
new ventures, Norway 104–17
number of markets 111–12
Scotland 334–5
speed of start-up 108–13
Fackler, D. 270
Fauchart, E. 269
Fayolle, A. 268
FDI see foreign direct investment
Fernhaber, S.A. 34–5, 150, 174
Filipescu, D.A. 127
financial policy, and SMEs 204–6
financial-related EPPs 240–41
studies 255, 259, 263
financing SMEs 199–200, 227
Italy 310–11
Poland 200–201
Finland
entrepreneurial networking 66–82
SME internationalization 287–305
SSH Communications Security Corp 93–9
firm actions, and new ventures internationalization 176–80
firm age
and export activity 132, 133
and performance 57, 59
firm characteristics, and new ventures internationalization 175–6
firm performance see performance
firm size 211–12, 325–6
Italy 313–14
firms, forming start-ups 271
first foreign markets
new ventures, Norway 105–8
SMEs, Finland 299
foreign direct investment
Scotland 336
as SMEs internationalization strategy 214
France, performance of born globals 217–18
free market economy and SMEs, Hungary 354–9
Freedman, L. 5
Freeman, S. 29, 32, 34, 68, 71, 73, 178
Gabrielsson, M. 47, 57, 62, 73, 88–9, 93, 151, 162, 291
Gabrielsson, P. 71, 93
Garcia, R. 122, 123
García Rodríguez, R. 125
Gartner, W. 269, 270
Garvis, D.M. 182
Gassmann, O. 123, 169, 171, 172, 183
GCI (Global Competitiveness Index) 367
GEM (Global Entrepreneurship Monitor) 127–8
Italy 311
geographical scope of internationalization, Italian SMEs 321–2, 323
GEP (government export promotion) 117
398  *Handbook of research on international entrepreneurship strategy*

Ghauri, P.N. 154
Gleason, K. 47, 70
global business strategies  6–7, 15–17
Global Competitiveness Index (GCI) 367
Global Entrepreneurship Monitor (GEM) 127–8
Italy 311
global multinational enterprises, Hungary 373
globalization  3–5
and SMEs 7
GMNEs (global multinational enterprises), Hungary 373
Golovko, E. 126, 140
government export promotion (GEP) 117
government support 271–2
Europe 221–9
for exporting 117
Finland 300–303
Korea 274–81
Scotland 336–7
Griffith, D.A. 50
Gripsrud, G. 107–8
growth orientation 294–5
Finnish SMEs 295–9, 304
Gruber, M. 269
H&D a.s. 213
Hagen, B. 319, 325
Hallbäck, J. 71
Harris, S. 28–9
Harveston, P.D. 91
Hashai, N. 89
HCCI (Hungarian Chamber of Commerce and Industry) 373
Heinonen, J. 303
Hennart, J. 23, 325
Hohenthal, J. 90
Holmlund, M. 71
Honig, B. 28
Hsieh, L.H. 36
Hungarian Chamber of Commerce and Industry (HCCI) 373
Hungary, SMEs 351–81
economic and political history 352–9
and EU 363–7
Hunter, Tom 333
Iacobucci, D. 322
IE see international entrepreneurship
Iman, R.L. 58
industrial districts, and competitiveness, Italy 316–17
industry structure, and new ventures internationalization 181
information-related EPPs 241–2
studies 256, 260, 264
innovation 17
and competitiveness, Italy 314–15
definition 122–3
European SMEs 218–19
and SMEs 201–4
innovative capability as a resource 123–6
innovativeness 235–6
definition 122–3
and EPPs 248
and export behaviour 120–43
measurement 130–31
institutional environment, Italy 310–13
international business incubators 228
international entrepreneurship (IE) 22, 168
networking strategies 66–82
and performance 169–71
strategies 17–18, 71–2
international growth orientation 294–5
Finnish SMEs 295–9, 304
international management orientation 90–91
SSH Communications Security Corp 96–7
international new ventures (INVs) 23, 70, 385–6
definition 168
export behaviour 104–17
Finland 70, 71, 72
market strategy 85–100
Optitec 74–7, 80–81
process view of internationalization 168–87
internationalization 3
definition 22
and firm performance 217–18, 324–6
and firm size 211–12, 313–14
Index

process framework 171–87
processes 70–71
theories and models 13–15, 25–6
traditional view 169–70, 386–7
internationalizing SMEs 385, 386
InterNations GmbH 216
INVs (international new ventures) see international new ventures
ISMEs (internationalizing SMEs) 385, 386
Israel, born globals, marketing and performance 52–61
Italy 309–27
institutional environment 310–13
SME characteristics 313–18
SME internationalization and performance 324–6
SME internationalization process 320–24
SME typologies 318–20
Jaworski, B.J. 49, 54
Jobs, Steve 271
Johanson, J. 23, 89, 115, 116, 343, 386
Jones, M.V. 23, 24, 168, 172, 175, 183, 185, 290
Julian, C. 50–51
Katsikeas, C.S. 62, 130
Kauffman Foundation 272–3
Keupp, M.M. 123, 169, 171, 172, 183
Kirbach, M. 125, 140
Kirzner, I. 12, 179
Knight, G.A. 31, 49, 52
knowledge 35–7, 124
Kock, S. 71
KOFIA (Korea Financial Investment Association) 277
Kohli, A.K. 49, 54
KONEX (Korea New Exchange) 281
Kontinen, T. 162
Korea entrepreneurship and economic development 273–5
government support for venture sector 275–84
start-ups 269–70
Korea Financial Investment Association (KOFIA) 277
Korea New Exchange (KONEX) 281
Korean Securities Dealers Automated Quotations (KOSDAQ) 277–8
Kornai, J. 353
KOSDAQ 277–8
Kritikos, A. 270
Kropp, F. 48
Kuivalainen, O. 23, 47, 69, 70, 294, 301
Laanti, R. 89
learning advantages of newness 90
SSH Communications Security Corp 94–6
learning-by-exporting 126–7, 141
Lee, C. 50
legal-related EPPS 242–3
studies 257, 261
lemonade 30–31
Leonidou, L.C. 50
Lerner, J. 271
Levinthal, D.A. 36, 176
Li, D. 34–5, 150
liberalization, Hungary 354
Lisbon Strategy 197
Loane, S. 71, 73
López-Rodriguez, J. 125
Lü, J.W. 180
Lumpkin, G.T. 31, 181, 182
Luostarinen, R. 22, 32, 88–9, 89, 341
Maccarini, M. 325
Machiavelli, Niccolò 5
Maddaloni, D. 312
Madsen, T. 79, 173, 185
Madura, J. 70
Majocchi, A. 325
managerial attitude and network development 148–64
Marco, C. 270
market characteristics, and new ventures internationalization 182
market concentration 86–8
market diversification 86–8
market economy and SMEs, Hungary 354
market intelligence generation measurement 54
and performance 48–9, 59
market selection-related EPPs 243
market strategy
international new ventures 85–100
Optitec 76–7
and performance 45–62
theories 89–92
marketing adaptation
measurement 54, 57
and performance 49–51, 60
marketing strategy-related EPPs
244–6
studies 257–8, 261–2, 265–7
Martínez-Ros, E. 125–6
Marx, Karl 5
Mascherpa, S. 320, 323, 326
maturity of born globals 57
and performance 59
see also firm age
Mayer, R.C. 162
McDougall, P.P. 17, 47, 69, 85, 86,
168, 174, 185, 186
McMullen, J.S. 179
Melén, S. 37
Messier 156–7, 160
micro-multinational enterprises
(mMNEs) 342
Miles, R.E. 11
mMNEs (micro-multinational
enterprises) 342
MNEs, Hungary 373
MNE–SME relationships 73–4
Finland 77, 79, 298
modes of entry 342
Mohr, L.B. 130
Moltke, Helmuth von 5
multinational enterprises
Hungary 373
see also MNE–SME relationships
Munro, H. 74
Namiki, N. 178
national export promotion programs
233–49
Navarro, A. 51
NEM (New Economic Mechanism),
Hungary 353
networks 34–5, 148–9, 178–9
and competitiveness, Italian SMEs
316
development 150–53
European SMEs 215
Finland 72–4
and managerial attitudes 153–64
New Economic Mechanism, Hungary
353
new ventures see international new
ventures
niche strategy 325–6
Nokia, new venture support 305
Nordman, E.R. 37
Norway, internationalization of new
ventures 105–17
Norwański, W. 37
O’Cass, A. 50–51
O’Donnell, A. 34
O’Gorman, C. 37
obstacles to exporting 234
obstacles to internationalization,
Finnish SMEs 288
offshoring, European SMEs 212
Ojala, A. 74, 162
Omega, managerial attitude and
network development 157–8, 160
Optitec 74–7
organizational capability theory 16
over-the-counter market, Korea 277
Oviatt, B.M. 47, 69, 85, 86, 168, 174,
185, 186
Paladino, A. 181
Park Chung-hee 274–5
Park Geun-hye 280
Pentor 205
performance 11–12
born globals 46–51
EU SMEs 370–71
and export start-up rate 108–13,
114–15
Hungarian SMEs 364
and innovative capability 125
and international entrepreneurship
169–71
and internationalization 180–81,
217–18, 324–6
measurement 54
Perry, J.T. 27
pilot-in-the-plane 32
Piscitello, L. 318–19
Podmetina, D. 125
Poland, SMEs 197–200
EU funding 200–201
and financial and tax policies 205–6
innovation 204
Polish Aviation Valley cluster 194
Porter, M.E. 11, 13
Powerflute 78–9
proactiveness 33, 236
and EPPs 248
see also causation
process approach to internationalization 13–15
process framework, new ventures internationalization 171–87
profitability, and export start-up rate 112–13
psychic distance 89–90
SSH Communications Security Corp 94
public opinion, of entrepreneurship, Korea 283
public support see government support
rapidly internationalizing SMEs 291, 298
see also born globals; born international firms (BI); born again globals (BAG)
Rauch, A. 181
regulations
EU 374
Hungary 374–8
resource-based view 15–16, 175–6
and innovative capability 123–6
respondiveness to market intelligence, and performance 49–51
Rialp, A. 37, 124
Rialp-Criado, A. 25
risk tolerance 235
and EPPs 248
Ritter, T. 73, 74
Róbert, P. 359
Roehrich, G. 123
Rovio Entertainment 72, 73
Russian Venture Company 272
Sakai, K. 213
Sambasivan, M. 180
Sarason, Y. 27
Sarasvathy, S.D. 26, 27, 28, 29, 30, 35, 38
SBA (Small Business Act) 223, 356, 361–3
profile of Hungarian SMEs 364–7
Schilke, O. 62
Schmiedeberg, C. 125, 140
Schumpeter, J. 12, 17, 269
Schweizer, R. 28, 34, 36–7, 39
scope of international activity, Italian SMEs 321–2, 323
Scotland, SME internationalization 333–47
Scottish Development International (SDI) 336
SEP (Smart Exporter Programme) 336–7
Sepulveda, F. 151, 162
Servais, P. 79, 173, 185
Shane, S. 12
Shepherd, D.A. 179
Shoham, A. 48, 51, 60
Shrader, R.C. 175, 185
Simões, V.C. 185
size of firm 211–12, 325–6
Italy 313–14
Sjølund 215
skills support, European SMEs 227–8
Slevin, D.P. 31, 174, 181
Slow, J. 338
Small Business Act (SBA) 223, 356, 361–3
profile of Hungarian SMEs 364–7
Smart Exporter Programme (SEP) 336–7
SMEs 194–5
and European economy 195–7, 360–63
financing see financing SMEs and globalization 7
and innovative economy 201–4
relationships with MNEs see MNE–SME relationships
types 318–20, 385–6
Snow, C.C. 11
socialist economy and SMEs, Hungary 353–4
Solberg, C.A. 11
South Korea see Korea
Spence, M. 33
<table>
<thead>
<tr>
<th>Reference</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spigarelli, F.</td>
<td>322</td>
</tr>
<tr>
<td>SSH Communications Security Corp</td>
<td>93–9</td>
</tr>
<tr>
<td>staff skills support, European SMEs</td>
<td>227–8</td>
</tr>
<tr>
<td>stock exchanges, Korea</td>
<td>277–8, 281</td>
</tr>
<tr>
<td>strategic types of SMEs</td>
<td>11–12, 319</td>
</tr>
<tr>
<td>strategy</td>
<td>5–6</td>
</tr>
<tr>
<td>Sullivan, D.</td>
<td>295</td>
</tr>
<tr>
<td>Sullivan-Mort, G.</td>
<td>159</td>
</tr>
<tr>
<td>Sun Tzu</td>
<td>5</td>
</tr>
<tr>
<td>Supercell</td>
<td>71</td>
</tr>
<tr>
<td>support for internationalization</td>
<td>see government support</td>
</tr>
<tr>
<td>SWOT analysis, Hungarian SMEs</td>
<td>379–80</td>
</tr>
<tr>
<td>Tajeddini, K.</td>
<td>123</td>
</tr>
<tr>
<td>tax policy, and SMEs</td>
<td>204–6</td>
</tr>
<tr>
<td>TEA (total early stage entrepreneurial activity)</td>
<td>311</td>
</tr>
<tr>
<td>Tekes YIC Programme</td>
<td>303</td>
</tr>
<tr>
<td>total early stage entrepreneurial activity (TEA), Italy</td>
<td>311</td>
</tr>
<tr>
<td>traditional internationalization model</td>
<td>290–91</td>
</tr>
<tr>
<td>Triangulum</td>
<td>158–9</td>
</tr>
<tr>
<td>managerial attitude and network development</td>
<td>161</td>
</tr>
<tr>
<td>trust</td>
<td>151–2, 162–3</td>
</tr>
<tr>
<td>Tyson, Mike</td>
<td>5</td>
</tr>
<tr>
<td>UK SMEs, managerial attitude and network development</td>
<td>153–63</td>
</tr>
<tr>
<td>universities, support for entrepreneurship</td>
<td>272</td>
</tr>
<tr>
<td>Uppsala model</td>
<td>104, 385</td>
</tr>
<tr>
<td>Vahlne, J.-E.</td>
<td>23, 89, 115, 116, 343, 386</td>
</tr>
<tr>
<td>Van Gelderen, M.</td>
<td>28</td>
</tr>
<tr>
<td>Venkataraman, S.</td>
<td>12</td>
</tr>
<tr>
<td>venture sector, Korea</td>
<td>269–70, 281</td>
</tr>
<tr>
<td>government support</td>
<td>275–81</td>
</tr>
<tr>
<td>Veronesi, G.</td>
<td>312</td>
</tr>
<tr>
<td>Vigo Programme</td>
<td>303</td>
</tr>
<tr>
<td>Vohora, A.</td>
<td>339</td>
</tr>
<tr>
<td>von Clausewitz, Carl</td>
<td>5</td>
</tr>
<tr>
<td>Wakelin, K.</td>
<td>140</td>
</tr>
<tr>
<td>waterfall strategy</td>
<td>213–14</td>
</tr>
<tr>
<td>Weerawardena, J.</td>
<td>159</td>
</tr>
<tr>
<td>Welch, L.S.</td>
<td>22, 32, 321, 341</td>
</tr>
<tr>
<td>Westhead, P.</td>
<td>70, 180</td>
</tr>
<tr>
<td>Wheeler, C.</td>
<td>28–9</td>
</tr>
<tr>
<td>Wiedersheim-Paul, F.</td>
<td>321</td>
</tr>
<tr>
<td>Wolański</td>
<td>199</td>
</tr>
<tr>
<td>World Competitiveness Yearbook</td>
<td>367</td>
</tr>
<tr>
<td>Wymenga, P.</td>
<td>224</td>
</tr>
<tr>
<td>Yin, R.K.</td>
<td>92</td>
</tr>
<tr>
<td>Yiu, D.W.</td>
<td>185</td>
</tr>
<tr>
<td>Zaheer, A.</td>
<td>151–2</td>
</tr>
<tr>
<td>Zahra, S.A.</td>
<td>47–8, 175, 182, 185, 271</td>
</tr>
<tr>
<td>Zaltman, G.</td>
<td>123</td>
</tr>
<tr>
<td>Zanni, L.</td>
<td>320</td>
</tr>
<tr>
<td>Zhou, L.</td>
<td>48</td>
</tr>
<tr>
<td>Zif, J.</td>
<td>86</td>
</tr>
<tr>
<td>Zou, S.</td>
<td>54, 60</td>
</tr>
<tr>
<td>Zucchella, A.</td>
<td>314, 320, 325</td>
</tr>
</tbody>
</table>