

1**Beyond learning by experience [Recurso electrónico] : the use of alternative learning processes by incrementally and rapidly internationalizing SMEs / Juan M. Pellegrino, Rod B. McNaughton**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 626-627

Abstract: How firms learn about foreign markets and internationalization processes is an important theme in the literature on SME internationalization, evidenced by the Uppsala model's emphasis on experiential learning as an explanation for incremental internationalization, and attempts to explain how early and rapid internationalization can be facilitated by alternative modes of learning, especially congenital learning. Yet, the learning processes used, and the content and source of learning, have not been compared systematically, especially with respect to how these evolve as firms become increasingly internationalized. This paper reports the findings of a retrospective longitudinal analysis of the learning processes, sources and foci of four New Zealand-based SMEs that internationalized incrementally, and four that internationalized rapidly. The findings demonstrate that while experiential learning is important, both incrementally and rapidly internationalizing firms use other learning modes at different stages of their internationalization, and that there are differences in the content and source of learning. Thus, the relationship between internationalization and learning processes may be more complex than the literature currently suggests, inviting further exploration of the multiple ways that SMEs learn, and the contingent factors that might influence this.

International business review. -- 2017, v. 26, n. 4, august, p. 614-627

1. Incremental internationalization 2. Rapid internationalization 3. Born-globals 4. International new ventures 5. Organizational learning 6. Process-based research

2**Competing on the edge [Recurso electrónico] : implications of network position for internationalizing small- and medium-sized enterprises / Denis Odlin, Maureen Benson-Rea**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 747-748

Abstract: Three generic competitive strategies attributed to internationalizing SMEs of targeting niches, differentiating products and leveraging networks fail to adequately explain how SMEs win customers in other countries against both large and small competitors. This study distinguishes competitive strategy (how firms compete) from competitive advantage, and from competitive engagements where firms deploy their competitive advantages to win customers within business network relationships. By abductively reasoning from the competitive engagements entered into by the internationalizing SMEs from the Fleet Management Systems industry segment in New Zealand, we show that these firms often compete with foreign rivals by using their position on the edge of a business network to leverage information asymmetries across structural holes. We contribute by integrating this conception of internationalizing SME competitive strategy with the business network foundations of the Uppsala internationalization process model.

International business review. -- 2017, v. 26, n. 4, august, p. 736-748

1. Competition 2. SME internationalization 3. Business network 4. Structural holes 5. Uppsala internationalization process 6. Born global

3**A double-edged sword? [Recurso electrónico] : the moderating effects of control on firm capabilities and institutional distance in explaining foreign affiliate performance / Piotr Trapczyński, Marian Gorynia**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 707-709

Abstract: By drawing from the internalisation and institutional theories, as well as the organisational capability perspective, the paper analyses the moderating effects of parent control over foreign affiliates in relation to firm capabilities and institutional distance and their performance effects. These relationships are explored in the context of new MNEs from Poland as a mid-range emerging economy, for which ownership choices constitute critical decisions given their early stage of internationalisation. Our findings show that while firm capabilities drive foreign affiliate performance, the increase of parent control limits this beneficial effect, suggesting the potential occurrence of organisational inertia and reduction of learning in foreign markets. On the contrary, we also find partial evidence that the increase of parent control reduces the negative effect of institutional distance computed based on the Mahalanobis formula. Accordingly, the study suggests a certain ambiguity of parent control in affecting affiliate performance.

International business review. -- 2017, v. 26, n. 4, august, p. 697-709

1. New MNEs 2. Ownership modes 3. FDI 4. Foreign affiliate performance 5. Internalisation theory 6. Institutional theory 7. Organisational capability perspective 8. Mid-range emerging economies

4**Effects of foreign acquisitions on financial constraints, productivity and investment in R&D of target firms in China [Recurso electrónico]/ Yuhuilin Chen, Xiuping Hua, Agyenim Boateng**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 650-651

Abstract: This paper examines whether foreign acquisitions lessen financial constraints, improve investment in research & development (R&D) and productivity of the target firms in China based on a sample of 914 cross-border mergers and acquisitions (CBM&A) over the period of 1994–2011. Using investment to cashflow sensitivity to measure financial constraints, we find that foreign acquisitions in China are associated with a reduction of target firms' financial constraints, irrespective of the ownership type of the target firm. However, the extent of financial constraint reduction is pronounced for non-SOEs compared to state-owned enterprises (SOEs). This study also provides evidence that foreign acquisitions improve Chinese target firms' productivity and investment in R&D.

International business review. -- 2017, v. 26, n. 4, august, p. 640-651

1. Cross-border mergers and acquisitions 2. Financial constrains 3. Productivity 4. R&D investment, China

5

An empirical investigation of the antecedents and performance outcomes of export innovativeness [Recurso electrónico] / Katerina Makri, Marios Theodosiou, Evangelia Katsikea

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 637-639

Abstract: The present study develops and empirically tests a conceptual model of the organizational, strategic, and environmental drivers of export innovativeness. The relationship between export innovativeness and export performance is also examined. Using data collected from 168 small- and medium-sized direct exporters, we find that decentralization in decision making, export market orientation, information exchange and export market dynamism have a significant influence on exporting firms' degree of innovativeness. Furthermore, export innovativeness has a significant positive effect on export performance. Several theoretical and managerial implications are derived from these findings. Directions for future research are also provided.

International business review. -- 2017, v. 26, n. 4, august, p. 628-639

1. Innovativeness 2. Exporting 3. Performance 4. Structural equation modeling

6

Explaining variability in the investment location choices of MNEs [Recurso electrónico] : an exploration of country, industry and firm effects / Simona Raschiute, Paul Downward

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 612-613

Abstract: This paper examines the variation in foreign direct investment (FDI) location decisions of European multinational enterprises (MNEs.) An innovative empirical approach is applied to a new data set which contains over 15,000 individual FDI location decisions in 25 European countries over a 17-year period and combines country-, industry- and firm-level factors. The empirical results show that the responsiveness of FDI location choices to country-level factors is heterogeneous both across sectors and across firms of different characteristics as well as unobserved factors. For example, the results show that the importance of market size increases with investing firm's size and skill intensity, while proximity between countries, as well as cultural and linguistic ties are more important for smaller firms.

International business review. -- 2017, v. 26, n. 4, august, p. 605-613

1. Logistic regression 2. Heterogeneity 3. Dunning's OLI paradigm 4. European Union 5. Foreign direct investment

7

Foreign market selection of online retailers [Recurso electrónico] : a path-dependent perspective on influence factors / Matthias Schu, Dirk Morschett

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 721-723

Abstract: Internationalization is a critical task for online retailers, yet the question of how and in which order online retailers choose foreign markets has not been investigated. Based on dynamic capabilities and institutional theory, the authors identify, test and explain factors influencing the foreign market selection behavior of European online retailers. Following a dynamic, path-dependent view of the market selection process over time, the hypotheses are tested using a longitudinal database containing observations of the foreign market selection behavior of 140 online retailers in Europe, accounting for 825 market entries over 15 years. The use of a rank-ordered logistic regression model allows the observation of how different attributes contribute to overall evaluations of the attractiveness of chosen markets, assuming that online retailers attempt to maximize the utility of markets for their specific interests, in dependence of the observed factors. The results indicate that market size, rule of law, and local market knowledge, as well as a common language and the logistics performance of a target country have a positive effect on the likelihood of selecting a target country. Although the internet is said to reduce the impact of distance, both cultural and geographic distance as well as added geographic distance still show a negative impact on the selection of foreign markets by online retailers.

International business review. -- 2017, v. 26, n. 4, august, p. 710-723

1. Market selection 2. Online retailers 3. Institutional theory 4. Dynamic capabilities 5. Distance 6. Path-dependency

8

I just don't feel comfortable speaking english [Recurso electrónico] : foreign language anxiety as a catalyst for spoken-language barriers in MNCs / Nathalie Aichhorn, Jonas Puck

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 762-763

Abstract: Over the last two decades, the impact of language standardization in MNCs has attracted considerable research attention. However, although the current IB literature strongly suggests that the introduction of English can cause a significant barrier, we still have not fully understood the micro-foundations of such barriers. We conducted an inductive study and interpret our findings using an interdisciplinary approach drawing from both IB related research as well as research from the field of linguistics and language studies. We propose that a major challenge for MNC employees is the foreign language anxiety they typically experience in a non-native language. It is manifest in communication avoidance and withdrawal, as well as code-switching. Our findings indicate that such communicative behaviors can have a considerable impact on interpersonal communication, affecting both the content and relationship dimension. Our study contributes to emerging research on the role of anxiety-related factors as micro-foundations of language barriers and provides a so far rather neglected starting point for firms to reduce the language barrier in corporations.

International business review. -- 2017, v. 26, n. 4, august, p. 749-763

1. Corporate language 2. Language barrier 3. Language anxiety 4. Language standardization

9

Influence of CEO characteristics in family firms internationalization [Recurso electrónico] / M. Camino Ramón-Llorens, Emma García-Meca, Antonio Duréndez

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 797-799

Abstract: This research uses a survey dataset of 187 Spanish family firms to study the characteristics that may influence family firms in their decision of internationalize their activity. Based on individual and demographic variables, the study concludes that the CEO academic level of achievement influences the level of success in international expansion. In addition, the capacity for generating resources of the family firm provokes a lower resistance from family members to export. Moreover, we confirm that industry characteristics do matter in internationalization processes, noting that the specific market, product/ service and technology characteristics influence the family firm internationalization. Contrary to expectations, the gender variable and the percentage of family members sitting on the board do not significantly predict the propensity to export. Our findings suggest family firm leaders seeking greater levels of firm internationalization to seriously consider the qualification level of their CEO. These insights can be useful for regulators who have to develop programs for supporting sales internationalization, as well as owners and managers of family firms, who need to understand the CEO abilities that may improve their capacity to internationalize their business.

International business review. -- 2017, v. 26, n. 4, august, p. 786-799

1. Family firm 2. Internationalization 3. CEO

10

The influence of CEO overconfidence on ownership choice in foreign market entry decisions [Recurso electrónico] / Jung-Ho Lai, Wen-Chun Lin, Li-Yu Chen

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 784-785

Abstract: Prior research on foreign-market entry determinants offers various firm-, industry-, and market-level explanations. Yet, few studies consider the subjective psychological attributes of the executives making actual decisions. Based on behavioral decision theory and the psychology literature, this study provides the first empirical evidence of the influence of managerial overconfidence on ownership decisions into foreign markets. The results show that CEOs' tendency toward overconfidence increases the propensity for full over shared ownership, where their positive relationship is more pronounced when firms are exposed to greater information asymmetry or environmental uncertainty, in terms of greater home-host cultural and institutional distances, higher host-country risks, and inexperience in the local market. A powerful board weakens this positive relationship, but does not diminish the effect completely. The results hold with overconfidence measures based on both CEOs' actual actions and public opinions. Our findings complement extant entry-mode decision literature by highlighting the imperative to incorporate firm leaders' psychological biases.

International business review. -- 2017, v. 26, n. 4, august, p. 774-785

1. Foreign entry 2. CEO overconfidence 3. Ownership choice 4. Corporate governance

11

The influence of cooperative relations on geographical expansion and diversification strategies in family firms [Recurso electrónico]/ Cristina López-Cózar-Navarro, Sonia Benito-Hernández, Manuel Platero-Jaime

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 772-773

Abstract: This study examines the relationship between existing partnerships and geographical expansion and diversification strategies in family firms in the Spanish manufacturing sector. It specifically analyses whether the family nature of a business and its cooperative relations (vertical cooperation with clients and suppliers, horizontal cooperation with competitors, and institutional cooperation with technology centers and universities) influence its geographical expansion and diversification strategies, and whether there are significant differences between family and non-family firms. This paper includes a review of the literature and an empirical study with a sample of 1848 companies of which 824 are family firms. Significant differences were generally found between family and non-family firms, depending on the type of partner selected for cooperation and the relationship between the types of cooperation and the growth strategies developed by them. Research results and policy implications are discussed, and management practices are proposed.

International business review. -- 2017, v. 26, n. 4, august, p. 764-773

1. Diversification 2. Geographical expansion 3. Cooperation strategy 4. Family character

12

The joint effects of social identity and institutional pressures on audit quality [Recurso electrónico] : the case of the chinese audit industry / Pengji Wang, Lin Yuan, Jie Wu

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 679-682

Abstract: This article examines how social identity links institutional pressures and audit quality. Combining institutional theory and social identity theory, we theoretically argue that the interaction between social and institutional forces shapes audit quality. Through an analysis of Chinese audit firms from 2000 to 2007, we show that isomorphic imitation has a more significant effect on firms belonging to the same identity group than firms across cross-identity groups; foreign-affiliated audit firms are more willing to conform to normative pressure from professional networks than local firms; and foreign-affiliated firms are coerced to adapt to the local government's expectation, particularly when they have a geographically concentrated customer base. We further reveal that a larger customer base attenuates within-identity group imitation but strengthens cross-identity group imitation. The results shed light on the role of social identity in shaping conformity in the audit industry, thus contributing to international convergence– divergence literature and institutional theory.

International business review. -- 2017, v. 26, n. 4, august, p. 666-682

1. Institutional pressure 2. Audit quality 3. Social identity

13**Knowledge and internationalization of returnee entrepreneurial firms [Recurso electrónico] / Wensong Bai, Martin Johanson, Oscar Martín Martín**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 664-665

Abstract: This study aims to answer whether and how returnee entrepreneurs' international experience and returnee entrepreneurial firms' international market knowledge influence these firms' internationalization. Anchored in a framework combining an entrepreneurial and knowledge-based view, we develop a model and four hypotheses on the relations between returnee entrepreneurs' international experience, international market knowledge, international market commitment, and level of internationalization of the returnee entrepreneurial firm. Empirical evidence of the proposed model is derived from a recent sample of Chinese returnee SMEs in knowledge-intensive and high-technology industries. The main finding is that returnee entrepreneurs' international experience nurtures international market knowledge of returnee entrepreneurial firms, which in turn has a positive effect on these firms' international market commitment and level of internationalization. In terms of theory, the study extends our understanding of returnee entrepreneurial firms by uncovering the role of returnee entrepreneurs' international experience and returnee firms' international market knowledge during their initial and early international expansion.

International business review. -- 2017, v. 26, n. 4, august, p. 652-665

1. International new ventures 2. International experience 3. Internationalization 4. Knowledge-based view 5. Level of internationalization 6. Market commitment 7. Market knowledge 8. Returnee entrepreneurs

14**Networking responses to different levels of institutional void [Recurso electrónico] : a comparison of internationalizing SMEs in Egypt and the UK / Rose Narooz, John Child**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 694-696

Abstract: This paper reports a comparative qualitative study of how decision-makers in internationalizing SMEs respond to relevant institutions in their domestic environment through networking activity. Twenty SMEs are compared respectively from a developing economy (Egypt) and a developed economy (UK). The two countries contrast both in the effectiveness of their institutional support for SMEs and in their cultural norms towards network relationships. Substantial differences are found between the two national samples in SME decision makers' networking behaviour in response to specific institutional conditions. The links between institutional conditions, national cultural norms and SME networking responses are explicated in a new theoretical model.

International business review. -- 2017, v. 26, n. 4, august, p. 683-696

1. Institutional voids 2. Level of economic development 3. Networks 4. SME internationalisation 5. Emerging economies

15

The supply-side of environmental sustainability and export performance [Recurso electrónico] : the role of knowledge integration and international buyer involvement / Esther Lingyee Li, Lianxi Zhou, Aiqi Wu

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 733-735

Abstract: Most of previous studies seek to understand buyer perspectives in green supply chain relationships and devote inadequate attention to the strategic role of upstream suppliers. Drawing on a market-oriented approach to sustainability, this paper examines the enabling factors and processes that underpin how export suppliers from emerging economies leverage their strategic intent to develop knowledge integration capacity for achieving improved export performance. The results from a sample of Chinese exporters show that the relational capacity of knowledge integration mediates the performance impact of market-oriented environmental sustainability, and such a mediating process of leaning is further enhanced by international buyer involvement. We reveal that relationship efforts should be directed at developing integrative capacity involving key partners for implementing proactive environmental strategy in international business-to-business (B2B) markets. This study contributes to the research of supply chain sustainability in a global context.

International business review. -- 2017, v. 26, n. 4, august, p. 724-735

1. Market-oriented environmental sustainability 2. Knowledge integration 3. International buyer involvement 4. Buyer-supplier relationships 5. Export performance