

Table of Contents

Table of Contents	IX
List of Figures and Tables	XIII
List of Abbreviations	XV
A. Introduction	1
1. Focus	1
2. Research Gaps	2
2.1. Introduction.....	2
2.2. Literature Review	4
2.3. Research Objectives	11
3. Overall Framework	14
3.1. Introduction.....	14
3.2. Summarizing Model.....	14
3.3. Structure of and Contribution by the Studies	20
3.3.1 Determinants and Development of Internationalization Patterns	20
3.3.2 Change of Foreign Operation Modes	21
3.3.3 Configuration of International Family Firms	21
3.3.4 Processes, Dynamic Capabilities and International Performance	22
4. Further Remarks.....	23
B. Study 1: SMEs' Internationalization Patterns: Descriptives, Dynamics and Determinants.....	25
1. Introduction.....	25
2. Conceptualization and Hypotheses Development	26
2.1. Literature Review on Internationalization Patterns	26
2.2. Identifying Internationalization Patterns.....	29
2.3. Discussing the Determinants of Internationalization Patterns.....	31
3. Empirical Study.....	35
3.1. Empirical Design	35

3.2. Measurement	36
3.3. Method	39
4. Results	40
4.1. Internationalization Patterns	40
4.2. Description of the three Patterns and the Changes over Time	42
4.3. Determinants of Internationalization Patterns	47
5. Discussion and Conclusions	49
5.1. Theoretical and Managerial Implications	49
5.2. Limitations and Further Research	53
C. Study 2: Changes in Foreign Operation Modes: Stimuli for Increases versus Reductions	55
1. Introduction	55
2. Literature Review	56
2.1. Economic-strategic and Behavioural Perspectives	56
2.2. Empirical Results on Mode Changes	57
3. Conceptualization and Hypotheses Development	59
3.1. Conceptual Framework	59
3.2. Mode Increases and Mode Reductions	60
3.3. Reasons for Mode Increase and Reductions	60
3.3.1 Performance in the Host Market	60
3.3.2 Firms' Internal Environment	61
3.3.3 Firms' External Environment	62
3.3.4 Managerial Attitudes	63
4. Design of the Empirical Study	64
4.1. Sample	64
4.2. Measurement	65
4.2.1 Dependent Variable	65
4.2.2 Independent Variables	65
4.2.3 Control Variables	66
4.3. Method	66
5. Results	67

5.1. Types of Mode Change	67
5.2. Importance of Stimuli for Mode Change	68
5.3. Magnitudes of Stimuli for Mode Change	70
6. Discussion	71
6.1. Overall Conclusions	71
6.2. Conclusions by Comparing Results.....	71
6.3. Conclusions for Theory and Practice.....	72
7. Limitations and Further Research.....	74
D. Study 3: A Taxonomy of Small and Medium-sized International Family Firms.....	75
1. Introduction	75
2. Literature Review	77
3. Theoretical Background and Conceptual Framework	78
3.1. Conceptual Framework of the Study	79
3.2. Culture.....	81
3.3. Strategy.....	82
3.4. Structure.....	83
3.5. International Performance	84
4. Empirical Study.....	85
4.1. Measurement	86
4.2. Method	90
5. Results.....	91
6. Discussion	97
7. Limitations and Further Research.....	99
E. Study 4: Linking Processes and Dynamic Capabilities of International SMEs: The Mediating Effect of International Entrepreneurial Orientation	101
1. Introduction.....	101
2. Theoretical Background	102
3. Hypothesis Development.....	106

3.1. International Entrepreneurial Orientation.....	106
3.2. Scanning Processes.....	107
3.3. Planning Processes.....	109
3.4. Reciprocity of Processes and International Entrepreneurial Orientation.....	110
4. Empirical Study.....	111
4.1. Sample.....	111
4.2. Measurements.....	113
4.3. Method.....	118
5. Results.....	119
6. Discussion and Conclusions.....	122
7. Limitations and Directions for Further Research.....	125
F. Final Remarks	127
1. Discussion and Conclusions.....	127
1.1. Core Results.....	127
1.2. Research and Theoretical Implications	130
1.3. Managerial Implications.....	133
2. Further Research.....	135
G. References.....	139
H. Appendix.....	163
1. Latent Class Analysis: An Alternative Approach towards Internationalization Patterns	163
2. Literature Review on Mode Changes.....	165
3. Major Stimuli for Mode Change	177
4. Alternative Specification of International Entrepreneurial Orientation	178
5. Endogeneity, non-recursive SEM and Instrumental Variables	181
6. Alternative Specification of International Performance	182
7. Conceptual Remarks regarding Moderation	183

International Small and Medium-Sized Enterprises
Internationalization Patterns, Mode Changes,
Configurations and Success Factors

Olejnik, E.

2014, XVI, 184 p. 40 illus., Softcover

ISBN: 978-3-658-04875-4