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# The Time Concept In Internationalizing Organizations: Towards A Temporal Framework



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# 1 Chapter One

## 1.1 Introduction

*“The clock is running. Make the most of today. Time waits for no man. Yesterday is history. Tomorrow is a mystery. Today is a gift. That's why it is called the present.”* Alice Morse Earle

Time is an essential factor in each and every event. Its presence is mandatory for the existence of different events and processes. Without the concept of time, ideas like change, growth, cause and effect, and managerial responsibility will not exist (Gulick, 1987). Besides, it is seen as a very significant factor that needs to be managed by internationalizing firms. However, until the current moment there is no universal accepted treatment of the time concept in literature (Sharma & Blomstermo, 2003). Moreover, the considerations of time in international marketing and business literature are so poor despite of its importance to organizations and individuals.

Despite the dynamic nature of the internationalization process of organizations, the deliberations of time has been strongly ignored or discussed implicitly, even though the concept of time is present in widely used concepts such as learning, decision making, change, uncertainty and risk, but sadly its considerations are poor in literature (Butler, 1995). More precisely, there is a contradiction between the lack of narratives of time in business and marketing literature from one side, and the importance of the concept of time in our lives and societies (Quintens & Matthyssens (2010).

However, in a globalized world where time plays a role in every aspect of life such as technology, growth, relationships, economy...etc., it attracted the attention of many scholars and researchers to dig deep in order to gain a better understanding of the concept. Bluedorn & Denhardt (1988) argue that time has been deliberated in several sciences such as psychology, sociology, economics, physics...etc. with different conceptualizations based on a variety of time perceptions, and it has been represented in the form of one of the significant topics in managerial and organizational research. Moreover, it has been deliberated in the foundation of professional societies and networks.

## **1.2 Literature Review**

The concept of time attracted the attention of several authors and researchers in different fields of social sciences, and it has become an interest for them to dig deep in it in order to reach a better understanding. It has been considered as one of the significant topics related to the organizational and management research (Bluedorn & Denhardt, 1988). Moreover, the interest in the time concept has been noticed in the field of professional societies and networks creation (Bluedorn & Denhardt, 1988). However, the huge interest in studying and understanding the concept of time has been always in contrast with its deliberations in literature, as it has been implicit and shallow most of time. Sharma & Blomstermo (2003) claim that their literature review showed that the relationships between time and accumulation of knowledge in internationalizing firms is beyond simplicity.

Despite the importance of time in the society, the concept of time has been discussed implicitly in literature. According to Butler (1995) the time concept is present in commonly used concepts such as the learning process, change, decision making process, uncertainty, instability of environments and risk. However, the considerations of the time concept are still implicit in these topics. Besides that, the studies of time on the organizational level has been strongly ignored (Butler, 1995). Several studies indicated the contradiction between the importance of time and the lack of time narratives in marketing management research and other different fields (Quintens & Matthyssens, 2010; Ancona *et al.*, 2001a), even though, the focus on time in research provides new variables in which will enable a more significant understanding of organizations and their behavior. Besides that, Gulick (1987) noted that the importance of time has been neglected in both public administration and politics.

## **1.3 Problem Formulation**

The purpose of this paper is to provide a theoretical framework for the use of time and time dimensions in organizational activities during their internationalization process. The understanding of time dimensions role may enable a better allocation for these dimensions in which will provide the organization with better outcomes on different levels. In order to achieve this, there are several variables that should be taken in consideration such as the time perceptions and the variety of temporal organizational activities during the internationalization process.

Accordingly, these variables will be discussed more precisely in order to provide the author with an answer to the research question.

### 1.3.1 Time Definitions

Time is an intangible and complex phenomenon that is hard to define (Sharma & Blomstermo, 2003). There have been several attempts to significantly define the concept of time; however none of these definitions have been universally accepted. The implicit deliberation of the time concept in literature or the huge differences in time perceptions may have led to the difficulty of introducing a precise definition in which it can be universally accepted.

However, the majority of these definitions are related to time as a dimension for shaping and arranging events and people actions while referring to the past, present and future. According to George & Jones (2000), the studies based on the past are used to describe a certain phenomenon, while the future is a motivation for several behaviors and actions in the present. Quintens and Matthyssens (2010) who worked on researches related to time claim that the temporal research is the type of research which discussed one temporal aspect at least such as process reference to past and future. For example, Gulick (1987) defined time as history, and the history is in the past, certain events that took place and finished. At this point Gulick is referring to the past as a temporal aspect, besides that, he defined time in the form of five different aspects that will be discussed later in this paper. The interesting thing is that most of the definitions of time were based on the way it is perceived and the type of science it belongs to. As Hofstede (1980) stated that the perception of time has a great variation even between close cultures, which led to noticing different problems due to the variety of time perceptions and these problems were documented by several authors such as Levine & Wolf (1985).

As to clarify this, the concept of time exists in all our events and actions; this is why it is an important matter in all social sciences and it has been defined differently according to its use science. For example, in physics, time has been defined in relation to space and their role in describing and explaining motion of objects, besides their role in mathematical formulas which describe the different laws of nature (Bars & Terning, 2009). This is similar to Gurvitch (1964, p.30) who describes the time concept in the form of motion of different phenomena. Another example, in the field of economics, Adam (1998) described time as *“a synergy of aspects, a mixture of contradictory, yet mutually supportive, characteristics that have their roots in the*



*development of calendars and mechanical clocks and constitute and essential precondition to Newtonian science and neo/classical economics”* (Adam, 1998, p.387). Adam’s definition does not explain what time really is or how it works; he just tried to highlight a few of its characteristics such as the role of time in developing calendars and clocks which is not enough for understanding the time concept. From a different aspect, George and Jones (2000) described time as a key player of theory building in social sciences. Sharma & Blomstermo (2003) defined time as the time spent in foreign operation or in other words, the duration of foreign operations.

The description of time in literature and social sciences is pretty complex and not clear enough, and it is dependable on the perception of time in each science, and the time perception of the scholar studying the phenomenon. However, in language dictionaries the definition of time can be easier and less complex. Time can be defined as dimension of events or a measurement for durations of events such as in Wikipedia, or it can be defined as a continuous, indefinite process of existence and events in the past, present and future as in Oxford Dictionaries, or it can be defined as a continuum where events occur from the past through the present to the future.

Apparently, it seems that the definition of time is not “yet” a solid description of the phenomenon and how it works, but it is just a basic description for the dimension of our events and actions, the measurement for durations, ordering, pace, flow, and divisibility of these events and actions in which it arranges and shapes our lives.

### **1.3.2 Time Perceptions**

The individuals’ actions and reactions are all based on their perceptions about reality and not on the objective meanings of reality. Reality is different to each and every individual and it is considered as a personal phenomenon that is grounded by one’s wants, needs, personal experiences and values (Schiffman, Kanuk & Hansen, 2008). Thus, the reality of time is perceived differently by individuals due to their differences in cultures, personalities, and other psychological characteristics that play a role in shaping their perceptions and accordingly their behaviors are influenced. According to Graham (1981), several attempts were made in the field of anthropology in order to highlight the differences between individuals in their time perceptions which eventually influence their behavior. Graham (1981) argued that the culture is the main influencer on the individual’s perception of time which eventually affects his behavior

and his perception of the world. Adding to this, the individual perception of time is changeable according to the task being done.

The importance of time perception appears on both the individual and the organizational levels. For example, on the individual level, the way managers perceive the concept of time affects the decision making process and the application of time frames in the organizations in which affects the performance of the organization either positively or negatively. By comparison, on the organizational level the perception of time influences their structures and their use of time dimensions. The perception of time *as a resource can have different effects on the organization than the perception of it as an outcome*, or just as *a dimension of events*. Sharma & Blomstermo (2003) claim that time perception is a key factor in the foundation of the organizational structure because of its variety and its role in affecting the individual and organizational expectations.

In the same context, Orlikowski & Yates (2002) believe that the organizational experience of time takes place in the form of a process of temporal structuring which shapes the individuals' daily activities and actions.

Due to the importance of time perception, it needs to be deliberated more precisely in order to help researchers analyze its effect on organizational performance, managers to consider during the decision making process, and organizations in order to evaluate their performances that strongly depend of the way time is being perceived.

### **1.3.3 Time & Culture**

The individual's culture is one of the major factors that influence his perception of time. Schiffman, Kanuk & Hansen (2008) argue that the individuals' perception is affected by several variables such as his needs, wants and personal experience, and these variables are derived according to the culture that an individual belongs to. In this context, Tuttle (1997) argue that the way people think is affected by their knowledge, experiences and personalities which are considered as an outcome of their culture. Thus, it can be argued that the culture is the main influencer on people's perception about the reality of time.

Researchers tried to understand the main factors that influence the time perception such as Levine & Wolff (1985) who tried to compare between the way people view the concept of time in Brazil and the United States. They noticed that people in Brazil are more flexible about the

concept of time, and they believe that the lack of punctuality is badge of success (Levine & Wolff, 1985). Thus, they perceive time way differently than people in the US who are less flexible and more concerned with the importance of timing. Levine & Wolff (1985) concluded that differences between perceptions of Brazilians and Americans are strongly influenced by the differences in their cultures and languages.

In a different topic, Hofstede (1980) introduced four dimensions that are used in cross cultures differences. These dimensions are related to the gender, power distance, individuality and the actions towards uncertainty. Later on he added another dimension related to the time concept which is the orientation about time and weather people are concerned about the past or the future. This time dimension has been strongly used in organization due to the fact that this dimension defines people's efforts and actions in the present and weather these actions are based on the past or oriented about the future.

Accordingly, the culture plays an important role in shaping the individuals' and organizational perceptions about time, and the orientation of time can be used in comparing between different cultures.

#### **1.3.4 Time & Theories from different organizational perspectives**

The time concept underlies many of the internationalization theories even though it is mentioned implicitly or in the form of any of its dimensions. The fact is that these theories are all built to support different actions of organizations during the internationalization process. As these theories represent different organizational perspectives such as the learning perspective represented by Johanson & Vahlne (1977) in the Uppsala school, time can be considered as the most significant element that plays an important role in determining the duration, pace, divisibility, frequency, flow, order and timing of the learning process. These dimensions do exist in most of researched theories which means that the concept of time is strongly existent.

Accordingly, the author tends to represent four different theories which provide four organizational perspectives in order to analyze the role that time plays in these processes. The four theories are the Uppsala model that represents the learning perspective, the network theory which represents the inter-organizational perspective, transaction cost theory that represents the economic perspective and finally Porter's five forces that represents the competition perspective.

The deliberation of these theories will provide a reader with a better understanding of the concept of time and the role it plays in each perspective in order to enhance the organizational performance. Eventually, discussing these theories will help the author to provide a time-based framework that covers these perspective and the major organizational perceptions of time to facilitate the understanding and the use of time in organizations.

### **1.3.5 Problem statement & Research Question**

Based on the previous topics, the author tends to discuss and explain the topics in way that will enable a better understanding of the concept of time. Adding to this, the discussions about time in literature in relation to the internationalization process of organizations will provide new insights of the functions of the process dimensions of time in which will eventually lead to understanding the role of each dimension, followed by providing a framework for a better use of these dimensions. The deliberation of these topics and other related topic is supposed to answer the following research question/s:

What is the role of the 7 process dimensions of time during the internationalization process of organizations from different organizational perspectives, and how these dimensions can be used to enhance the internationalization process?



## 2 Chapter Two

### 2.1 Methodology

Methodology can be described as the guideline of a research, or the theory of how research is conducted (Saunders et al., 2009). According to Kuada (2012) the methodology explains the reasons behind the chosen and used methods and techniques during the research process. Further with Kuada (2012), he claims that “*the research design is the blue print of the research*” because it draws a full description of the research and shows logic sequencing starting with the research questions stated in the initial chapter throughout the whole research. This chapter will be based on a comparison between the methodological approaches offered by Burrell & Morgan in (1979) & the equivalent approaches introduced by Arbnor & Bjerke in (1997) in which will help the author to decide on the most appropriate approach to be applied in this paper in order to provide the reader with a clear explanation for the investigated phenomenon. Besides that, the chosen approach will facilitate the choice of a reasonable research design that will provide a logical sequence of the applied research activities. Finally, the chapter will highlight the chosen approach and the assumptions underlying it, the methods used to collect and analyze the data, and finally the reached results and findings.

### 2.2 The Paradigms

The term paradigm was introduced first by Kuhn in (1970) for the purpose of reflecting the beliefs that affect defining the type of knowledge being studied, and the way research and data should be conducted. There have been several attempts to define this term however most of time these definitions were inspired by Kuhn due to the fact that this term in its modern usage is attributed to Kuhn (Kuada, 2012). This inspiration led the researchers to define the term paradigm clearly similar most of time. According to Kuada (2012), all research subjects being investigated are characterized by having specific understandings and assumptions underlying the phenomenon under investigation, relevant research questions to the phenomenon, a structure for answering these questions and the methods for explaining and interpreting the results (Kuada, 2012). All these characteristics define the term paradigm which has been defined similarly by Bryman (2012) as “*a cluster of beliefs and dictates which for scientists in a particular discipline influence what should be studied, how research should be done, [and] how results should be interpreted*” (Bryman, 2012, pp.630). As a result, we may assume that the paradigm is a set of rules that help researchers to shape and conduct their researches.

Eventually, researchers attempted to define the concept of paradigm more precisely and sometimes differently according to the way they understand social sciences. Shortly after Kuhn in (1979), B&M defined the paradigm in forms of four different sets of assumptions which are; ontological, epistemological, assumptions on human nature and methodological assumptions. Later on, Arbnor & Bjerke who were inspired by Kuhn as well went further with explaining the concept of paradigm. In 1997, they modified the concept of paradigm by differentiating between the theory of science and theoretical methods (Kuada, 2012) in which the theory of science covers both the ontology and epistemology, while paradigms and methodological approaches determine the methods of research. They see that the use of the paradigm is to explain the relation between the researchers stated assumptions and the practical use of the methodological approaches.

Accordingly, the author will tend to compare between the different paradigms of both approaches as both of them are widely and commonly used and accepted. Thus, the following section will introduce both Burrell & Morgan (1979) and Arbnor & Bjerke (1997) consecutively and will provide a wider description of both approaches, followed by a comparison between them which will lead to the choice of the paradigmatic choice for this paper.

### 2.3 Burrell & Morgan (B&M, 1979):

B&M argue that social sciences can be described in terms of four different sets of assumptions related to ontology, epistemology, human nature and methodology. Besides that, social scientists make implicit or explicit assumptions about the nature of social world in addition to making assumptions about the way of investigating the social world (Burrell & Morgan, 1979). B&M explains these four sets of assumptions more precisely as follows:

Sets of assumptions	Description
Ontology	This set of assumptions is concerned about the phenomenon under investigation and the reality of it. Ontology is mainly used to describe the nature of a phenomenon and if the social world is real or it is a human creation (Kuada, 2012). B&M describe reality as it either forces itself on the consciousness of individuals in which reality is with “objective” nature, or it is a product of individual consciousness in which it has a

<b>Epistemology</b>	<p>“subjective nature” (Burrell &amp; Morgan, 1979, pp.1)</p> <p>The term epistemology explains the nature of knowledge, how it could be understood and explained to others. Adding to this, it seeks to determine if the knowledge is “true” or “false”, in which this determination depends on the nature of the knowledge and the way it is perceived, whether as real and possible to be delivered in tangible form, or it is subjective and based on individuals’ experiences (Burrell &amp; Morgan, 1979).</p>
<b>Human Nature</b>	<p>Human nature focuses on the relations between human beings and their environment, and whether a man is influenced and affected by his environment or man is independent and has free will in which he creates his own environment and takes control of it (Burrell &amp; Morgan, 1979). The human nature set of assumptions is strongly related to the previous sets of assumptions but it is separated from them.</p>
<b>Methodology</b>	<p>The methodology can be considered as the creation or the result of the previous sets of assumptions in which they provide the methodology with the guidelines of the suitable methodological approach that will enable the researcher to obtain his knowledge about the social world or the phenomenon under investigation. Thus, the methodology explains the reasons behind choosing specific methods during a research process and the way these methods were used (Kuada, 2012). If the researcher perceives the world as being objective, hard and external, thus his analysis will be concentrated on relationships and regularities. On the other hand, if the world is perceived as being subjective and based on individual experience, thus, he will focus on the issues that faces an individual and will eventually approach these issues in order to find what would be best for individuals (Burrell &amp; Morgan, 1979)</p>

Table 1 The four sets of methodological assumptions of B&M (Source: Own Creation Based on Burrell & Morgan (1979))

### 2.3.1 The two dimensions of B&M Paradigms

There are two dimensions that form the paradigms of B&M. The assumptions concerned with the social science are determined by a subjective/objective dimension in which all previous sets of

assumptions are characterized by descriptive labels where these sets were debated accordingly on this dimension (Burrell & Morgan, 1979). On the other hand, the assumptions related to the nature of society are collected and debated on the second dimension of sociology of regulation & sociology of radical change.

### 2.3.2 Objective/Subjective Dimension:

The four previous sets of assumptions are described based on the nature of social science in which it could have objective or subjective meanings. See figure X

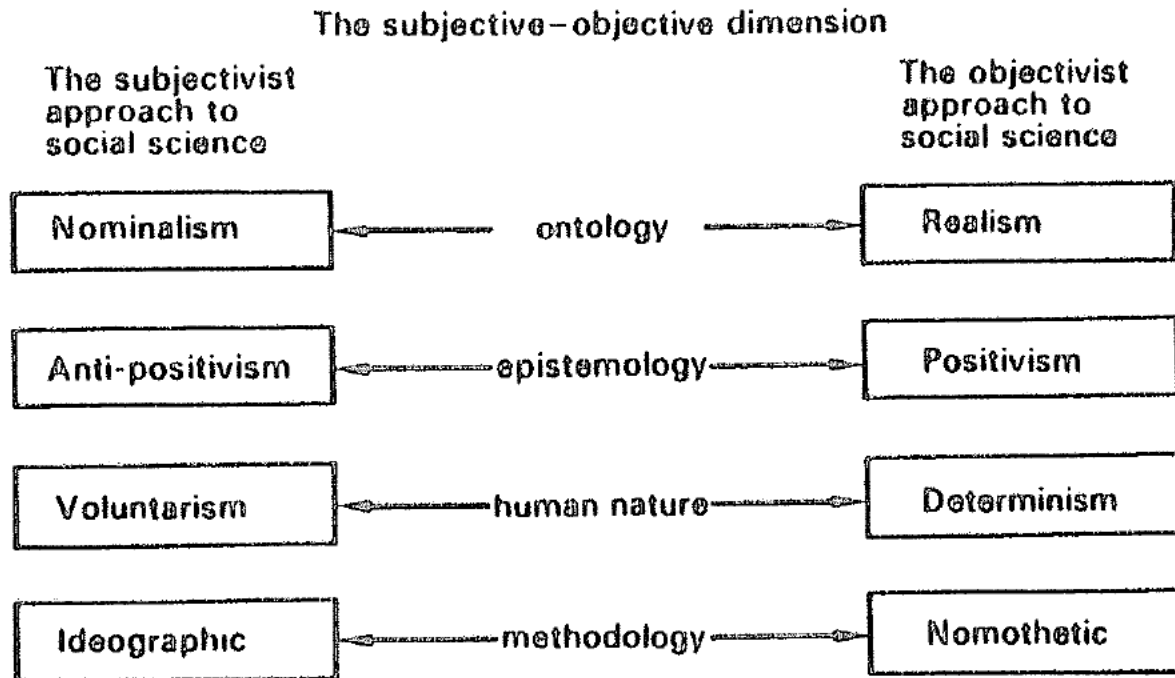


Figure 1: Analysis of assumptions about the nature of social science (B&M, 1979, pp.3)

The figure shows that the four sets of assumptions are defined by their objective and subjective nature in which this will enrich the understanding and clarify the views of the nature of social science. Accordingly, each set of assumptions will be classified into two groups that reflect two opposing directions and views based on objectivity or subjectivity in which will result in having eight terminologies that describe the social science. The following table will explain these terminologies more precisely.



	Subjective View	Objective View
<b>Ontology</b> (Reality of social world)	<b>Nominalism:</b> this view considers that reality is based on the interactions between individuals, and the social world is external to individual cognition. It does not identify a real structure of social world in which the social world is described in the form of names, concepts & labels that forms this structure (Burrell & Morgan, 1979).	<b>Realism:</b> the opposing pole in the ontological debate that sees that the external world is hard, tangible and real. It creates itself independently not counting on human beings who have no influence on it (Burrell & Morgan, 1979; Kuada, 2012)
<b>Epistemology</b> (Acquiring knowledge)	<b>Anti-positivism:</b> It is the view that knowledge cannot be gathered only through observation, but through being involved and participating in the social world. The social world is socially constructed and fundamentally relativistic, and can only be understood through getting involved with the activities or subjects being studied.	<b>Positivism:</b> the positivists adapt the traditional concept that knowledge can be gathered through observation. They seek regularities and causal relationships to acquire their knowledge and understand it. They believe that by investigating a phenomenon externally from the observer position through studying its big main parts that will lead them to understand the whole phenomenon.
<b>Human Nature</b> (Relationship between man & Society)	<b>Voluntarism:</b> it views individuals as being independent with free will. Individuals do create their environment.	<b>Determinism:</b> the total opposite view that considers individuals and their activities take place depending on situations or the environment they belong to. In other words, the environment is in control of man actions.
<b>Methodology</b> (methods of approaching social science)	<b>Ideographic:</b> this view adapts the idea that social science is understood through acquiring first-hand knowledge and information of the phenomenon. It sees reality in the form of symbols and ideas.	<b>Nomothetic:</b> sees that the approach to knowledge should be based on systematic protocol and techniques. It concentrates on the process of testing hypothesis and the way of constructing scientific tests (Burrell & Morgan, 1979; Kuada, 2012).

Table 2: Objective/Subjective debates of B&M Assumptions (Own Creation)

**2.3.3 Sociology of Regulation/Radical change Dimension:**

Burrell & Morgan (1979) did not limit themselves within one dimension, but they came up with a new dimension based on the order-conflict debate which consists of two opposing views, “the sociology of regulation” that describes sociology concerned with social order, and “sociology of radical change” that is concerned with issues of change and conflicts.

The sociology of regulation is mainly concerned with the need of regulations in human affairs. It focuses on the necessity to understand the reasons behind the fact that society is maintained as one unit or an entity and it always tends to hold together instead of falling apart. On the very contrary, the sociology of radical change is concerned with finding reasons and explanations for the radical change, structural conflicts, modes of domination and structural contradiction (Burrell & Morgan, 1979, pp. 17). In order to show the differences between both views, B&M illustrated both views in a schematic form facing each other. See figure 2.

<i>The sociology of REGULATION is concerned with:</i>	<i>The sociology of RADICAL CHANGE is concerned with:</i>
<b>(a) The status quo</b>	<b>(a) Radical change</b>
<b>(b) Social order</b>	<b>(b) Structural conflict</b>
<b>(c) Consensus*</b>	<b>(c) Modes of domination</b>
<b>(d) Social integration and cohesion</b>	<b>(d) Contradiction</b>
<b>(e) Solidarity</b>	<b>(e) Emancipation</b>
<b>(f) Need satisfaction†</b>	<b>(f) Deprivation</b>
<b>(g) Actuality</b>	<b>(g) Potentiality</b>

Figure 2: The regulation/radical change dimension (Burrell & Morgan, 1979, pp.18)

Adding the dimension of the sociology of regulation/radical change to the objective/subjective dimension resulted in forming a puzzle of four different paradigms represented on two dimensions in the form of X axis that represents the objective/ subjective dimension and Y axis which represents the sociology of regulation/radical change dimension.

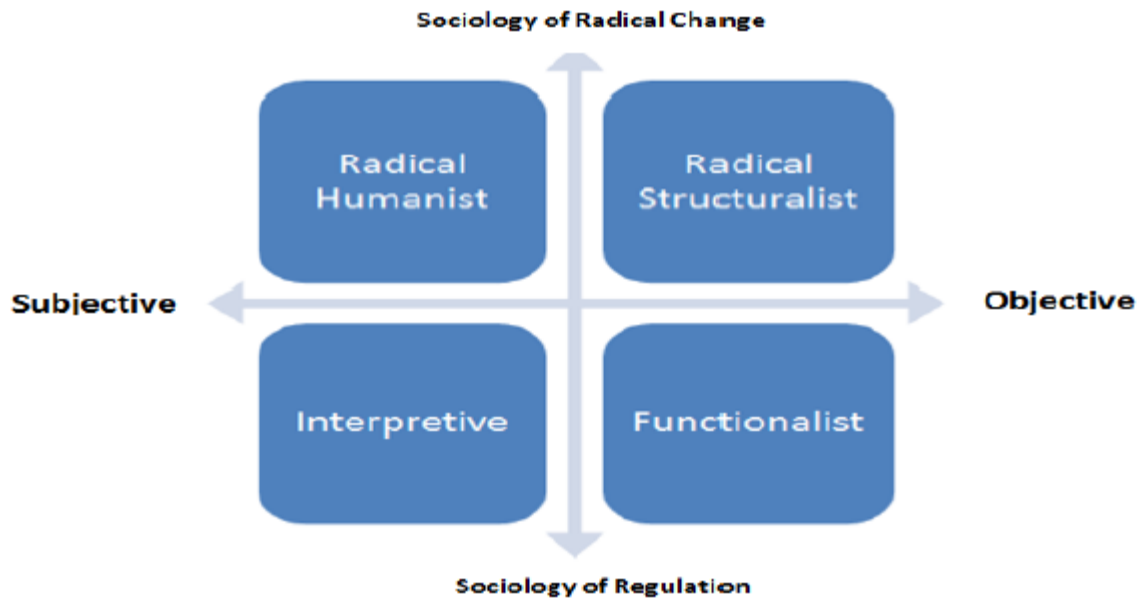


Figure 3: B&M paradigms (Own Creation, adapted from Burrell & Morgan (1979))

Figure X shows that the interaction between the two dimensions resulted in having four paradigms which are Interpretive, Functionalist, Radical Structuralist, and Radical Humanist. Each of these paradigms shares a set of common characteristics with the paradigm on the same dimension, and they differ on the other dimension. Thus, they should be treated separately because each one of them represents a different perspective of understanding and analyzing social phenomenon (Burrell & Morgan, 1979).

#### 2.3.4 B&M Paradigms

In this section, the author will illustrate the four paradigms of B&M in order to provide a deep understanding of each one of them.

**The Functionalist paradigm:** It represents the regulation-objective view, in which it approaches the phenomenon under investigation from an objectivist stand point where objectivists see the world as it is. It is concerned with explaining status quo, social order, social integration, consensus, need of satisfaction, solidarity and actuality (Burrell & Morgan, 1979). The functionalist paradigm is commonly used as a framework for organizational studies and the

conduct of academic sociology (Burrell & Morgan, 1979). It tends to be realist, positivist, determinist and nomothetic. It focuses on providing rational explanations in which it is considered as a highly pragmatic perspective. Researchers belong to this paradigm focus on understanding the society practically, and providing practical solutions.

***The Radical Structuralist:*** It represents the change-objective view where the stand point of objectivists is realist, positivist, determinist and nomothetic. Researchers belong to this paradigm are concerned with the structural relationships within a realist social world (Burrell & Morgan, 1979). They all agree that modern society involves a variety of vital conflicts that are generated by economic and political crises. In addition to that, conflicts take place because of viewing the organization as a product of structural power relationships (Bryman & Bell, 2007). Accordingly, this paradigm is more concerned with the structural conflicts in the society (Kuada, 2012).

***The Interpretive Paradigm:*** this view is the regulation-subjective view. Interpretive focuses on understanding the social world based on individual experience through individuals' subjectivity and consciousness in terms of ongoing process (Burrell & Morgan, 1979). Researchers belong to this paradigm seek participation and not observation. They are nominalist, voluntarist, ideographic and anti-positivist. Finally, the interpretive paradigm is essential and highly useful for organizational studies particularly (Burrell & Morgan, 1979).

***The Radical Humanist:*** This perspective is with a subjective nature and concerned with change. It focuses on transcending the social constraints that bound the human development and creation. It views society as anti-human and those adapt this view try to determine ways that will help and support humans to transcend the spiritual chains that are limiting them from liberating their full abilities. Finally, this view considers that man interacts with ideological superstructures that dominate his consciousness, so this is why human beings need to free their consciousness.

#### **2.4 Arbno & Bjerke (A&B, 1997)**

A&B is one of the most commonly used approaches to methodology in literature as it is considered the most recent approach in which it has a very strong stand points. They define the methodological approach as *“a set of ultimate ideas about the constitution of reality, the structure of science, and so on, that is important to methods, that is, to the guiding principles for creating knowledge”* (Arbnore & Bjerke, 1997, pp.26)

Arbnor & Bjerke's classify their sets of assumptions or paradigms based on a philosophical point of view. They use the same concepts of B&M represented in the ontology, epistemology and methodology but in a different way. Their paradigms are classified based on the following:

\* **Conception of Reality:** is equivalent to the ontology and human nature sets of assumptions of B&M. It is concerned with the way reality is constructed, and whether or not it is dependent on human mediation, and if the surrounding environment is self-created or human beings are the ones who created it.

\* **Conception of Science:** similar to the epistemology in B&M, the conception of science focuses on knowledge creation and how the creation of this knowledge led us to have our existing concepts and beliefs.

\* **A Scientific Ideal:** it is related to the researcher as a person (Arbnor & Bjerke, 1997, pp.16), it refers to the desires of a researcher in regards to the phenomenon under investigation. For example, if the researcher considers science as an objective matter and is not influenced by partial interests, or if the researcher considers that being impartial is impossible and he tends to change some aspects in society.

\* **Ethical & Aesthetical Aspects:** it is concerned with what the researcher considers to be suitable or not, beautiful or not from a moral perspective such as well-constructed diagrams and graphs can be beautiful, but the results might not be suitable.

There is a variety of methodological approaches which may result in different assumptions related to the study area (Kuada, 2012). In other words, applying different approaches will force the researcher to proceed in different ways to understand and improve business research, based on the adapted approach (Arbnor & Bjerke, 1997). According to A&B's sets of assumptions, they came up with three different approaches or views to conduct business research which are; 1) the analytical approach, 2) the systems approach & 3) the actors approach.

It can be obvious that the three methodological views of A&B differ according to the degree of dependency/independency of creating knowledge and the degree of objectivity/subjectivity of reality. However, the author tends to understand and explain the three views in which will help him choose the appropriate approach for the topic under investigation.

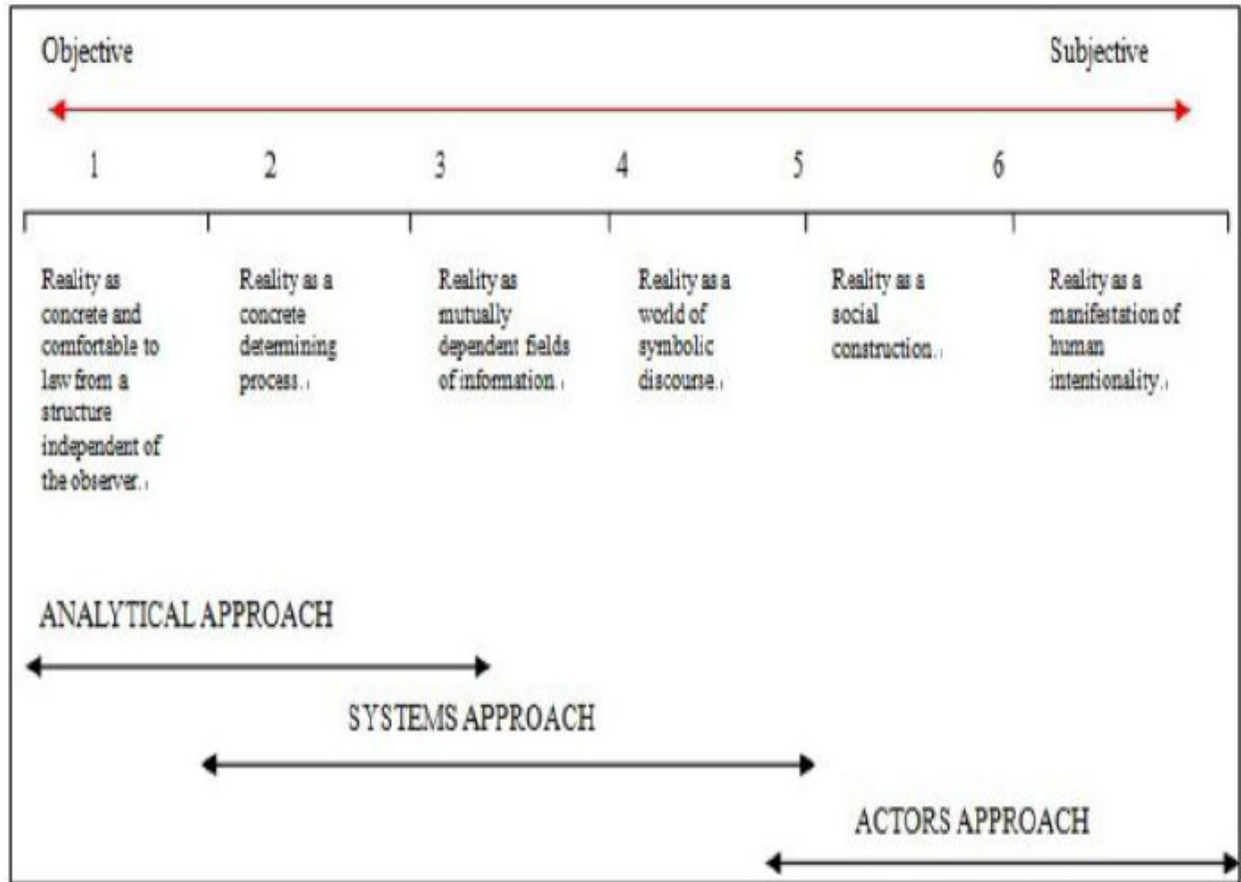


Figure 4 A&B Methodological Approaches (Arbnor & Bjerke, 1997, pp.51)

Figure 4 shows the three methodological views that resulted from A&B's sets of assumptions. The three approaches are represented on a scale that reflects the degree of objectivity/subjectivity of reality, and accordingly, the scale is divided into six different paradigms in which every two paradigms reflects an approach. It is pretty clear that the lowest numbered paradigm represent the extreme objective side in which reality is concrete, rational, and independent of the observer, knowledge is acquired through empirical techniques and methods (paradigm 1). On the other hand, the higher the numbering is, the less objective the reality becomes, until it becomes extreme subjective, and totally dependent on human intentionality (paradigm 6). The following section will represent a more detailed description of the three approaches which will enable the author to analyze these approaches in a way that will help him in selecting the most suitable approach for this research.

#### **2.4.1 The Analytical Approach:**

In the matter of ontology or the conception of reality, the analytical approach is based on the view of objective reality in which it is totally independent of human being influence. It adapts the view that science knowledge is the absolute true knowledge. Researchers adapting the analytical approach believe that reality consists of several parts in which the combination of the parts together will be equal to the whole. In other words, to understand reality, the observer should understand the all its parts separately then add them all together which will enable him then to have a full picture of reality (Arbnore & Bjerke, 1997). Accordingly, reality has a summative character.

Epistemologically, or the conception of science in the analytical approach is based on the idea that knowledge is formed logically and based on facts (Kuada, 2012). It is independent of the observers' experience which means that the observers experience does not influence the creation of his knowledge. This view aims to explain absolute objective reality (Arbnor & Bjerke, 1997).

#### **2.4.2 The Systems Approach:**

According to A&B, the systems approach is defined as “*a set of components and the relationship among them*” (Arbnor & Bjerke, 1997, pp.56-57). Unlike the analytical approach, the system approach does not reflect reality as absolute objective. Besides that, its assumptions about reality do not claim the necessity that sum of parts is equal to the whole. On the contrary, it considers the whole as being different than the sum of its parts. According to Kuada (2012), the systems approach is concerned with the relations between all parts, and not only the parts that form the whole. These parts are equally dependent on each other. Thus, these relationships between the parts reflect the existence of synergistic properties within a system that is being studied (Kuada, 2011). This means that in this view, reality is not just about its components or parts, but it is about how these parts are put together to form the reality.

As for the knowledge, it is created according to systems, or based on the interactions between the parts of a specific system in a certain environment. As Kuada (2010) claims that the systems approach is similar to machines, where every part of this machine plays a significant role in the performance of the whole.

Briefly speaking, the systems approach care more about improving the performance of the system taking place in the reality, while the analytical approach aims to verify or falsify the assumptions and the outcomes.

### **2.4.3 The Actors Approach:**

The third methodological approach that belongs to A&B is the actors approach. This approach has many methodological commonalities with the interpretive paradigm that belongs to B&M approach (Kuada, 2012). Besides, this approach is way different than both the analytical and the systems approaches of Arbnor & Bjerke and their assumptions of independent reality of its observers (Arbnor & Bjerke, 1997). The reality according to the actors approach is subjective, and socially constructed. It consists of independent actors who affect each other, and accordingly, humans are considered as a subjective reality (Arbnor & Bjerke, 1997). Thus, the conception of reality is extremely subjective and based on social constructed objects, the interactions between objects form the reality, where all objects are dependent on each other. Besides that, the conception of science is similar to the view of reality in which subjective knowledge is created according to the construction of objects, and it is dependent on the interactions between these objects and personal experience (Arbnor & Bjerke, 1997).

### **2.5 Similarities & Differences between B&M & A&B:**

The paradigms of Burrell & Morgan and those belong to Arbnor & Bjerke are considered different due to the methodological stand points that support each approach. However, that does not deny the fact that both approaches share some similar methodological characteristics that results in the existence of some similarities between paradigms in the two different approaches (for example, the actors approach in A&B shares methodological characteristics with the interpretive paradigm in B&M). In this section, the author tends to highlight the similarities and differences between A&B from one side & B&M from the other side based on the research done on both books and the understandings the author reached after the research.

#### **Similarities between A&B and B&M:**

The major similar characteristic is that both approaches are based on almost similar sets of assumptions regardless the difference of the used terminologies. The foundation of both approaches is based on the perception of reality; the way knowledge is created and perceived, the degree of dependency of the social world and knowledge in relation with individuals. As to clarify that, looking at B&M assumptions, it is based on assumptions related to the perception of the social world (Ontology), the perception of knowledge creation (Epistemology), the relation between nature and individuals (Human Nature), and the methods and techniques used to conduct research (Methodology). On the other hand, almost the same meanings of these



assumptions form the methodological approach of A&B with a philosophical perspective, the perception of social world and reality (Conception of Reality), how knowledge is being created (Conception of Science), the methods and techniques used within a research which is represented in the (Ethical & Aesthetical Aspects). As to mention that the “scientific ideal” is somehow related to the "epistemology & methodology” in B&M due to its concerns about knowledge creation and the way knowledge can be acquired.

Briefly speaking, the sets of assumption in one of the approaches has similar characteristics and concepts to other set(s) in the other approach, which means that the foundation of both A&B & B&M have significant methodological similarities.

Secondly, both approaches share the presence of the objective/subjective dimension that determines the way of perceiving the social world, reality, knowledge creation and the degree of dependency of the social world. This dimension plays an important role in guiding researchers to choosing the best paradigm during investigation of a certain phenomenon.

#### **Differences between A&B and B&M:**

As for the differences between both approaches, it seems to the author that B&M were more specific in defining their paradigms. Their paradigms are clearly categorized according to two dimensions, and they are either objective or subjective, either radical change or regulation. On the other hand, A&B seemed to have more flexibility in having both objective and subjective characteristics in the same time but with different degrees. As this can be an advantage point in case of the researcher desire in having this option, but still the author considers it as kind of misleading in research, as they do have six paradigms and each two of them shares an approach without being more specific about the degree of objectivity or subjectivity in each paradigm. Besides that, choosing a specific paradigm in B&M will still allow the researcher to be either subjective or objective with having a probability of having a degree of the opposite characteristics, and that depends on the topic under investigation and the chosen research design. In this research, the author does not believe in being an extreme objective or subjective, but according to the topic of this research, it is mandatory to have both objective and subjective meanings with a higher degree of subjectivity in which will facilitate representing and analyzing the phenomenon of time more precisely, and will facilitate the gain of deeper understanding of it.

Besides that, in regards to the sets of assumptions of both approaches, B&M paradigms appear to be more defined than the underlying assumptions of A&B. Arbnor & Bjerke's paradigms appear to be completely based on the ontological and epistemological level only, even though they have other sets of assumptions. The scaling of the paradigms is based on the degree of perception of reality (i.e. paradigm 1: reality is concrete "extreme objective", paradigm 6: reality is based on human intentionality "extreme subjective view"). On the other hand, the way B&M's paradigms are categorized clearly reflects the sets of assumptions underlying their approach.

## **2.6 Methodological Choice (Burrell & Morgan)**

The methodological approaches of B&M & A&B still prove their effective use in research until this moment, which means that applying any of them will be beneficial to the research objectives. Adding to this, Arbnor & Bjerke (1997) states that there is not what so called the "right" paradigm, because choosing the paradigm for the research depends on the researchers' views, the nature of the phenomenon and the way the phenomenon is perceived.

Based on the differences mentioned earlier between B&M and A&B paradigms and concepts, the author decided to use B&M paradigms for so many reasons. Burrell & Morgan's approach seems to be clearer and more specific than those that belong to Arbnor & Bjerke. The four paradigms lie on two specific dimensions which are the objective/subjective dimension and the radical/regulation of change dimension. This forms more significant and specific paradigms for the author to build the research on. Adding to this, the sets of assumptions of B&M are pretty much clearer to the author than those in A&B in which will facilitate the process of acquiring the type of knowledge needed for this research, will perfectly explain the author's perception of reality and the investigated phenomenon, and finally will help the author in applying the suitable methods and techniques that will be used in regards to the data collection and flow of information of this paper. Above all, the author believes that his beliefs and thoughts will totally suit B&M paradigms to answer the research question.

### **2.6.1 The Interpretive Paradigm**

In this paper, the researcher believes that reality can be socially constructed. Participating and getting involved with the phenomenon will help the author to gain deeper understanding of it. The knowledge here is not based on numbers or logic, but it is based on human perception and involvement with the concept of time. The phenomenon itself may be objective by nature, but in marketing and organizational activities it has subjective meaning as well. In other words, the concept of time cannot be controlled by individuals, but it can be managed or used by individuals to help achieve certain goals. Individuals cannot change or control the undefined nature of time, but they can change, control, shape, use, and manage the concept of time in its subjective meanings represented in the metronome of the “clock time”.

At this point, the main underlying concept of the interpretive paradigm is that the social world is dependent on the subjective experience of individuals (Burrell & Morgan, 1979). This means that in order for the author to understand the social world, it is not enough to put himself in the observer position but to participate in experiencing the phenomenon and to get himself involved in knowledge creation and data collection which will eventually lead to a better understanding of the social world and its nature. Accordingly, when the concept of time is considered as the social world, the author believes that even though time seems to be completely an objective phenomenon as it is a continuous, linear and non-stoppable phenomenon, but in regards to the organizational and individual activities the perception varies and the use of time becomes subjective. The concept of time at his point is not necessarily linear and non-stoppable, but it could be cyclical and has an end.

The time concept is objective in its nature when described by the movement of the sun and moon or the night and day phenomenon. However, the nature of “clock-time” can never be completely objective due to the fact that it is a human invention based on the unknown reality of time. It is just a small picture of the big real one that is still undefined perfectly, and it is used to shape and arrange the individuals’ events and actions. Thus, the author locates himself in the interpretive paradigm which can be considered as an appropriate choice for the author to do this research.

In this section the author tends to analyze the concept of time based on the underlying assumptions of the interpretive paradigm to provide a more significant elaboration of the concept and to justify the reasons for locating himself as an interpretive. The analysis will be based on ontological, epistemological, human nature and methodological assumptions.

#### ***2.6.1.1 Ontological Level:***

The author describe himself as an interpretive which means he belongs to the nominalists in regards to the ontological level. The perception of social world in this case is external to human cognition which perfectly suits the concept of time that cannot be simply abstracted in the clock time. The clock time cannot be considered as the real world or reality, but it is just a subjective metronome used to reflect the real nature of time, and that can be used to arrange our events and actions. It has been widely accepted by humanity because we can understand it as individuals and it fits to our usage. On the other hand, on the organizational level the metronome of clock time is used for the same basic purposes of arranging and shaping actions and events within the organization however, the concept of time takes different meanings. The nature of time is perceived differently, and it has different meanings that are not similar to the objective description of time. Time in organizations is not only linear, but it can be cyclical or based on events. Time is not necessarily continuous but it is divisible. Briefly speaking, the nature of time concept in an organization is based on its perception of time and the way this perception will facilitate the organizational actions and interactions with different actors. It is a socially constructed phenomenon based on these interactions during the internationalization process, and no matter if time is seen as money or a resource, linear or cyclical, these are just names and labels to describe it and use it for sake of organizational purposes.

#### ***2.6.1.2 Epistemological Level***

The author in this level is described as an anti-positivist. As the world is socially constructed according to individual perceptions, the concept of time is described based on that. In this matter, the knowledge creation cannot be based on observations only, but through getting involved with organizational time. The organizational activities are either based on the metronome of clock time such as arranging meetings and events, or it could be based on the organizational perception of time such as the events-based concept or time is a resource. Knowledge is created in this paper

based on the studies done on organizational perceptions of time, and the author's perception of time. It was mandatory for the author to dig deep in regards to time perception to be capable of building the epistemological level of this research. The literature studies in addition to the authors' perception of time that was created accordingly enabled him to understand the time concept to a large extent and that resulted in a better deliberation of the discussions.

### *2.6.1.3 Human Nature*

In regards to the human nature assumptions of the interpretive paradigm, the voluntarism concept defines this set of assumptions. It determines the nature of the internationalizing organization and whether it is an independent organization with a free will, or it is dependent on other parties such as suppliers or pioneers. The independent organization is being run based on its own resources, labor and will; it has full control of these resources which allow its independency such as an acquiring firm. On the other hand, if the organization is being controlled by a different organization such as acquired companies in some cases, or its resources are owned by other firms, then the organization is dependent on these parties and it doesn't have a free will to run its activities and events.

Independent organizations act and react according to their own perception of the time concept, their experience and view of time is the determinant of arranging events and actions. The time as a resource is totally controlled and managed according to a suitable plan that will help in achieving their goals. However, in some cases, even independent organizations have to adapt with the events taking place in the surrounding environment in which will result that these organizations will act or react accordingly. Thus, the free will of an organization is not extreme, but its degree of independency is still dependent on other circumstances.

The same concept applies to the author. The author has his free will to study the areas that would be suitable for this research. The choice of the subjects related to the time concept is determined by the author's free will and independency, even though he was limited by some topics and he had to ignore other topics due to the poor literature in regards to the time concept. Thus the author's independency is not extreme; however the big part of it is based on his decisions and free will.

#### **2.6.1.4 Methodology**

In this paper, the ideographic approach reflects the methodology in which the phenomenon under investigation can be understood through obtaining first-hand knowledge. The concept of time as the reality is represented in terms of symbols and ideas related to time. The complication of the time concept can be understood through the different perceptions of time, the components or dimensions of time, and the experience of time. Despite the fact that time is not changeable, but the way people perceive it is different from individual to another, or organization to another, and these perceptions do change based on the different actions or situations that individuals/ organizations face during the internationalization process.

Besides that, the first-hand knowledge can be obtained through the studies of other different topics related to the time concept such as the use or the experience of time in organizations. All of these topics and the variety of organizational time perception will not change the fact or the basics of time considerations in organizations during the internationalization process, and it will not affect the purpose of this paper which is the understanding of time on the organizational level.

### **2.7 Research Design**

The academic researchers are divided into two categories of data collection methods which are the quantitative and qualitative data collection, and both methods have different purposes and techniques. As for the qualitative research, its main purpose is to provide a better understanding of reasons or motives underlying a specific problem or phenomenon, and to generate different ideas and propositions for future qualitative research. On the other hand, the quantitative research aims to deal with numbers and quantify the data in order to generalize the result based on a sample from the population of interest (Kuada, 2010).

The phenomenon under investigation in this research is understood and explained through qualitative data in which will enable the author to explore and analyze the underlying relations between the data and the phenomenon under investigation. Besides, the author locates himself in this paper as an interpretive in which will enable him to make reasonable assumptions based on the reviewed literature related to the time concept. Accordingly, the research design will be applied to suit this type of research.

According to Burrell & Morgan (1979, p.28), there are three different approaches that represent the interpretive paradigm which are Phenomenology, Hermeneutics, and Phenomenological sociology. (Figure 5)

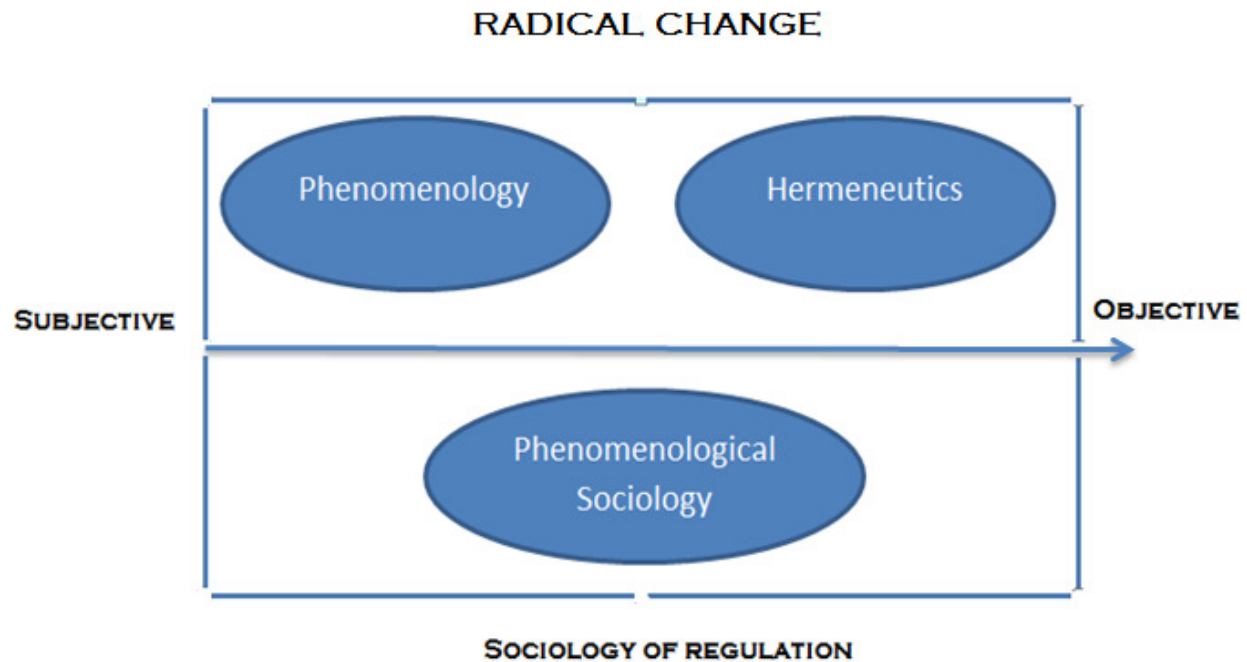


Figure 5 the Interpretive Paradigm (Source: Own Creation adapter from B&M (1979, p.28)

Researchers can be classified into three groups according to their perception of reality. The first group is the “Purists” who believe that both the objective and subjective meanings are mutually exclusive and opposing each other in which they cannot be combined and used in the same research. The second group is called the “Situationalists” who believe that using both meaning in the same research is useful and may strengthen the research in order to provide better explanation of the phenomenon and to enable a better understanding of the phenomenon, and finally, the “Pragmatists” who believe that the nature of the phenomenon is the determinant of the suitable view to select (Kuada, 2012).

In this research, the phenomenon under investigation is objective by nature; however, it carries several subjective meanings based on the different perceptions and considerations of time. Thus, the purists view can be excluded. Besides that, even though the pragmatists view may seem to be appropriate for this type of research, but it will not provide the understandings of the concept of time in organizations due to the fact that the use of time in organizations need to be subjective in which will contradict with the nature of concept of time as an objective phenomenon. According

to this, the author will locate himself as a “Situationalist” in which he believes that the subjective meanings of time should be discussed in the same research along with the objective meanings.

In this matter, the author will use the hermeneutics approach as the research design due to the interpretive assumption that the hermeneutics is subjective but it has a degree of objective meanings as it lies on the extreme right hand side of the paradigm. Adding to this, Kuada (2012) argues that the hermeneutics approach is relevant to be used in the actor’s approach of Arbnor & Bjerke which has methodological similarities with the interpretive paradigm of Burrell & Morgan (Kuada, 2012, p.88). Accordingly, the author believes that the hermeneutics approach is a reasonable research design to be used in this paper.

### **2.7.1 The Hermeneutic Circle**

The hermeneutics approach is used as a research design for complex phenomena under studies based on reviewing relevant literature. In this paper, the concept of time has been discussed and deliberated according to reviewing relevant literature to the time concept and the internationalization process of firms. According to Boell & Cecez-Kecmanovic (2010), the main underlying assumption of the hermeneutics approach is that the process of reviewing literature does not provide a final and clear understanding of the phenomenon under investigation, but the continuous review of literature and continuous interpretations lead to a better and more comprehensive understanding of the studied literature.

In this matter, reviewing the relevant literature of time provided the author with deeper understanding of the phenomenon and new interpretations about the concept of time. However, still some parts of the phenomenon are still blurry and enforce the author to go over the related books, articles, and journals several times, and to make new interpretations to enhance his understandings about time. Thus, the reached understandings are not ultimate and more interpretations are still needed to gain more clarity about the phenomenon. Moreover, the concept of time is a very complex and to some extent “mysterious” phenomenon that cannot be completely understood according to literature, which means that more studies and interpretations will be done in the future in order to enrich the understanding of time.



In this context, the hermeneutic circle is used as a research design to show the process of creating interpretive understanding in which understanding the parts will result in understanding the whole. Besides that, it is an open ended circle in which it represents a continuous process of learning to provide deeper understanding that cannot be achieved (Boell & Cecez-Kecmanovic 2010).

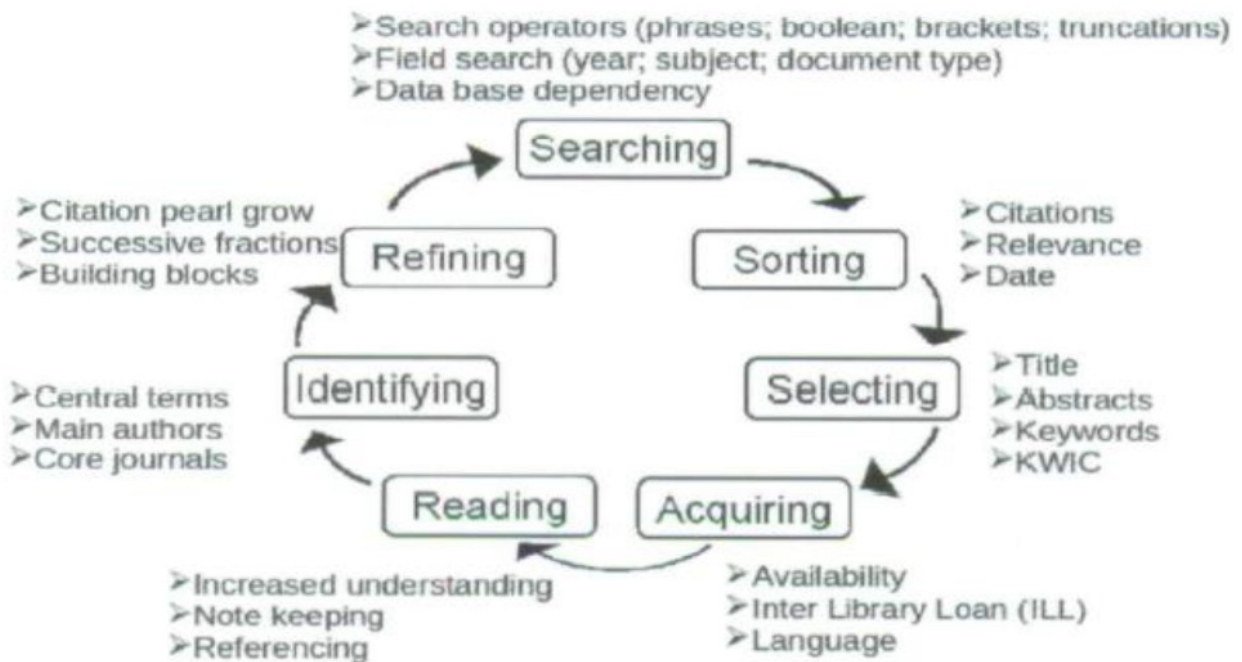


Figure 6 the hermeneutic circle (Source: Boell & Cecez-Kecmanovic, (2010))

Figure 6 reflects the process in which it took the author to proceed with the research. It started with searching for different articles, books & journals discussing the concept of time in different social sciences such as marketing and economics in order to provide the author with a basic understanding of the concept. The second stage was sorting the acquired documents in order to find the most relevant ones that would support the research. Then the suitable articles and papers have been selected based on the relevancy of the keywords, abstracts and titles to the concept of time and its relation with the internationalization process. Eventually, the author tried to acquire the selected papers to be capable of accessing these papers whenever is needed. Even though, the acquiring stage was the hardest part of the research due to the difficulty of reaching certain papers which are unavailable. After acquiring the needed documents, the author went through a

reading process in order to gain the understanding of the phenomenon of time, and in order to find the relationships between time and other actors in the internationalization process. The next step was to identify the appropriate areas to include in the research in relation to the time concept, besides, the identification of the relevant arguments and discussions that would strongly affect the research results. Then, the author needed to refine the topics and discussions in order to exclude the less suitable ones at that time and to ignore several discussions that could have been useful if have been added to the research.

It's important to mention that varied topics and discussions that were ignored during the first cycle of the research might have been added later after going through the whole process over and over again. The research cycle does not end, the research process remained continuous till the end of the research, and still it didn't provide the author with the perfect understanding due to the complexity of the phenomenon and its considerations in literature. Moreover, providing a framework in the end is not necessarily to be the most appropriate, but it depends on the author's understandings and assumptions based on the research cycle. Thus, there is a guaranteed opportunity for the author to gain better and more significant understandings after going through the whole process again, in addition to the fact that the errors in this project can be discovered and accordingly several topics might change.

Based on the hermeneutics cycle, the author draws the research design in which it highlights the major elements involved with the concept of time during the internationalization process. These elements are represented in the following figure according to the Author's perception of time, and the use of these elements in order to provide the adapted frame work the will be represented in the analytical chapter. These elements are: 1) subjectivity of time, 2) Gulick's five aspects of time, 3) Short vs. Long-term orientations, 4) The process dimensions of time & 5) The business network model as the foundation of the framework.

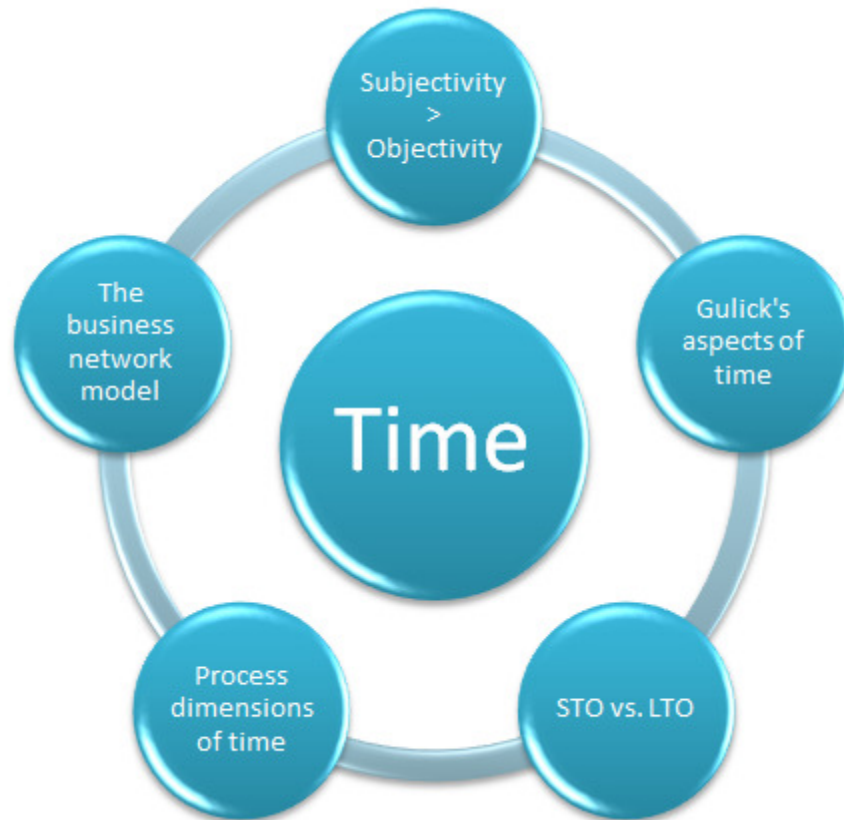


Figure 7 Research design of the time concept (Source: Adapted from the hermeneutics approach)

These are the main topics that form the framework of this paper. The author chose these topics according to the literature review based on the hermeneutics circle. The figure shows that there's no specific direction due to the fact that the order of these topics are not necessarily the same during each cycle of research. Adding to this, these topics are changeable according to the author's perception of time, and the type of errors that might be discovered in the framework after going through another round of literature review. It's a continuous process with no starting or ending point (open-ended) cycle due to the fact that reviewing the related literature is based on the researcher's conceptualization about the time concept.

## 2.8 Data Collection

Data used by scholars for research purposes are divided into two types; quantitative data in case of research based on quantification means, and qualitative data in case of research based only on literature that does not involve any quantification means. Saunders *et al.* (2009) define the

quantitative data as the numerical or quantified data that can be used to answer the research question, while the qualitative is the type of data that provides an answer for the research question without counting on statistical, numerical or other quantification means.

This research is founded on qualitative data due to reviewing articles, journals and books related to the phenomenon under investigation. There is no any kind of quantitative data used in this paper for any purposes. The qualitative data is sufficient enough to be used in this research and to answer the research question.



## 3 Chapter Three

### 3.1 Perception of Time

Perception can be defined as “*the process by which an individual selects, organizes and interprets stimuli into a meaningful and coherent picture of the world*” (Schiffman, Kanuk & Hansen, 2008). In other words, it describes the way individuals see the surrounding world. According to Schiffman, Kanuk & Hansen (2008), people’s perception is a highly individual process that is based on each individual’s own values, needs and expectations. This means that when exposing two individuals to the same stimuli under the exact same conditions, still the way each individual recognizes, organizes, selects and interprets these stimuli will be different, and the perception of a specific phenomenon will vary from one person to another.

Based on that, the concept of time is perceived differently on both the organizational and individual levels. In anthropology, there have been strong attempts to show the fact that time perception varies from one person to another in which it affects the human behavior of individuals (Graham, 1981). However, despite the importance of time perception, most of time it has been deliberated implicitly. According to Törnroos, Freeman & Medlin (2012), the perception of time has been discussed superficially in the form of a static phenomenon with frozen periods, or in the form of perceiving it as sequential phenomenon that is divided into stages. Graham (1981) tried to explain the reasons behind the variety of time perceptions when he stated that the individual time perception is based on the individual’s culture and it affects his behavior and the way he sees the world. Besides that, the individual perception of time is not fixed, but it varies according to the task being performed (Graham, 1981). Adding to this, Sharma & Blomstermo (2003) argue that firms are structured according to their perception of time due to the variation of time perceptions which plays a significant role in regards to the individual and organizational expectations.

The perception of time is a very important subject that needs to be studied in order to enable a better understanding of the concept of time. Accordingly, the author tends to highlight the considerations of time perceptions on the individual and organizational levels, the factors that affect the individual and organizational time perceptions, and the most accepted time perceptions in the valid literature.

### **3.2 The objectivity/subjectivity of time:**

Starting with the perception of the nature of time, there has been a debate in marketing literature revolving around the perception whether it is an objective or subjective phenomenon. As a matter of fact, most of the discussions were referring to the concept of time as an objective phenomenon that is based on the metronome of “clock time”. Time was seen in its objective meanings as a linear, continuous abstract, quantitative and absolute phenomenon in which the clock time is the main metaphor, and it is independent of human influence (Orlikowski & Yates, 2002). Other group of researchers decided to adapt an opposite opinion considering that time is socially constructed and founded by the perceptions and experiences of individuals, or as Clark (1985) claims that time is defined by organizational members. In its subjective view, time is perceived as an outcome of standards, beliefs, and customs of groups and individuals, besides, it is unfixed, relative, variant, contextual and organic (Orlikowski & Yates, 2002). Moreover, Butler (1995) claims that an intersubjective nature of time has been indicated in psychological and sociological theories that are concerned with the concept of time. Furthermore, Butler (1995) stressed on the importance of social rhythms on confirming the intersubjective nature of time. He claims that the intersubjective perception of time or the experience of time is an outcome of specific groups, communities or organizations according to the one that an individual belongs to. As Durkheim (1915) stated that the experienced time is an outcome of shared activities in a certain group or community and it is identified by social rhythms. In other words, social groups or communities might have their own relative time to other communities and relative to the clock time (Butler, 1995).

On a different direction, other authors such as Orlikowski & Yates (2002) adapted the idea that time is neither an extreme objective phenomenon, nor an extreme subjective one, but the concept of time is a mixture of subjective and objective meanings in which its subjectivity is reflected by the individual perceptions and experiences, while its objectivity is represented in the metronome of “clock time”. This view of time makes absolute sense due to the fact that the “clock time” that carries the objective meanings of time is subjectively created by nature. The reason behind the objectivity of clock time is that it has become universally accepted as the official timing option which shapes and arranges our daily activities. Besides that, the clock time is a smaller example

that represents the objective meanings of the wider perception of time, as it is continuous, linear, unstoppable and irreversible. However, on the organizational level, the objective meanings will not be sufficient to shape and arrange the organizational activities during the internationalization process. Adding to this, time has other meanings and uses in an organization than being a metronome. It is an owned resource which belongs to the firm in which if used wisely, it will achieve better results and outcomes for the organization.

The focus on only one set of meanings of time misses the presence of a variety of temporal structures that are involved in the ongoing social activities of people, and the way these temporal structures organize and arrange these activities (Orlikowski & Yates, 2002).

The author adapts the view of Orlikowski & Yates in which the concept of time a combination of both objective and subjective meanings. Moreover, the author may argue that the objective meanings of time may appear in repetitive or regular activities based on Butler's argument "*the clock time is known when events are repetitive and familiar, with a well codified past and congruence over the desired future*" (Butler, 1995, pp.23). Accordingly, the objectivity of time may appear in the operational and middle management where most activities are regular, repetitive and familiar. On the other hand, the subjective meanings of time may exist in the top line management in which irregular decisions that are related to the future take place.

### **3.3 Individual Perception of Time**

As mentioned earlier, the perception of time varies among individuals, besides, an individual perception of time is not a long lasting one, but it changes from one perception to another according to the task being performed (Graham, 1981). Adding to this, the culture of individual finds his perception of time in which it affects his behavior. There are some common characteristics of the individual perception of time that even when it is different from one person to another, still both of them believe in the same characteristics. These characteristics form a widely shared perception of time which is the "Anglo" perception in which time is linear, and divided into past, present and future. Moreover, time is divided into discrete units and each unit is allocated to do a task.

Researchers attempted to classify the individual perception of time in order to reach the most widely accepted perception; however, they all agreed that a universally accepted perception in

specific does not exist. The fact is the researchers' classifications of these perceptions described the commonly accepted characteristics of the time concept such as time divisibility or the continuous nature of time. In this matter, the author tends to introduce the classification/s of time perception in which would cover the commonly debated characteristics of the concept of time.

Graham (1981) represented a classification of three types of time perception which are:

**A) The Linear Separable:**

**This view can be called the traditional perception of time concept in which time is linear, divisible (divided into discrete units, and it involves three stages (past, present and future). The past is the “time” that is over and not recoverable, and considered wasted. The present is now, time is manageable and shapeable. If the time spent now is spent properly through avoiding the mistakes of the past time, the future results and outcomes will be better. The present time is the period where actions take place for better future time. The future is new and unknown, but with several expected scenarios which affects the use of present time. Besides that, this view of time concept adapts the idea of “mono-tasking” (monochromic) or doing one task at a time, which leads to the consideration that time is comparable with discrete objects such as money. This means that both values (discrete & comparable) are based on each other.**

**B) The Circular Traditional:**

This view is based on traditional cultures in which events and actions were measured by natural phenomenon not by the clock time. It adapts the circular perception of time in which events take place repeatedly according to cyclical pattern and the Time is seen as a circular system. In this view, the past is just like the future, or whatever happened in the past, will happen again in the future. Adding to this,



	Graham (1981) claims that people adapting this view are more likely oriented to the present.
<b>C) The Procedural Traditional:</b>	This view is focused on the importance of following the right procedures to accomplish a task instead of getting it done on time. Moreover, this view neglects the relation between “Time” and “Money” and considers them as two separated concepts. Unfortunately, it can be understandable that performing the task perfectly by going through the right procedures is totally understandable and obvious, however, it does not make sense to ignore the importance of the “on time” part of doing a specific task, or at least stating a deadline to get the task done so that other tasks or process can start. Besides, denying any type of relation between “time” and “money” is just not right. The economic environment nowadays is strongly dependent on the time concept which means the view of “time is money” makes sense, or at least confirms a certain relation between time and money, but ignoring this relation will lead to unaccepted outcomes and may affect whoever adapts this view in a negative way (Graham, 1981).

**Table 3 Individual time perceptions (Source: Own Creation adapted from Graham (1981))**

Even though the previous classification of time perceptions covers major characteristics of time concept and several existing views, but still this classification does not cover a variety of other characteristics or views whether these characteristics or views oppose the described ones, or they are not even included in this classification. For example, this classification totally ignored the objective/subjective view that is mentioned earlier in this paper. Besides that, it represented the view in which each discrete unit of time is assigned to one task (monochromic nature of time), while it neglected the presence of an opposite perception in which multi-tasking can exist in one unit of time (polychromic nature). Accordingly, other researchers tried to involve more

characteristics or views of “Time” trying to have a variety of accepted time perceptions in order to enrich research study.

Mosakowski & Early (2000) were concerned with time perceptions; they reviewed the time concept literature in fields such as management, sociology and anthropology so that they could understand the concept of time and represent what they called time dimensions. **However, for these research purposes, the terminologies used may change according to the authors’ perception of time, taking in consideration that the author will highlight the used terminologies by researchers, and how it have changed to achieve the aim of this paper. Accordingly, the “time dimensions” represented by Mosakowski & Early (2000) will be discussed in this paper as a classification of time perceptions.**

Mosakowski & Early (2000) classified the ways time is perceived according to five different views including the nature of time, the way time is experienced, its flow and structure. See Table 4.

Perception Category	Types	Description
1) Nature of time	*Real	Time is real, essential and independent.
	*Epiphenomenal	Time is dependent, exists only in relation to factors such as space, motion or events.
2) Experience of time	*Objective	The experience of time is measured by metric and only based on logic of clock time.
	*Subjective	The experience of time is based on individual’s time perception and interpretations.
3) Time flow	*Novel	Repetition of events is low.
	*Cyclical	Events take place and repeat themselves in cycles.
	*Punctuated	Events repeat themselves

		irregularly as novel and cyclical.
<b>4) Time structure</b>	*Discrete	Divided into units with either equal or non-equal durations.
	*Continuous	Time cannot be divided into units and only recognized by events.
	*Epochal	Time is discrete and divisible into units; the length of these units is based on the individual's subjective experience.
<b>5) Temporal referent point</b>	*Past	The time lost.
	*Present	The time owned now.
	*Future	The time that will be owned.

Table 4 Mosakowski & Early classifican (2000) of individual time perceptions (Source: Own Creation)

This classification covers more characteristics of time such as its dependency and whether it is the tangible, hard and external world that affects people's lives, or it exists depending on factors such as space and motion, and it is affected by individuals. These additional perceptions may enrich the time concept studies in all fields, and it may strengthen the arguments used to explain time, because "time" belongs to all of these perceptions. The debates concerned with opposing perceptions will lead to a better understanding of the concept. For example, the debate of the objectivity/subjectivity of time opens up new areas to discuss regarding time management and decision making. Briefly speaking, the author may argue that discussing a huge variety of time perceptions in literature is healthy for study purposes and research and will always lead to deeper understanding of the concept of time.

### 3.4 Organizational perception of time:

The variety of time perceptions appeared on the organizational level as much as the individual level, although in some cases it represents and individual perception like those mentioned earlier.

The commonly used concepts in organizations such as risk management, decision making and competitiveness show how important to take in consideration the concept of time, and reflects the presence of time in the form of efforts in the present founded on experience and knowledge from the past to forecast the results of these efforts in the future (Butler, 1995). Besides that, Butler believes that time is an independent variable that enables the understanding of different organizational events and processes such as the learning process and decision making. However, from an organizational perspective where timeframes are used, then Time can be dependent (Butler, 1995).

The main organizational perception of time is the linear view of time that appears in the annual cycles and accounting routines and other organizational events. However, according to Butler (1995) organizations do have the will to create or discover other forms of time that can be used in their activities. Besides that, there are other organizational perceptions of time such as the “monochromic” view of time similar to the linear separable perception of time adapted by Graham (1981) and explained earlier in this paper in which one organizational task takes place at a time. On the other hand, there’s the “polychromic” view in which more than one organizational task can be done at a time (Hall, 1983, pp.45-46). Those two perceptions are more concerned about the order of events which is explained as one of the seven process dimensions of time.

It is pretty difficult to discuss all organizational time perceptions due to the huge variety of perception that sometimes appear to be similar to individual ones. The fact is that an organizational time perception reflects the perception of individuals who belong to the organization. This is why the author is willing to represent three major concepts of organizational perception of time followed by five main perspective represented by Gulick (1987) which will sum up the most common views of time on the organizational level.

### **3.4.1 Time Is Money**

This concept is one of the most commonly used views of time on the organizational level and it more likely reflects the objective nature of time. This term is referred to Benjamin Franklin adage that “time is money” in which it built a ground for remarkable progress that allowed the presence of more complex aspects of time (Gulick, 1987). According to Sharma & Blomstermo (2003), many civilizations such as the United States and Europe are characterized by the “time is

money” culture, and accordingly, they try to reach higher levels of allocating time more beneficially which is called by Sharma & Blomstermo “The Economicity of time”.

In economics and marketing literature, the concept of “Time = Money” appeared based on the “commoditization of labor concept” that was adapted by Marx. This concept considers labor as function of time in which it can be sold or bought due to its importance in providing the organization with significant outcomes, which means that the labor time is important to others. In other words, according to this concept labor is a commodity or an object that can be bought and sold because of the importance of labor time. Thus, because of treating labor as commodities the final result of the equation will be “Time = Money” (Bluedorn & Denhardt, 1988). In the same direction, Moore (1963) believed that the labor force is a supply of time that can be controlled and managed by the organization in a way that will allow the organization to overcome its problems and achieve its goals more efficiently and effectively.

The concept of “Time = Money” can be visible in many organizational activities during the internationalization process. For example, the acquisition process of firms is considered as one of the costly market entries because it facilitates a rapid entry to the foreign market. Thus, firms willing to enter a new market more rapidly, they pay more money, which means that in this occasion money saves time for the company and provide a shorter period of entry but with more money to be spent. In the same context, other organizational activities such as the TTM prove the concept of “Time is Money”. Marketing managers adapt the “time to market” strategy in order to reduce their costs through having a shorter period of the product development project, but the fact is that a short TTM period requires heavy staffing and multi-tasking operations which will definitely cost more money than regular operations. This means that rapid time to market might be more expensive. Thus, still money plays an important role in controlling the speed of TTM which proves again the concept of “Time = Money”.

#### **3.4.2 Time is an Organizational Resource**

According to the concept of “commoditization of labor” adapted by Marx, the labor time is important to others in terms of productivity which means if time can be saved and spent like money, then it could be saved and used and managed as a resource owned by the organization. This is why time has been related to the productivity of the organization and has been treated as a resource that belongs to the organization in which it could be managed and used in a way that

helps in achieving the organizational objectives (Bluedorn & Denhardt, 1988). In 1971, Doob stated that the main factors that play a role in raising the organizational productivity are the consumed energy on production, the goal that needs to be achieved and the “Time” spent. In other words, he adapted the idea that time is a measurable resource that can be used wisely in order to improve the performance and productivity of the organization. In the same context, Mcgrath & Rotchford (1983) supported this view of time and argued that time is a socially constructed objective resource in industrialized societies which can be used economically and rationally for the same purpose of raising the productivity of organizations. Moreover, they claim that this perception of time will solve many time-related problems in organizations such as specifying the time for certain tasks to be done which means saving time for other tasks, scheduling events and synchronizing multiple-tasks (Bluedorn & Denhardt, 1988).

### **3.4.3 Time is an Events-Based concept**

In regards to organizational time several studies and arguments were concerned about applying the events-based concept on organizational activities during the internationalization process. This simply means that these activities should be based on specific events not on the chronological time (for example, entering a new market will happen if the firm managed to acquire a firm in the new market, and if the acquisition process failed then the idea of entering the new market is either postponed or cancelled). This concept is pretty much similar to the monochromic view of time that was explained earlier in relation to the individual time perception in which the organizational activities take place in order (Event B takes place when Event A happens/starts/get done). In other words, some events are signals for other events to happen, other events are cues for making decisions (Butler, 1995: p.928)

This concept is referred to Clark (1985) who argued that organizations should go beyond the chronological or clock time, or simply to adapt more subjective meanings of the time concept. Orlikowski & Yates (2002) mentioned that the dichotomy of the objectivity/subjectivity of time appeared due to the differences between time-based and event-based activities. The author may argue that the event-based concept reflects a degree of subjectivity that allows the organization to have more flexibility in shaping and measuring its activities, however it cannot neglect the objectivity of time, but it can be applied precisely based on clock time.

The clock time was used to confirm the commodification of time in industrial organizations, or to mirror the machine time view and work disciplines in which time is related to money, it is quantitative, continuous and objective in time periods comparisons. On the other hand, the event-based concept is “*qualitative, heterogeneous, discontinuous, and un-equivalent when different time periods are compared*” (Starkey, 1989: p.42, Orlikowski & Yates, 2002). Thus, the event-based concept provided the organizational level with subjective meanings of time that can be used to improve the organizational performance without ignoring the objective meanings because time exists in events, and events are determined by organizational members (Clark, 1985: p.36).

The events-based concept can be positively effective on the organizational performance but it cannot be applied based on all organizational events because the patterns of events are dynamic and changeable based on standards and agreements (Orlikowski & Yates, 2002). Thus, there should be a variety of time frames in which it would be useful to apply in organizations in relation to the event-based concept because that suits the nature of the internationalization process as a dynamic process. Besides that, Butler (1995) argued that events are not supposed to coincide with clock time because that may lead to considering it as a general theory of time. Accordingly, Butler (1995) introduced four time frames that can be applied with the event-based concept as a center focus in order to have a variety of time frames that suit the diversity of organizational events. These time frames aim to provide different ways of engaging the past with the present and the future (Butler, 1995).

Butler’s time frames can be used to support the event-based concept because there are several issues that may rise up due to applying the event-based concept such as the concurrence of events because some of the concurrent events may draw the attention away from other events. Moreover, the experience of time in organizations could be affected negatively because the movability of each event is not the same as the movability of other ones, the pace of each event is different, and finally the occurrence of irregular events will definitely affect the organization’s performance.

According to this, the author may argue that as the perception of organizational time is important and helpful, as it still has negative sides and cannot be applied as a main time perception in an organization. The event-based is considered as an organizational perception in this paper because

it reflects in one way or another the degree of subjectivity in the organizational use of time. If the organizational experience of time is totally based on events happening, then any irregular event will result in an error because the organization is systemized on certain events to take place in a specific order, and that contradicts with the dynamic nature of internationalization.

### 3.5 Gulick's Temporal Aspects

In his paper "Time and Public Administration" Gulick (1987) deliberated his experience with "Time" during World War 1. Based on this experience he stated that; "*Time is a crucial factor in every event, and without it there will be no change, no growth, no cause and effect, and no responsibility for management.*" (Gulick, 1987: p.116), and accordingly he represented five important aspects of time in which it includes the major organizational time perceptions. The following table will introduce these aspects and their descriptions.

1) <b>Input</b>	<b>Time is a resource in which it is used by management in addition to other resources such as machinery, energy, man power...etc. in order to produce a desired outcome.</b>
2) <b>Output</b>	Time is a resource that can be saved and then created when completing a task in less time than the time allocated to finish this task.
3) <b>Flow of organizational events</b>	The flow of these events could be interrelated or sequentially. This flow is either provided by design or it is directed by nature.
4) <b>A Gap</b>	The lost time between two or more organizational events or processes.
5) <b>Management Policy</b>	Time can be used by management in order to take advantage of " <i>wind &amp; Tide</i> " as called by Gulick, or in other words the economic or political changes. It could be used as well in varying the starting times of differently timed processes.

Table 5 Managerial Time Aspects (Source: Own Creation adapted from Gulick, 1987)



Gulick (1987) states that these aspects are the main aspects of time in management, however, that does not deny the fact of the existence of other aspects but with less importance than the previous five.

### **3.6 The Author's Perception of Time**

According to the previously discussed perceptions on both the individual and organizational levels, the author may argue that the variety of these perceptions reflect a high degree of the subjectivity of time. Time cannot be described only by the metronome of clock-time which represents the objective meanings of the concept due to the fact that the personal experience of time is the determinant of the way it is perceived and that is impossible to be based on the objective meanings only. The subjective meanings should be combined with the objective meanings in order to gain a better understanding of the phenomenon, and to enable a better use of time on the individual level and the organizational level.

Thus, the author adapts Orlikowski & Yates conception about time in which the objective meanings combine with the subjective meanings in order to provide a better explanation of it. However, the author may argue that on the organizational level the subjective meanings must be adapted with a higher degree than the objective meanings. The uses of time in organizations vary according to the task being performed, the culture, the individual experience of time, and the needs of the organization in which the subjective view of time clarifies the bigger picture that describes it, and provides a new insights of the ways it can be used to achieve the goals of the organization.

In fact, the objective meanings are still very important to be present for the purposes of regular tasks such as arranging the meetings schedule, delivering on time deals, running the accounting and financial routines...etc. Briefly speaking, a combination of objective and subjective meanings should be present with adapting a higher degree of subjectivity in using time.

In addition to this, the author tends to use Gulick's aspects of time due to its comprehensive explanation of the organizational time perceptions. These aspects involve the major organizational perceptions of time that is discussed earlier in this paper, and the use of these

aspects will facilitate the draw of a framework of the allocation of the process dimensions of time during the internationalization process.

### **3.7 Time as a dimension of culture**

The concept of time is strongly related to the culture of individuals and organizations. Even more, some researchers discovered that the culture is one of the factors that affect the perception of time such as Levine & Wolff (1985). They studied the standards of time perception in Brazil, and they noted that culture plants the concept of time and the way it is perceived by individuals due to the fact that they noticed that Brazilians are more flexible in their perceptions about time than Americans. Moreover, Brazilians believe that lack of punctuality is badge of success (Levine & Wolff, 1985). In the same context, Tuttle (1997) noted that as the culture affects the knowledge and experience of individuals, thus, their way of thinking will be affected in which will affect the temporal perspectives of individuals. In other words, culture affects the individual perception of time either in a direct or indirect way.

In different context, time has been used in cross-culture differences. It has been used as a standard in differentiating between cultures. For example, U.S anthropologists Florence Kluckhohn and Fred Stradtbeck (1961, p.12) distinguished between five small and geographically close communities in the southwest of the United States through involving the orientation in time (towards past, present and future) in their study (Hofstede, 2011).

Similarly, Hofstede (1980) added a time dimension into what he called the dimensions of culture. The following part will illustrate Hofstede's dimensions of culture more precisely.

### **3.8 Hofstede's 5<sup>th</sup> dimension of culture:**

In 1980, Geert Hofstede named four different dimensions of culture based on a survey data about people's values in over 50 different countries around the world. This survey was extracted from individuals who worked in local subsidiaries of one huge multinational company: IBM, in which these employees belonged to different countries. Hofstede's empirical investigation resulted in defining four dimensions of culture that highlights the cultural differences (values) between these employees. These dimensions are: 1) power distance, 2) collectivism vs individualism, 3)

masculinity vs femininity, 4) uncertainty avoidance. Hofstede's model provided a very popular paradigm in the field of comparative cross cultural management (Minkov & Hofstede, 2010). Later on, according to (Minkov & Hofstede, 2010), due to the fact that the fourth dimension correlated with past national economic growth, Hofstede found it as sufficient reason to add a fifth dimension related to "Time" and he named it as Long term orientation (LTO) vs. short term orientation (Hofstede, 1980; Fang, 2003; Minkov & Hofstede, 2010; Hofstede, 2011).

The fifth dimension of culture is a time-based dimension that is described in the form of two opposing poles where the positive pole represents the long term orientation that refers to a dynamic, positive and future oriented culture, while the negative pole is represented in the short term orientation in which it refers to a static, traditional and past oriented culture. These characteristics shape and support Hofstede's definition of (LTO) as the manufacturers' willingness to make short term sacrifices to realize long term benefits from the relationship with the suppliers. In other words, making sacrifices now will build trust and commitment between manufacturers and suppliers in which will be a reason for gaining benefits in the future.

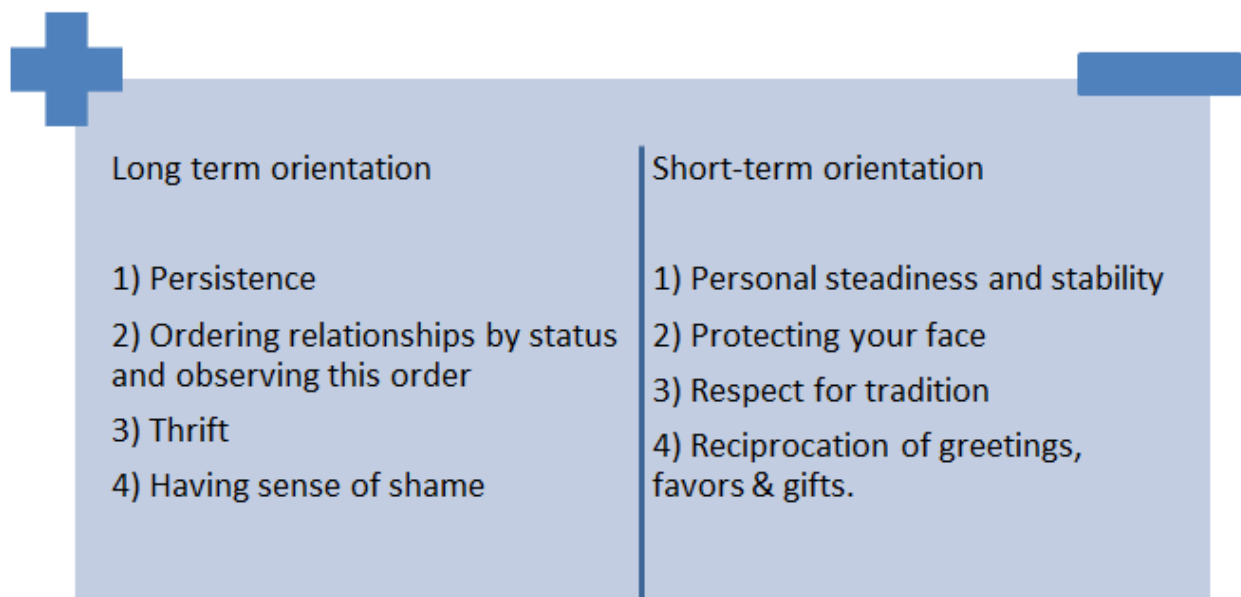


Figure 5 Long-term vs. Short-term Orientation (Own Creation adapted from Hofstede, 2011)

The fifth dimension of culture is about the choice of focus for people's efforts, and whether their efforts in the present are based on the past or oriented about the future (Hofstede, 2011). There are several differences between the LTO and short-term orientation; these differences somehow

explain the reasons behind assigning the values to either the LTO or short-term orientation.

Short-Term Orientation	Long-Term Orientation
Most important events in life occurred in the past or take place now	Most important events in life will occur in the future
Personal steadiness and stability: a good person is always the same	A good person adapts to the circumstances
There are universal guidelines about what is good and evil	What is good and evil depends upon the circumstances
Traditions are sacrosanct	Traditions are adaptable to changed circumstances
Family life guided by imperatives	Family life guided by shared tasks
Supposed to be proud of one's country	Trying to learn from other countries
Service to others is an important goal	Thrift and perseverance are important goals
Social spending and consumption	Large savings quote, funds available for investment
Students attribute success and failure to luck	Students attribute success to effort and failure to lack of effort
Slow or no economic growth of poor countries	Fast economic growth of countries up till a level of prosperity

Figure 6 Differences between LTO & STO (Hofstede, 2011: p.15)

Figure 6 shows that organizations oriented about the past or present are short-oriented, while those oriented about the future and long-term oriented organizations. Accordingly, an important question rises up; “Should organizations adapt the Short-term orientation or the Long-term orientation?”

The author believes that the differences shown in figure 6 illustrate the opposing values of both poles, however, these difference are not really opposing each other but completing each other. In other words, being oriented about the past is important because it is what we learn from and accumulate or knowledge and experience, and based on it, we try to improve our performances so we can avoid our mistakes in the future. Thus, still we are oriented about the future as well. **The existence of these differences together at the same time is totally recommended because it achieves integration between the short-term, and long-term orientation.**

The short-term and long-term orientation form an integrated dimension of culture in which its presence in internationalizing organizations is strongly needed because it will allow the organization to understand cross culture differences from one side, and it will enable the

organization to benefit from the accumulation of knowledge and experience of the past throughout the present in order to improve its future.

### **3.9 Dimensions of Time**

*“The lack of consideration of process dimensions of time in business marketing and management literature in general and in B2B case-case based research in particular is in sharp contrast to the importance of time in our society. Marketing scholars need a stronger involvement of time to enrich case study research”* (Quintens & Matthyssens, 2010).

The dimensions of time are the components that play a role in setting the temporal aspects of events. All events and actions are based on a temporal dimension/s which shapes, arranges, or measures them. Despite of the importance of these temporal dimensions, but their considerations in literature were as poor and non-present in some cases as stated by Quintens & Matthyssens (2010). They focused on representing these dimensions of time to be situated to processes in an objective manner in which time is perceived as a linear phenomenon. However, the author may argue that the objective meanings used in presenting the process dimensions of time do not deny the fact that some of them carry subjective meanings as well.

For example, talking about the linearity of time which is considered as an objective meaning, but still time can be cyclical such as in the frequency dimension in which a specific event can be repeated cyclically. Moreover, one of the objective meanings of time is that time is continuous and non-stoppable; however, the divisibility dimension indicates breaking time into stoppable stages which has a beginning and an end.

Briefly speaking, the objective considerations are based on defining a process by being measurable by certain kind of metric, while the subjective considerations are referred to the groups' or individuals' own interpretations (Quintens & Matthyssens, 2010). Accordingly, the author tends to represent and use these dimensions through adapting the objective and subjective considerations combined in order to provide a suitable framework for their use in organizations.

#### **3.9.1 Researched & Non-researched Dimensions**

The seven process dimensions represented by Quintens & Matthyssens have been discussed differently in literature. Scholars and researchers paid attention to some of these dimensions more than the others. For example, the “divisibility” earned the biggest share in literature, as

Quintens & Matthyssens claim that it is probably the most important dimension of the time concept. Several authors discussed it such as Zaheer et al. (1999), Mosakowski & Early (2000), and Bluedorn & Denhardt (1988). Similarly, the dimension of “Duration” is one of the dimensions that received more attention than others probably due to its use as a measuring aspect for events. Authors such as Das (1991), Tuttle (1997), and George & Jones (2000) focused on deliberating it in their temporal studies.

Apparently, both divisibility and duration are the most considered dimensions in regards to temporal studies in literature. Then come dimensions such as “Pace” that was less considered in literature despite of its importance in accelerating the internationalization process or any other event through accumulating more knowledge in less duration of time. It has been researched by authors such as Kutchker *et al.* (1997), and George & Jones (2000). Similarly, the “Timing” dimension has not been described more precisely in literature. Mostly, it was used to reflect the whole concept of time and not as one of the time dimensions. One of the few authors who partially described it is Lawrence (1988) who stated that timing is not equally perceived, what a good timing is for someone may be a bad timing for the other. Last in this category, the “order” of processes and events took less attention as well in literature and theories. The concern about order in literature was mainly about whether it is monochromic in which one task is done at a time then the next one starts, or it is polychromic in which multiple tasks can be done simultaneously, and whether this order is obligatory or not. It was researched by authors such as Bluedorn & Denhardt (1988).

Finally, the dimensions discussed the least are the “Flow” and “Frequency”. Even though the flow of time might be the major dimension discussed in literature because it mainly represents the flow of time from the past, through the present, and to the future, but mostly it was not referred to the past, present and future as the flow of time but as the logic sequencing of time or “The Time” itself. The term “flow” implicitly appeared in these discussions but compared to its importance, it wasn’t discussed more significantly. As for the “Frequency” which represents the repetition of events, the author may argue that it has been rarely seen in literature during the research; however, it was spotlighted occasionally by authors like Butler (1995) and Mosakowski & Early (2000).

Bottom line, as Quintens & Matthysens mentioned that despite of the importance of each and every dimension in the process dimensions of time, but the narratives of these dimensions are still poorly considered and weakly deliberated in literature. Thus, in the following table, the author tends to represent these dimensions as represented by Quintens & Matthysens in order to provide a better explanation and to gain better understanding about their characteristics and their functions.

Process dimensions of time	Description	Categories	Sub-Categories
<b>Divisibility</b>	Quintens & Mathysens (2010) assume that the dimension of divisibility is the most fundamental one among all seven dimensions due to the fact that other elements depend on it. It describes the ability of dividing “time” into units or clusters.	-Discrete: time can be divided into measurable units.  -Continuous: Time cannot be divided	*Discrete: with equal durations.  *Epochal: Discrete with non-equal durations.
<b>Duration</b>	It is described as the measurement of a process from its starting to its ending point, or how long this process lasted over time.	-Time Horizons: it has a significant role in defining the degree of organizational effectiveness & strategic planning.  -Empty Time: the period when nothing important takes place to be noticed or observed. Thus, the duration of this period is empty time.	*Long term *Short term
<b>Timing</b>	It is a dependent dimension of people perception (i.e. a good timing for a person could be a bad timing for another). It is described as being a static reference point in time that determines the start or end of a process, sub- process or event. Timing is therefore crucial in describing pace and	-Good timing:  -Bad timing:  (PERSONAL INTERPRETATION)	





<p><b>Frequency</b></p>	<p>It is defined as the measurement of the repetition of sub processes or events. It is classified into three different forms in which these forms are perceived differently from one person to another. (I.e. what is novel for someone may not be the same to another person (Butler, 1995).</p>	<p>ordering in which it cares about the outcomes of the processes instead of the way it happened.</p> <p>-Novel: indicates no or little repetition in the sequence of events.</p> <p>-Cyclical: indicates many repetitions.</p> <p>-Punctuated: the middle form where novel events are swapped with cyclical ones.</p>
<p><b>Flow</b></p>	<p>Describes the reference to the past, present and future. Das (1991) &amp; Medlin (2004) state that this reference differs between individuals, organizations and cultures. According to George &amp; Jones (2000) that research referring to the past occurs to describe a phenomenon, while referring to the future is a motivation for several “current” actions and behaviors in the present. Furthermore, the existence of people in the present is strongly connected to the people’s past and future and cannot be separated from them (George &amp; Jones, 2000)</p>	<p>-Cyclical: where the flow of time is cyclical with no specific starting or ending points.</p> <p>-Linear: described best in the clock time. Time flows continuously in one direction connecting the past, with the present and future and referred to as the continuum of time.</p> <p>-Spiral: the middle form of the cyclical and linear forms.</p> <p>*Inward: converges to a central point, where useless additional information is removed.</p> <p>*Outward: refers to the accumulation of</p>

Table 6 The process dimensions of time (Source: Own Creation, based on Quintens & Matthyssens (2010))

The seven process dimensions of time are the components of the time concept in which every organizational and individual action or event is directed by at least one of these dimensions. The author believes that it is a fundamental assumption that the way these dimensions are used during the internationalization process of organizations is strongly significant to understanding the concept of time, and this understanding will provide more options of better allocation of these dimensions in order to enhance the internationalization process of organizations and to achieve better organizational outcomes.

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## 4 Chapter Four

### 4.1 Time and Market Entries

The concept of time plays an important role in organizations during the internationalization process even though it is an abstract subject and it has a variety of perceptions (Sharma & Blomstermo, 2003). Besides, the internationalization process of firms has always been discussed in terms of clock-time or in the form of objective meanings (Middleton *et al.*, 2011) in which it contradicts with its dynamic nature that is similar to the nature of time specially that the internationalization process is strongly dependent on time. In the same context, the market entry modes are all events that take place over time sequentially and accumulatively, and that is confirmed in literature in several occasions. For example, in industrial marketing literature the time concept is conceptualized as being sequential, unidirectional, progressive and cumulative in its effects and accordingly time has been defined as a sequence of events that take place from the past, through the present, and to the future (Peters *et al.*, 2012). Besides that, Ermarth (2010) adapts the idea that Time is not an envelope of events but a dimension for them in which it is finite with a beginning and an end, it is rhythmic, and it sets the tempo for these events (Peters *et al.*, 2012).

Based on that, we may agree that Time is present in all the organizational activities and events during the internationalization process, and it is taken in consideration when deciding on new market entries. As Sharma & Blomstermo (2003) confirms that by stating the fact that agreements of joint ventures and partnerships are oriented about the future and how the considerations of time affect the firm's learning, progress and development.

Bottom-line, the organization's strategies, plans, objectives and goals are all time- oriented, and this could be noticeable in the marketing literature in which the relation between time/timing and market entry modes is discussed, in addition to the importance of time considerations to market entry decisions.

As to illustrate this, Lilien & Yoon (1990) clarifies this relation by stating that the decision of the market entry timing is a very essential topic to discuss because it plays a role in determining the success or failure of new products due to the fact that the changes in economy, customer preferences or industries life cycles are all reasons for existence of opportunities and threats.

This means that the timing of new market entries should be decided to make a balance between the risks of early entries and the missed opportunities of late entries (Lilien & Yoon, 1990). In the same context, Szymanski, Troy & Bharadwaj (1995) argue that the choice of suitable market strategy for the timing of the market entry, and the choice of suitable entry strategies for the conditions of the market place are very important and recommended in which will provide the organization with a competitive advantage against its competitors, and this means that the timing of the market entry explains the business performance when the interaction between timing from one side and market strategies and market place on the other side happens.

In relation with new market entries, Wood *et al.*, (2011) deliberated the effect of timing on liability of foreignness and liability of newness of new ventures during internationalization. They found out that **early** internationalizing firms such as new ventures from emerging markets with strategic commitment will gain a strong opportunity of acquiring legitimacy and power resource in order to face both liabilities (Wood *et al.*, 2011). In addition to this, Sharma & Blomstermo (2003) discussed the relation between international marketing activities and the concept of time. They stated that most of marketing concepts are based on time such as sales forecasting and product life cycle. Moreover, Hollensen (2011) highlighted the importance of “time to market” since the appearance of the idea of a new product till it becomes available for sale on the market.

The relation between the concept of time and new market entries may have not been deliberated clear enough and it has been spotlighted briefly and implicitly, however, it is very noticeable when studying the market entry modes and it is pretty obvious these modes are all time-based or one way or another are dependent on time and time dimensions. In this part, the author tends to represent several market entry modes to show how they are related to time and its dimensions in which will show the importance of time considerations when making new market entry decisions.

#### **4.1.1 Early Starter vs. Late Starter**

Hollensen (2011) describes the early starter as the situation in which the competitors, suppliers, and customers in both the local market and foreign markets lack important international relationships which means that they adapt a gradual and slow involvement in the foreign market in order to gain the knowledge and market experience to build basis for stronger commitments. On the other hand, the late starter can be described as the firm with a lower degree of

internationalization enters a market with high degree of internationalization. In this situation, the firm can be pulled out of the domestic market due to its low international experience among its competitors. Thus, there should be a distinction between SME's and LSE's in regards to the flexibility, the level of specialization and the way solutions are adjusted in specific sections of production nets (Hollensen, 2011).

In general, it is difficult for the late starter to create new positions in a strongly structured net compared to the early starter due to the fact that the best distributors are already engaged with competitors. Besides, the competitors have the ability to make the later starter unprofitable through providing predatory pricing (Hollensen, 2011).

Based on that, the comparison between early and later starters shows how important timing is in global marketing (Hollensen, 2011). As Lilien & Yoon (1990) claim that the decision of entry timing is faced by the problem of balancing the risks of premature entry with the missed opportunity of late entry. In other words, the early entry should be adapted if the expected return is high, while the late entry should take place if the international market evolves fast (Lilien & Yoon (1990).

#### **4.1.2 First Movers**

In several occasions in literature it has been stated that first movers in foreign markets do gain a variety of advantages. As to clarify this, it has been argued that pioneering firms are capable of making positive economic profits which means that they gain an economic advantage as being the first in moving to the foreign market. This strategy provides the firm with a head start over the competitors (Lieberman & Montgomery, 1988). Besides that, first movers are more likely to gain cost advantage because it is cheaper for them to create brand image and name while there are no competitors in the market (Hollensen, 2011).

Furthermore with Lieberman & Montgomery (1988), they stated mechanisms that support the advantages of first movers such as proprietary learning effects, patents, preemption of input factors and locations, in addition to the development of buyer switching costs (p.55). On the other hand the first mover strategy has disadvantages such as free rider issues or later determination of uncertainty...etc. (Lieberman & Montgomery, 1988).

This shows that still as timing provides advantages for first movers; it still plays a role in the existence of potential threats. Thus, firms willing to becoming pioneers in the international markets do consider the concept of time on deciding their market entry mode so they could achieve more advantages than the expected risks resulted by wrong market entry timing.

#### **4.1.3 Time to Market (TTM)**

The “Time to Market” is one of the time-based concepts in the internationalization process. According to Hollensen (2011) the TTM can be defined as the period of time spent on providing a new product to the market from the moment it rises up as an idea until it becomes available for sale. The importance of this strategy appears in such industries with products that outdate quickly because it provides the organizations with competitive success as long as the TTM period is fast. In other words, rapid TTM allows the firm to gain a competitive advantage as the firm markets its products earlier than the competitors which means that the firm can control the price and offers exceptional prices early in the life cycle. Besides, faster break-even will take place and the financial risk will be less and accordingly the return on investment and overall profits will be higher (Hollensen, 2011).

The author may argue that the importance of TTM reflects another important concept of time in marketing literature which is “Time is Money”. It is argued that managers tend to reduce costs through having a shorter period of the product development project, so they use TTM as a strategy to cut the expenses. However, a rapid TTM is based on operating heavily which means that a faster TTM might be more expensive in some cases (Hollensen, 2011). Based on this, the TTM will be more beneficial in the cases of products with very short life cycle.

In order to achieve a rapid TTM or in other words to shorten its duration, the firm needs to apply several strategies such as understanding the customer needs clearly in the beginning of the project and the product should be stable. Besides that, the firm should adapt a characterized and optimized product development process and accordingly a realistic project plan. The firm needs as well to make sure that the needed resources for the product and human resources are available to support the project, and finally an early involvement and fast staffing build up are needed to support the parallel design of the product and the process (Hollensen, 2011).

#### 4.1.4 Product Life Cycle (PLC)

The life of a certain product is totally based on time. This strategy considers products as human beings in which it has a life that starts once the product is offered on the market. The moment the product is born it passes through several stages that show the sales performance of the firm, the levels of profitability, the degrees of competition and the different marketing programs used by the firm (Hollensen, 2011). Based on this, the author may argue that the PLC reflects a strong relation between time and new offered products on the market in which these products go through several sequential stages through the time. Adding to this, the PLC is in strong relation with the TTM as it initiates after the end of TTM. Even though the TTM exists due to the fact that life cycle of a certain product is short. The following figure will illustrate the relation between the concept of time, the TTM and the PLC.

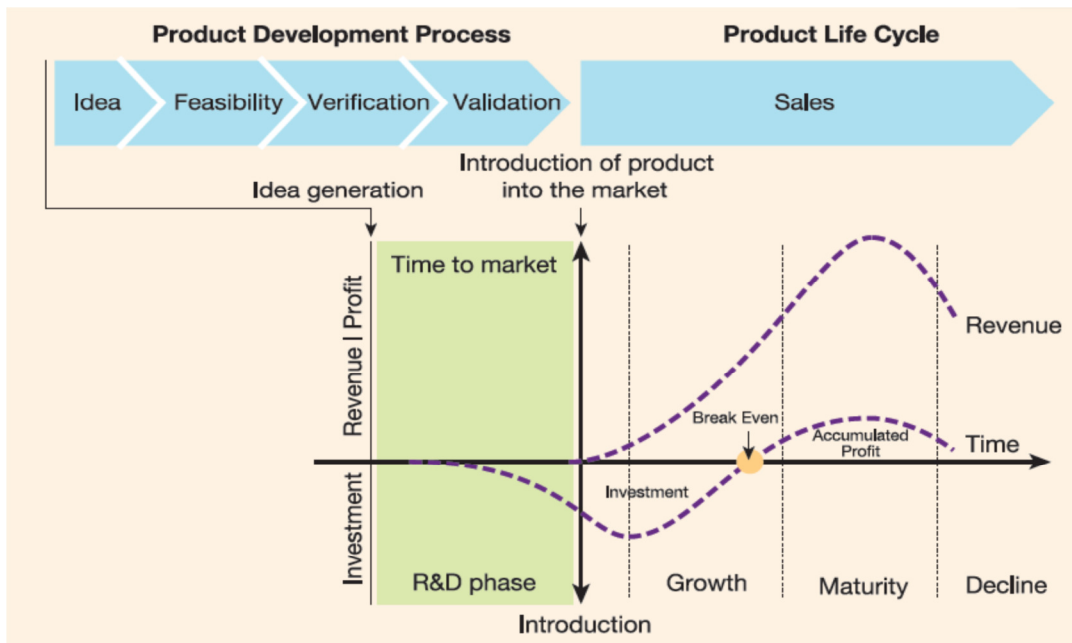


Figure 8 product life cycle and time to market (Hollensen, 2011, p.465)

The figure shows the kind of relation between the 3 variables in which the time is the dimension of the PLC and TTM. It shows that the PLC is a reason for applying the strategy of TTM, as the

time to market appears in industries in which their products have a short life cycle or products that expire quickly (Hollensen, 2011). **The author may argue here that the time is the dimension in which the TTM takes place first and it is followed by the product life cycle concept which reflects one of the main temporal concepts which is the events-based activities.**

#### **4.1.5 Acquisition of firms**

Acquiring firms is one of the market entry strategies that belong to the Hierarchical modes in which the acquiring firm owns and controls the foreign (acquired) firm/organization. Besides that, acquisition is one of the strategies that are strongly related to the concept of time. According to Hollensen (2011) the acquisition enables fast entry to the foreign market. In this section, the author tends to introduce the acquisition process characteristics and the way it is related to the concept of time in which will help to analyze the temporal aspects of acquisition as one of the most important market entries.

Acquisition is one of the market entries that enable the acquiring firm rapid entry to the foreign market, and provides access to the customer base of the acquired firm. Besides that, it provides an access to distribution channels, corporate reputations and established brand names (Hollensen, 2011). The reason behind considering acquisition as a rapid market entry is that the current management of the acquired firm in the host country might remain in order to provide a bridge to entry into the market (Hollensesen, 2011; p.439) in which helps the firm to gain fast experience in dealing with the market environment of the host country. This could be a benefit specifically for a firm with low familiarity and experience with the local market. More importantly, the acquisition process could be the only possible way of existing and building a base in the host country in case of highly competitive markets.

##### **4.1.5.1 Forms of Acquisition:**

Acquisition takes several forms. It could be horizontal if the markets and product lines of both the acquiring and the acquired firms are similar, or it could take the form of vertical acquisition if the acquired firm becomes customer or supplier to the acquiring firm. The third form of acquisition is the concentric form in which the acquired firm has either same technology as the acquiring firm but different market, or different technology and same market. Finally, the



conglomerate form of acquisition in which the acquiring and the acquired firms have different industries (Root, 1987; Hollensen, 2011).

The question is; does the form of acquisition affect the timing of market entry? Does it play a role in defining how fast market experience can be gained by the acquiring firm?!

The answer to this question can be noticed in the differences between Chinese MNC's behavior and Western MNC's behavior. Chinese MNC's prefer to buy big firms that are struggling in the market and they find it a good timing for acquisition, while the Western MNC's prefer to acquire national companies when they reach a certain innovation level. This behavior highlights the huge importance to the timing of acquisition of firms.

It is pretty clear that according to the element of time, the acquisition process enables the acquiring firm to gain the market experience of the host country quicker than other market entry modes. However, that does not deny the huge risk that might be a result due to the acquisition process. The following table will show the advantages and disadvantages of acquisition in which will lead to a better understanding of the relation between acquisition and the process dimensions of time.

<b>Hierarchical Entry Mode</b>	<b>Advantages</b>	<b>Disadvantages</b>
<b>Acquisition</b>	<ul style="list-style-type: none"> <li>*Provides fast market entry</li> <li>*Enables quick access to the following:               <ul style="list-style-type: none"> <li>- distribution channels</li> <li>- qualified labor force</li> <li>- existing management experience</li> <li>- local knowledge</li> <li>- connections with local market and the government of the host market</li> <li>- Already established reputations and brand names.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>* A very expensive market entry</li> <li>* very risky</li> <li>* it could be a reason for more possible risks such as               <ul style="list-style-type: none"> <li>- lack of integration with existing operation</li> <li>- It may cause several communication and coordination issues between the acquiring and the acquired firms.</li> </ul> </li> </ul>

#### Table 7 Advantages & Disadvantages of Acquisition (Hollensen, 2011)

Based on these pros and cons, the author may argue that the relation between the concept of time and acquisition of firms is pretty strong. First of all, the quick access to distribution channels, local knowledge and contacts in the local market will facilitate a quicker knowledge accumulation in which will fasten the internationalization process of the acquiring firm.

Secondly, the acquisition process proves one of the most accepted perceptions of time in the form of the equation “Time=Money”, as the acquisition provides the acquiring firm with fast market entry to the foreign market, that will cost more money to spend in order to save the time of knowledge accumulation, acquiring experience, building connections...etc.

Briefly speaking, the concept of time still plays a very important role in the acquisition process of firms, and it is strongly related to “money” in which the faster the firm internationalizes, the more money it spends as the cost of fast acquisition of knowledge and gaining access to several market elements.

#### 4.2 Time in different organizational perspective

The concept of time is present in many internationalization theories as these theories have been developed according to the organizational experience over time. Thus, internationalization theories have been modified in order to enhance the organizational performance in the international market. Besides that, it is noticeable that these theories took time in consideration to be applied even if “Time” was implicit, but still it always exists. According to Tornoos, Freeman & Medlin (2012) internationalizing organizations are more likely to pay more attention to the “when & where” answers during internationalization and consequently they deliberated their thoughts on the way that the “when & where” questions were addressed in literature although the discussions about time and theory were implicit and shallow. The concept of time in internationalization literature has been treated as a static process with frozen periods such as the economic theories, or as sequential phases such as the managerial process theories (Tornoos, Freeman & Medlin, 2012).

Accordingly, the author tends to present the major time-based theories and how these theories are based on the concept of time. Moreover, these theories will highlight different perspectives of time during the internationalization process.

#### 4.2.1 The Uppsala Model (The learning perspective)

The Uppsala model has been adapted by Johanson & Vahlne (1977). The basic concepts underlying the Uppsala model is that the internationalizing organizations are more likely to enter the foreign market through gradual and sequential stages in which will accumulate their experience and knowledge about the foreign market and eventually will strengthen their commitment (Hollensen, 2011), and this is the reason behind calling this model as the stage model in some parts in literature. According to Törnroos, Freeman & Medlin (2012), organizations tend to go through this process towards the foreign market with the least psychic distance due to cultural, language and political differences. The time concept can be obvious in this model due to the fact that knowledge accumulation and commitment take place through the time in which the gradual market entry will facilitate this process. The “stages” model allow the internationalizing organizations to gain their experience in the foreign market through specific stages so that whenever he firm accumulates a certain amount of knowledge and experience it goes to the next stage (Törnroos, Freeman & Medlin, 2012).

However, that does not mean that the internationalizing firm should go through each and every single stage, but it can jump stages if the firm managed to gain the market experience faster and with less time periods, or in other words, if it managed to decrease the duration of stages. Thus, the concept of time plays a big role in the Uppsala model and the time dimensions do exist throughout the whole process. Divisibility, ordering of the stages, the duration of each stage, the pace of learning and knowledge accumulation, the flow of events...etc. do all appear strongly during the foreign market entry.

Despite that it is pretty obvious that time and its dimensions are present in the Uppsala model and the relation between time and knowledge accumulation has been noticed by Johanson & Vahlne (2009), but it has been argued that the considerations and discussions about time in the model are very implicit and its main concern was knowledge accumulation (Törnroos, Freeman & Medlin, 2012).

Accordingly, the author may argue that the Uppsala model is entirely based on time concept. It is sequential, it has ordered stages, it is divisible, it has durations, it can be paced, and the flow of events does exist. Briefly speaking, time and its dimension are strongly present in the model in

which the accumulation of knowledge and experience happen through the time and managed by the time dimensions.

#### **4.2.2 The Network Theory (Inter-Organizational Perspective)**

The concepts of the network approach are founded on the relation between the internationalizing organization and other actors in the foreign market (Hollensen, 2011). An international network can be defined as a group of two or more firms engaged with other international actors such as suppliers, manufacturers, distributors...etc. in business relationships. These networks consist of economical, legal, and technical bonds that are formed between the people engaged in the business relationship which means that personal relationships are strongly present and efficient in this model. These relationships form a huge international business network of firms in which these firms depend on each other and coordinate their activities through these networks (Mattson & Johanson, 1988; Hollensen, 2011). In other words, internationalizing firms tend to build relations with other firms in order to avoid dependency on resources controlled by other parties. Besides that, these business relations engage the firm to other networks in different countries and international markets (Hollensen, 2011). This means that the relations that an internationalizing firm builds in its local market are bridges that will connect the firm with international markets.

The concept of time appears to be implicit in this theory; however it is strongly existent and plays a role in speeding up the internationalization process. According to Hollensen (2011, p.80), in the business network *“the actors are autonomous and they handle their interdependences bilaterally”* in which the firms’ response is flexible towards fast changing conditions specially in turbulent industries such as industries with very rapid technical changes. Thus, it can be understood that the business networks occur in such fields with rapidly changing conditions, and they occur in fields where coordination between certain actors may provide certain gains (Hollensen, 2011). Accordingly, the first element of time that can be noticed is the “pace” of changes that take place in the market. The pace has been described earlier as the change that takes place in events durations (Quintens & Matthyssens, 2010) or the speed of changes. The pace of market changes is considered implicitly in the network model as one of the major factors that play a role in affecting the firms’ decision to join or leave a network. Thus, the pace as a time dimension is involved in the underlying concepts of the network model.

Moreover, there are several actors that show that internationalization is a temporal matter such as the developing events and duration of events, and processes that involve pace and tempo. These actors build time connections between internationalizing firms (Törnroos, Freeman & Medlin, 2012), and according to this, the network model involves all of these actors in all members of a network which reflect the appearance of other dimensions of time. Besides that, as it has been mentioned earlier that in an international network a firm relies on resources controlled by other firms in the same network. In order for that firm to gain access to these resources it has strengthen its position in the network and this cannot happen immediately. A strong position in the network is gained over time and based how long the firm has belonged to the network (Hollensen, 2011). In other words, the duration the firm has belonged to the network is the key point to strengthening its position and eventually gaining access to resources of other firms.

Based on this, we can find temporal differences between the network theory and the Uppsala model. According to Johanson & Vahlne (1977) firms adapting the network model do internationalize faster than those belong to Uppsala school. Thus, there have been several criticisms to the Uppsala model in the matter of its disability to explain fast internationalization nowadays, which lead to reviewing it in 2009. Johanson & Vahlne (2009) justified that as a reason for the business practices changes and theoretical advances that took place since the old model in 1977. Adding to this, the business environment has become more like a web of relationships or network rather than a classic market with independent actors. According to this, two new key points were added to the original versions which are the trust-building and knowledge creating in order to highlight the fact that new knowledge can be developed in relationships (Johanson & Vahlne, 2009).

#### **4.2.3 The Transaction Cost Theory (Institutional Economic Perspective)**

The institutional economic perspective is based on the transaction cost theory adapted by Coase (1937). The concept underlying this theory is that the firm will expand continuously until the moment where the cost of an internal transaction equalizes with the cost of the exact same transaction in the market. The firm performs its activities internally in order to reduce costs by forming a hierarchical management control or through internal vertical integration, and at the same time it will be relying on the market in regards to other activities where the other actors such as the distributors and export intermediaries do have a cost advantage (Hollensen, 2011).

The transaction costs can be defined as the friction between the buyer and seller in which this friction is more likely to result in an opportunistic behavior. These costs emerge when the requirements of perfect competition become an obstacle for the market to operate under these conditions, thus, the transaction cost will be equal to zero and the incentive “*to impose any impediments to free market exchange*” might be little or not even existing (Hollensen, 2011, p.78) even though if in reality it is argued that there will always be friction between buyers and sellers that will result in transaction costs.

Despite that the time concept has not been mentioned in the theory, but it is pretty obvious that the whole theory is based on the timing dimension. According to the transaction cost analysis, as long as the costs of transactions between buyers and sellers in the market are higher than those transactions that take place through an internal hierarchical system, then the firm is supposed to internalize. The firm internalizes during the period that external costs are higher than internal ones, and this duration of time ends when both costs become equal which means that the firm will definitely change its strategy accordingly. Thus, it can be argued that the internationalization process of the firm is based on the transaction costs, and accordingly the firm’s strategies in regards to hierarchical or vertical integration will be decided.

Based on this, it is argued that the transaction cost framework that the vertical integration takes place due to the desire of reducing costs in which the cost minimization is a reason for structural decisions. Above all, the transactions costs appear according to specific timing (internal transaction costs = market transaction cost), and before that happens there is a duration where the company is expanding with specific strategy “internalization”. The time costs become equal, the duration of internalization ends, and a new strategy takes place. According to (Anderson & Gatigon, 1986) the internationalization process of a firm and its entry modes are determined and directed by the transaction costs, and based on the previous arguments the role of time in determining the transaction costs is pretty obvious. Thus, the author may strongly argue that the time is ground for the internationalization process of the firm and the choice of its entry modes. (See figure 9)

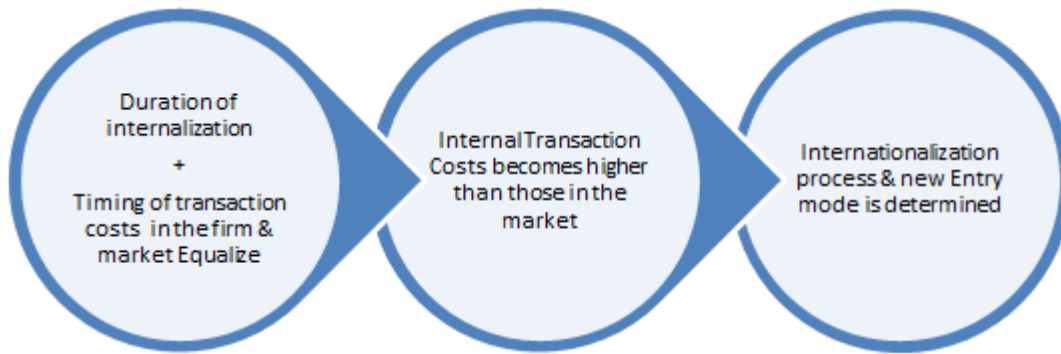


Figure 9 Time dimensions are the main determinant for entry modes (Self Creation: based on theory)

#### 4.2.4 The Strategic Competition Perspective (Porter's Five Forces)

Market competition is one of the major considerations of internationalizing firms. Besides, it is one of the time-based concepts during the internationalization process which needs to be considered in research and decision-making process. As Lilien & Yoon (1990) argue that the choice of new market entry timing is one of the fundamental reasons for the success and failure of new products, and eventually the degree of competition in the foreign market. Moreover, they argue that the firm's decision to become a pioneer or a follower in the new market is an entry strategy problem in which a potential pioneer is obliged to decide on the timing of the foreign market entry according to balancing between the opportunities and expected risks, while the potential follower should consider the marketing activities of the early entrants and the competition of other potential entrants (Lilien & Yoon, 1990, p.568).

In addition to this, numerous executive managers increase the competitiveness level of the firm by using different tactics to accelerate the information and alternatives analysis during the decision making process (Kedia *et al.*, 2002) due to the fact that making comparisons between alternatives fastens the analysis of the weaknesses and strengths of available options (Hollensen, 2011). Accordingly, the author may argue here that the pace (as a time dimension) of analyzing the information and alternatives may increase the competitive level of the organization and eventually speeds the internationalization process.

Porter (1980) developed a very precise and useful framework to analyze the competitive structure. He proposes that the competition in a certain industry is based on its economic structure not only on the behavior of competitors. Porter introduced five basic competitive factors (forces) in which these forces combined determine the potential of eventual profit in and

industry, where this profit is measured according to a long-term return on investment (Hollensen, 2011). These five competitive forces are buyers, suppliers, new entrants, substitute buyers and market competitors.

As the purpose of this paper is to highlight the different relations between the concept of time and the different organizational perspectives, the author is not willing to dig deep in Porter's five forces for research purposes. However, the relation between time and competition is pretty obvious due to the fact that one or more dimensions of time are involved and do have a role in determining the degree of competition in an organization. Firstly, the "timing" of the market entry is one of the factors that determine the success or failure of a new product, and eventually a competition level. Secondly, the pace of analyzing the information and alternatives speeds up analyzing the available options and accordingly the degree of competition. Thirdly, Hofstede's LTO is strongly considered in Porter's five forces model for analyzing competition in which the analysis of these forces all together will enable the firm to determine the expected ROI on the long run.





## 5 Chapter 5

In this chapter, the author tends to analyze the different relationships between the process dimensions of time and the business network model as the adapted theory for the analysis. Besides that, there are five basic variables that will be represented in which these variables will draw the framework for better allocation of the seven process dimensions during the internationalization process. These variables are: 1) The business network model, 2) the subjectivity of using time, 3) Gulick's aspects of time, 4) The short-term & long-term orientation and 5) The process dimensions of time.

### 5.1 The Business Network View

The new business network view of Johanson and Vahlne (2009) involves several time aspects represented in the stage model, the network theory and the business relationship perspective. Johanson & Vahlne (2009) argue that timing criterion is one of the underlying assumptions in all managerial process perspectives in which corporations plan their commitments accordingly. Based on this, the network perspective and the business relationship have been integrated into the Uppsala model to form the business network view. Johanson & Mattson (1988, p. 297-306) provided guidelines on the way networks affect the internationalization process of a firm, and they considered that the position of the firm in the network plays a very important role in pushing the firm to achieve its objective, and this is why this position needs to be maintained and developed (Törnroos, Freeman & Medlin, 2012). As a matter of fact, the process of developing the firms' position in the network is influenced by the internationalization of the market and the degree of internationalization of the firm (See Figure 7).

		<b>Degree of internationalization of the market (The production net)</b>	
		Low	High
<b>Degree of firm internationalization</b>	Low	The Early Starter	The Late Starter
	High	The Lonely International	The International Among others

Figure 10 Internationalization and the network model (Johanson & Mattson, 1988)

More importantly, the role of time has been noticed in the matter of developing the firm's position in the network and the network itself as it has been stated by Johanson & Vahlne that the geographic variation and the concept of time underlie both dimensions even though the role of time was explained implicitly (Törnroos, Freeman & Medlin, 2012).

According to Johanson & Vahlne (2009), the essential elements of the internationalization process are learning, building trust and commitment which means that the most significant elements of the internationalization process are all time-based processes, and accordingly it can be argued that the concept of time is the key element for a successful internationalization process. Based on that, the business network model of Johanson & Vahlne (2009) is founded on three different activities in which it could help in business development and eventually in an internationalization process. These activities are 1) knowledge and learning process, 2) trust and commitment building and 3) opportunity development. These activities will be described more precisely as follows:

- 1) **Knowledge and Learning:** The learning process and knowledge creation were introduced in the original Uppsala model as a sequential stages process that accumulate over time, and as this accumulation increases as faster the internationalization process evolve and as less time and cost it will be, while the lack of knowledge will slow down the internationalization process and will result in consuming more time in learning and

gaining knowledge in the new market. Some researchers such as Eriksson, Johanson, Majkgård, and Sharma (1997) noticed that the lack of market and business knowledge require different amounts of time to overcome the cost of the internationalization process. That means that organizations with less business and market knowledge will need more time to gain experiential knowledge in order to internationalize more efficiently.

In regards to the business network knowledge, Johanson & Vahlne considered that the knowledge creation and learning is in strong relation with trust building and commitment. They consider that knowledge development in business networks is not only about learning from other actors, but the interaction that takes place between buyers and sellers knowledge may also result in a new knowledge (Johanson & Vahlne, 2009). Besides that, the network model provides experiential knowledge based on the interactions between the actors who belong to a relevant network. Accordingly, Johanson & Vahlne kept the experiential learning as one of the basic mechanisms of the business network view of the internationalization process.

The experiential knowledge is a significant factor in the internationalization process of a firm (Johanson & Vahlne, 2009), and it has been mentioned earlier that knowledge accumulation is a time based process. Thus, the business network view may implicitly consider that the time concept is the central factor of the internationalization process. Moreover, Johanson & Vahlne conclude that “trust” is an important factor for successful learning process and development of knowledge because it can also replace knowledge due to the fact that when the firm lacks the knowledge in a new market, it lets a trusted middle party run the firm’s foreign business.

- 2) **Trust and Commitment Building:** The original model of Johanson and Vahlne does not involve any emotional or affective dimensions in relationships in explicit context; however, they are present implicitly in the concept of knowledge, but due to the several changes that took place in regards to business relations and trust building it became obvious to Johanson and Vahlne that emotional dimensions should be added more precisely and explicitly. The reasons behind that are related to the several researches and

writings in this matter since the original model in which these researches involve affective and cognitive elements. Besides that, based on empirical observations it has been noticed that affective dimensions are necessary for understanding the business relationships, and finally, because trust plays a significant role in research on relationship development and business networks (Johanson & Vahlne, 2009). They concluded that trust plays an important role in providing successful learning and developing new knowledge. Moreover, it can replace knowledge. In other words, if the firm doesn't have enough market knowledge it counts on a trusted middle party to run its foreign business.

In addition to this, trust may lead to commitment if there is willingness and positive intentions. Morgan & Hunt (1994) considered that "reliability" and "integrity" are keywords for trust which means that trust is an essential condition for commitment. Thus, when trust is present, it will lead to a continuity of the relationship, and willingness to invest in it. Even more, there will be short term sacrifices to keep this relation in order to achieve long term benefits.

In relation to time, trust and commitment are dependable on time to a large extent. The importance of trust appears in the early stages of a relationship, and its importance might become enduring if the relationship needs continuous efforts to create opportunities (Johanson & Vahlne, 2009). Thus, trust needs time to exist, it needs time to develop to commitment, and more importantly it is needed for a long lasting business relationship. Johanson & Vahlne agreed with Madhok (2006: p.7) that "*trust building is a costly and time consuming process*". This process is described by Boersma, Buckley & Ghauri (2003) as a sequence of stages in which the output of each stage establishes the input of the next, as the output is represented in the level of trust. See Figure 8.

Based on this process and the levels of trust as outputs and inputs, the commitment is developed later in the process (Johanson & Vahlne, 2009), which means that commitment is more likely in need for long period of time in order to be built.

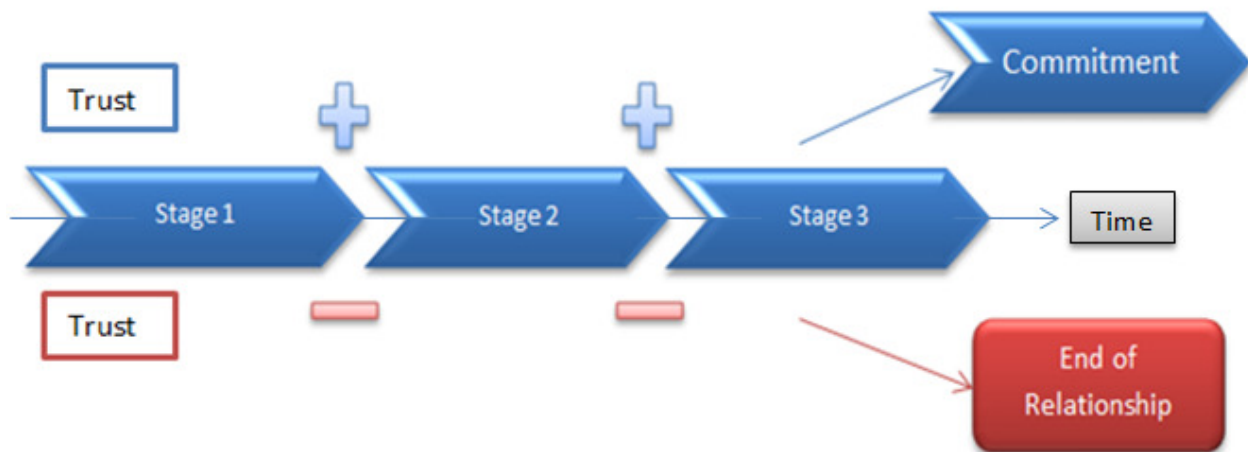


Figure 11 the Process of trust building and commitment (Self Creation, Adapted from Boersma, Buckley & Ghauri (2003))

- 3) **Opportunity Development:** Johanson & Vahlne (2009) state that they assumed in the original model that the firm's commitment and market knowledge influence the expected opportunities and risks and eventually influence the current activities and commitment decisions (1977, p. 27). Besides that, they assumed that the commitment affects the expected or apparent opportunities and risks of a firm. Accordingly, the previous model was created in regards to uncertainty or risk reduction. However, in the new business network model they recognized that they neglected the opportunity dimension as a dimension of experiential learning. They consider that the opportunity development process can be described as an interactive process and characterized by sequential and gradual learning, and commitment of an opportunity, and by considering trust as a key player in this process. Accordingly, the process of opportunity identification and exploitation in the network view is similar to the process of relationship development and the internationalization process.

Based on this, the relation between the concept of time and the opportunity development process is very obvious. The importance of time has been highlighted in regards to the dynamicity of the internationalization process and the relationship development process in which time is the central dimension of these processes. The same applies to the opportunity development. Time and timing are of significant importance in regards to exploiting opportunities. It is argued by Johanson and Vahlne that knowledge affects the

perceived opportunities, and knowledge is created through a process that is based on time. Thus, time is needed for developing perceived opportunities. Besides that, the timing of foreign market entries is always covered by uncertainty or risks and perceived opportunities. According to Hui & Yi-qian (2009), internationalizing organizations are entitled to various types of risks of different influences due to the timing of their market entries. Besides that, Werner *et al.* (1996) assures that the international business opportunities are riskier than local opportunities. This is why the timing of foreign market entries is very essential to be considered because it will result in achieving the perceived opportunities or facing various expected risks. The author may argue that the timing of a new market entry is the scale to that balances between the perceived opportunities and expected risks, and it is a crucial factor for developing opportunities in the network.

The business network model provides a comprehensive view of the major organizational perspectives, organizational time perceptions, cross culture differences and the different roles of time dimensions during the internationalization process. The model draws a strong framework for the use of time in organizations and that can be seen through the analysis of the process dimensions of time in each and every theory that represented a different organizational perspective.

## 5.2 The Analysis of the process dimensions of time

The following table will show the role of each and every time dimension in all the represented organization perspectives in which will provide a better understanding of each dimensions.

	Dimensions or Aspects of Time	The Role
Uppsala Model (Learning Perspective)	<ul style="list-style-type: none"> <li>• Divisibility</li> <li>• Duration</li> <li>• Pace</li> <li>• Flow</li> </ul>	<p>Dividing the learning process into stages.</p> <p>Provides time limits for knowledge accumulation in each stage.</p> <p>Speeds up the knowledge accumulation.</p> <p>Describes the flow of events</p>

Network Theory	<ul style="list-style-type: none"> <li>• Order</li> <li>• Frequency</li> </ul>	<p>and stages during the process.</p> <p>Gives a specific order for stages or events that needs to be ordered or it defines the order of each stage.</p> <p>Provides a repetitive processes or cycles if needed.</p>
	<ul style="list-style-type: none"> <li>• Pace</li> <li>• Duration</li> </ul>	<p>Defines the changes on the market in which help the firm to leave or enter a network.</p> <p>Measures and defines the firm's position in a network, and eventually its access to resources belonging to other firms in the network.</p>
Transaction Cost Theory (Economical Perspective)	<ul style="list-style-type: none"> <li>• Divisibility</li> <li>• Timing</li> <li>• Duration</li> </ul>	<p>Defines the stages of internalization and externalization.</p> <p>Defines the moment when market cost equalizes the internal transaction cost, which means the time to change the firm's strategy.</p> <p>Measures the internalization period.</p>
Porter's Five Forces (Strategic Competition)	<ul style="list-style-type: none"> <li>• Timing</li> <li>• Pace</li> </ul>	<p>Defines the success or failure of new market entries, and the success or failure of new products.</p> <p>Provides a faster knowledge accumulation and analysis for</p>

<p><b>Business Network Theory</b> (the functions of each dimension in the learning process and the network theory as mentioned earlier + their functions in building trust and commitment)</p>		<p>knowledge and options.</p>
	<ul style="list-style-type: none"> <li>• Long Term Orientation (Flow)</li> </ul>	<p>Provides expectations for the ROI in the future.</p>
	<ul style="list-style-type: none"> <li>• Timing</li> </ul>	<p>Exploit opportunities, and balances between risk reduction and exploiting opportunities.</p>
	<ul style="list-style-type: none"> <li>• Divisibility</li> </ul>	<p>Defines the stages of trust building process and weather it will lead to commitment or end of relation.</p>
	<ul style="list-style-type: none"> <li>• Duration</li> </ul>	<p>Used in building trust, and eventually may lead to commitment.</p>
	<ul style="list-style-type: none"> <li>• Order</li> </ul>	<p>The order of the trust building process is important.</p>
	<ul style="list-style-type: none"> <li>• Pace</li> </ul>	<p>Speeds up the trust building process, and eventually speed up knowledge development.</p>
	<ul style="list-style-type: none"> <li>• Frequency</li> </ul>	<p>The repetition of operations and transactions between two parties is significant in building trust and commitment.</p>
<ul style="list-style-type: none"> <li>• Flow</li> </ul>	<p>Flow of time reflects the short term sacrifices in order to gain long term benefits and build a business relationship.</p>	

Table 8 The relation between dimensions of time and different organization perspectives (Source: Own Creation)



Based on the previous table, the author may argue that the concept of time is the dimension of all our events and actions, this dimension could be implicit in the form of any of its own process dimensions, and it can be strongly visible in case of its objective meanings. This is why the considerations of subjective meanings are strongly required to understand the deeper considerations of time and its process dimensions. Moreover, Quintens & Matthyssens state that they considered the “LINEARITY” of time in order to explain the time dimensions. This consideration makes sense to a large extent due to the fact that time is linear in nature, and all events and actions are directed linear and forward. Besides, it will facilitate the explanation of the adapted framework.

### **5.3 Subjectivity of time**

As discussed earlier in chapter two, the author adapts the view of Orlikowski & Yates in which the subjective meanings of time must be strongly considered in research besides the objective meanings. In other words, the use of a combination of subjective and objective meanings will enable a deeper understanding of the phenomenon and will open new insights for temporal research. The time concept is much deeper than the metronome of clock-time.

As a matter of fact, this research is based on giving more attention to the subjective meanings of time in which does not contradict with the view of the author. The reason is because the subjective meanings in drawing a framework for the use of time dimensions is more than the objective meanings, besides, the subjective meanings of time gives the author bigger area for interpretations about the time concept according to his perception of time. However, that does not deny the fact that the objective meanings are still strongly present.

### **5.4 Short-term & Long-term orientation**

Hofstede’s fifth dimension of culture represents an important dimension in cross culture differences. Adding to this, it represents several organizational concepts such as building relationships and economic considerations. Thus, the author believes that this dimension is more likely suggested to represent very significant meanings in the adapted framework, and it might cover the lacks of the business network model.

## 5.5 Gulick's aspects of time

The five aspects represented by Gulick cover the major organizational perceptions of time such as the time is money concept or time is a resource view. These aspects conceptualize time as something materialistic in which it can be used, saved, spent, wasted, lost and managed. Thus, it represents the subjective meanings of time, and it facilitates the understanding of its components. In addition to this, it will draw a linear process of time in which this process will represent how the way time can be used and managed until it provides the outcomes.

## 5.6 The adapted framework

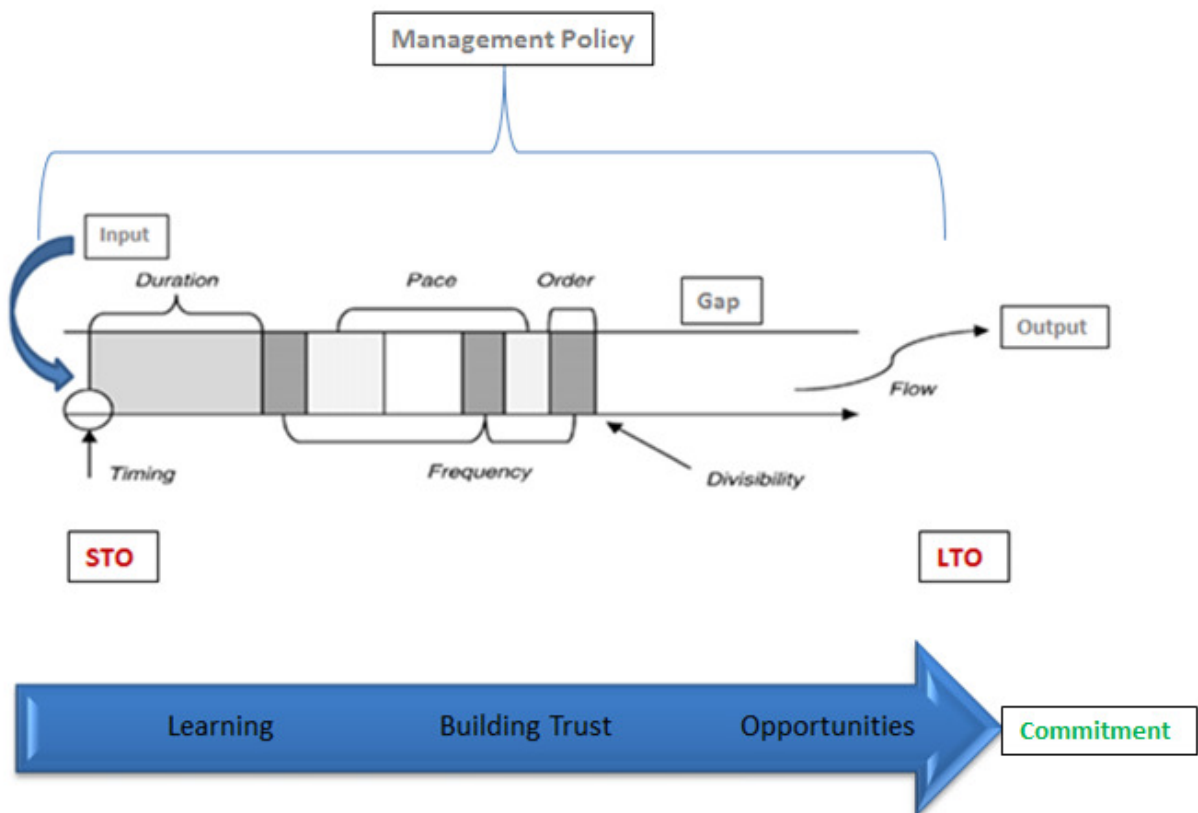


Figure 9 The adapted framework or process dimensions of time in the business network model (Source: Self Creation, based on Quintens & Matthyssens, (2010))

The framework describes the organizational perception of time is money or a resource in which it can be used as an input for organizational processes, and eventually it provides different outputs. It can be a gap when it is used inappropriately, or when no achievements take place during the gap period, or in other words it is the period when nothing is worthy to be noticed in terms of events or processes and it may be called empty time which occurs in several processes (Tuttle, 1997). The whole process is a managerial policy based on the management perception and the expected outputs of the process. According to the business network model, the foundation of the model is based on the learning process, the trust building process, and the exploitation of opportunities. Even though commitment is bonded with trust building, but it can be an outcome of the relationships. Opportunities can be sacrificed on the short term for better expected opportunities, and stronger business relationships in the long-term. It can be argued that the adapted framework involves all four organizational perspectives represented in chapter four. It represents the learning perspective, the inter-organizational perspective, the economic perspective and the strategic competition perspective.

The roles of the process dimensions of time is present in all four perspectives, however, their roles differ according to the used organizational perspective. For example, the pace has a role in regards to the learning perspective which is speeding up the accumulation of knowledge in order to fasten the learning process, but from an inter-organizational perspective pace is used as a determinant for the changes happening in the market in which may lead the organization to changing its network.

The framework can be useful as a general framework for explaining the use of the process dimensions of time within the underlying concepts of the business network theory and the discussed organizational perspectives. However, it may be considered weak in regards to explaining the strategic competition as a whole, but the understanding of the different roles of the process dimensions of time may cover that concern.

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## 6 Chapter 6

### 6.1 Conclusion

This thesis approaches a new method to provide new insights that facilitates the understanding of the time concept. The elaborations concerning time in academia during the internationalization process of organizations were used as the main entry points that enabled the thesis to gain better understanding of the functions of the process dimensions of time which led to understanding the role of each dimension. The main challenge was to identify the role of each of the seven dimensions from the major organizational perspectives, and to integrate a new framework that can be used to enhance the internationalization process of organizations.

During the research phase of the thesis it was clear that the deliberations of the time concept are poorly defined in literature (Butler, 1995, Quintens & Matthyssens, 2010). Accordingly, interpretations were made based on the existing literature which facilitated the integration of the above mentioned framework.

The integration process involved reviewing the major topics related to time during the internationalization process such as time perceptions and aspects, internationalization theories and entry modes. The time perceptions and aspects unlocked a variety of views other than the regular objective view that is represented in the metronome of clock-time which enabled a deeper understanding of the time concept. Moreover, it permitted several significant interpretations on the way to integrate the adapted framework. In the same context, the internationalization theories were used for the same purpose in addition to providing the opportunity of reviewing time from different organizational perspectives. Finally, the process dimensions of time were used analytically in order to highlight the importance of time in each and every organizational activity during the internationalization process even though the considerations of these dimensions are weak in literature (Quientens & Matthyssens, 2010).

The next step was to implement the framework by adapting a combination of the subjective and objective meanings of time with tending to the subjective meanings with a higher degree. In addition to this, the choice of the business network model as a comprehensive frame of the discussed organizational perspectives allowed the elaboration of the process dimensions in a way

that clarifies the function of each dimension within the organizational perspectives. Following, the short term and long term orientations may have covered the strategic competition perspective in the framework and may have supported the other perspectives. Finally, Gulick's five aspects of time strengthened the elaborations of the organizational time perceptions and confirmed the importance of the subjective meanings.

The adapted framework is more likely an explanatory model that describes more precisely the concept of time and the role of its dimensions. Besides that, it provides a temporal framework that can be used in organizations in order to enhance their internationalization performance. Moreover, it provides new aspects on the academic levels for time studies and research which may lead to enriching the literature with a variety of temporal studies.

## **6.2 Limitations**

The studies concerning the time concept involves a variety of difficulties due the weak temporal considerations in literature which led to paying the attention to specific related topics in this research and ignoring others, or to provide brief discussions of some topics that is concerned with the time concept. The main issue to approaching the research is the poor deliberations of time in research which led the author to interpret a variety of findings based on the reviewed literature. Besides, most of these deliberations are based on the regular objective view of time that is based on the clock time in which it bounds a deeper understanding of the complex phenomenon, and accordingly the author was unable to strengthen the arguments related to the subjective meanings of time.

The second issue was related to the collected data. The thesis is based on absolute qualitative data. Even though the qualitative data may provide the required information, but it still limits a broader understanding of the phenomenon. The author believes that the use of quantitative methods along with the qualitative methods would have strengthened the discussions and would have provided a better understanding.

Moreover, the secondary data was not sufficient enough to deliver the findings of this paper. The primary data was strongly required in order to support the theoretical discussions, and to apply the adapted framework in a way that will prove its strength and highlights its weaknesses.

In a different context, the variety perceptions of time obliged the author to cherry-pick the major organizational perceptions that were discussed in literature, and to represent it according to his own perception about the time concept. The use of more or different perceptions may have led to a different results and findings.

Finally, the time considerations of the thesis work played an important role in limiting the author to specific topics, and obliged him to discuss several topic implicitly which may have affected the findings of the research.

### **6.3 Future Research and Recommendations**

Academically, there is a strong contradiction between the importance of time and its deliberations in literature. The adapted framework may allow the researchers to approach new insights in order to enrich the organizational literature. Time should be strongly considered in future research due to its importance in shaping and arranging our daily activities and future plans. The importance of time appears in its subjective meanings the same as its objective meanings, which means that more attention must be given to the subjective meanings of time. Besides that, the process dimensions of time are essential in describing the time concept. They must be involved much more in the academic research in order to provide stronger arguments about the role of time in the internationalization process from different organizational perspectives.

In business, the understanding of the time concept is mandatory for a better use of it. It may provide better results for internationalizing organizations. Adding to this, understanding the dimensions of time may lead to a better allocation of each dimension to successfully function and achieve the expected outcomes. More importantly, the organizational considerations of time as a resource or money may force the organization to put more effort to understand the concept of time, and to try to find new ways to use it in which will achieve the organizational goals.



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