The Impact of Micromultinationals on the International Business Field of Study

A systematic literature review on mMNE literature

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Abstract

This paper focuses on the impact of micromultinational enterprises (mMNEs) on current mainstream IB literature. Following a systematic literature review approach, key studies in the fields of micromultinationals are analyzed to measure the impact of the emergence of mMNEs. Using the theories, methodologies, gaps, and findings of this study, directions and propositions for future studies are outlined, and answers are found to the questions of *how research on mMNEs have impacted the IBE field of study? What motivates their internationalization behavior and determines their success or failure? How the study field of mMNEs and other IBE fields connect? And finally, what the root assumptions in the mMNE field of study are?*

The paper finds that mMNEs have made a small impact on the IB field of study, and suggests it is a result of the previous impact from the similar BG and INV fields, and a marginalization of the differences between the three. Additionally, the paper argues that there are five root assumptions within the field, all sharing ties with other IB fields, namely Internationalization, Network Theory, and International Entrepreneurship. The connections between the mMNE field and other IB fields, are mainly one-directional, as the research on mMNEs use findings and frameworks from the IB field, and not vice versa.

The paper finds that there is still a significant lack in mMNE research, and that other IB fields should put more effort into outlining the distinctions between mMNEs, BGs, and INVs, to help the fields connect as they could benefit from each other. Many gaps are yet to be explored, and thus propositions for future research are presented in this paper.

The paper makes an interesting, though unpredicted, discovery, that the field of mMNEs may be at risk of stepping into the same pratfalls as is the case within the BG research area, namely having too much variety in fields, theories, frameworks and definitions. This is because warning signs may already be identified, despite the field still being at a comparably early stage. The paper suggests that more research is needed to determine whether this is true, and how to rectify the direction if it is off balance.

List of Abbreviations

MNE = Multinational Enterprises

SME = Small and medium-sized enterprises

mMNE = Micromultinational Enterprises

FMEM = Foreign Market Entry Mode

FDI = Foreign Direct Investment

BG = Born Global

INV = International New Ventures

IB = International Business

Table of Contents

Introduction

Micromultinational enterprises (mMNEs) have recently become a hot topic within international business, as the growth of these new types of enterprises are starting to make their mark on the global economy. Worldwide improvements to infrastructure ranging from internet access, travel, transportation, exponential improvements made within the technology sectors, and to political efforts to lower or remove many of the transaction costs coming from international trade between borders, are just some of the factors that have led to this rise of mMNEs (Buck, 2016). Through the five shared traits of global mind set, intermediate, agile, niche, and tech savvy, these mMNEs are thriving in markets where they often compete with large multinational enterprises (MNEs), and account for an increasingly large share of the global economy (HSBC, 2013), while at the same time shaping future trade by taking advantage of the ongoing digital disruption and tightly connected global networks (Lotto, 2015).

Because mMNEs only through recent years have gained mainstream attention, due to their volatility and explosive rise, the evidence and research on this new and emerging class of enterprises is limited, despite the extensive data on small and medium-sized enterprise's (SMEs) internationalization. This makes mMNEs a relevant class of enterprises to study further, as their sudden success and dominance in the global market may give insight to future market trends, shed light on what challenges may lie ahead for both mMNEs and other enterprise classes, and give evidence to revise traditional international business theory.

The mMNE is a recent addition to the many categorizations for smaller firms and can be accredited to Pavlos Dimitratos et al. (Dimitratos, et al. 2003) who first noticed their alternative behavior in the global economy and found that a new definition was needed. Following this definition, the mMNE is an SME "*that controls and manages value-added activities through constellation and investment modes in more than one country*" (Dimitratos, et al. 2003, p. 165). Before this, Born Globals (BGs) and International New Ventures (INVs) were, and still are here in 2018, hot topics within the field of IB and international entrepreneurship, because of their new approach to many aspects of IB and international entrepreneurship, especially in relation to their disregard for domestic markets as well as their immediate global market presence at the time of startup (Johnson, J. E., 2014). Since 2003, these were the closest fields of research of these new types of enterprises that diverted from the traditional understanding of internationalization processes, both in relation to startup process and their market entry mode for

internationalization. These fields are also fairly new, dating back to McDougall's' and Oviatt's research published in 1994 and 1997 (McDougall & Oviatt, 1994 & 1997), where these INVs and BGs were first defined. During this time, and up until 2003, 'multinational' were mainly reserved as a word to describe large international enterprises, because of a lack of empirical data to acknowledge the existence of these multinational SMEs (Johnson, J. E., 2014, p. 17). mMNEs are the recent addition to these new types of enterprises, and what differentiates mMNEs from BGs and global start-ups is that instead of being defined by their speed of internationalization, they are defined by their *"use of advanced market servicing modes in controlling and managing value-adding activities (VAA) across international markets"* (Dimitratos et al. 2014).

Problem Area

mMNEs, like their closest predecessors; BGs and INVs, have disrupted traditional IB theory, as their behavior challenges many traditional ideas and notions about business behavior in an international setting. Disruption like this draws attention from researchers for a good reason, as they challenge prior knowledge and understanding, while providing opportunities to solve problems or prepare businesses for future changes in markets. This is made evident from a recent bibliometric analysis of BG firms released by Piotr Dzikowski, as it illustrates a at first slow, but later substantial growth of research on BGs in a period of 20 years, with 453 scientific papers released. This observation from BGs can be applied to mMNEs, as they share so many similarities. In the paper, Dzikowski finds that despite the large growth in research on BGs, the researchers failed to reach consensus, partly due to a large variety of fields, theories and frameworks being used, as well as being affected by an inconsistency of definitions, ultimately making "*research on BGs broader in scope, heterogeneous and inconclusive*" (Dzikowski, 2018). Additionally, he discovered that empirical research was far more abundant than efforts to develop theories, thus possibly providing too little universal applications (Dzikowski, 2018). Given that BGs' and mMNEs' share similarities in certain characteristics such as size, the sudden discovery to their rise in popularity amongst researchers, as well as the disruption and impact on the global economy and IB research they actually had, it would indicate that there is a need for mMNEs to avoid similar results. If the study of mMNEs would result in more conclusive research, it would be more applicable in practice for companies and provide better opportunities for theoretical frameworks to be developed or changed. Dzikowski's study could furthermore indicate that a reason for the lack of success in the study of BGs,

could be based on the narrow focus of researchers on empirical research without a predefined consensus or a settled or fixed academic field. This makes it difficult to apply findings from the various research within the same context, thus increasing the difficulty of theoretical frameworks to be developed or changed. However, because of the relatively young age for the study of BGs, some of these results could also be due to the newness and chaotic nature of disruption, leading to a lack of coherence. The main point to take away from Dzikowski's findings, is that it would be beneficial to the future research on mMNEs, to bring in at an early point a perspective on the direction of the research released to avoid a similar situation as with BG research.

The mMNEs have already made a significant impact on the global market, made evident by HSBC and Oxford Economics report on already measurable impacts of these micro-multinationals on the global economy, in addition to forecasts about changes to the nature of international business, because disruptions in the market are opening new opportunities and threats for companies of all scale, that are proving to provide more opportunities than threats to these mMNEs (HSBC, 2013). This would indicate that the need for further research in the field is needed, to help companies react appropriately and in time to secure their market positions or take advantage of the changes in the market.

Main Question

How has the research on mMNEs impacted the IB field of Study?

Sub Questions

What are the root assumptions within the field of mMNEs?

What motivates mMNEs internationalization behavior and what determines their success or failure?

How does the study field of mMNEs and other IB fields connect?

Brief Reflection on Research Questions

I find, that it is unclear what effect mMNEs has had on the IB field. However, my assumption is that is has been significant. Whether it is or not, it will be interesting and beneficial to the mMNE field of study with further research, as it can help future research get a clearer vision of which paths have been explored already and where there is a need for more research. It would also be beneficial with an overview of what has happened in the last 15 years in relation to mMNEs. The purpose of the sub-questions is to aid in

finding a definitive answer to the main question, and to provide additional findings that I deem are difficult to get a grasp on, without in-depth knowledge of the field. Thus, this thesis seeks to provide the reader with a clear composition of the findings and root assumptions made within the field to aid and guide future researchers.

Hypotheses:

The following hypotheses are based on my initial understanding of the mMNEs and the very limited evidence I had going into the investigation of the questions in this paper. Their purpose is to guide the discussions within the conclusion in this paper and illustrate the learning process I went through preparing this paper.

H1: mMNEs have had a significant impact on the IB field of study, despite the field's young age, especially fields close to it, such as International Entrepreneurship, Internationalization, INV's, and BG's, because mMNEs sprung from the research in these fields.

H2: The root assumptions within the field of mMNEs are mainly derived from other fields, which make up the foundation for the research on mMNEs.

H3: mMNEs motivation can partially be explained by the factors outlined by John H. Dunning's eclectic paradigm and his five motives for internationalization.

H4: The study field of mMNEs and other IB fields connect through their shared root assumptions, which allow mMNE research to use findings and theories from other fields to form valid arguments, because of the scarce focus on mMNEs.

Method of Research

The method of research in this paper is a systematic literature review, which serves to answer the questions previously presented. I have chosen to conduct a systematic literature review to get deep insight into the field, but also to collect the empirical data I need to substantiate my conclusions. I do so, because from previous research in other areas I have experienced the benefits and value that can be added to a paper by ensuring that my paper contributes with something new to the field. The following sections will explain in further detail why I chose a literature review, and how I conducted it.

Literature Review

In this section, methods and processes used to gather existing articles on mMNEs will be explained and the data gathered and read will be presented in tables that organize the articles by their typology of philosophical approaches, applied theories and theorists, relevance, problems, and findings.

Existing studies on mMNEs in the last decade (2003-2018) have researched different themes and perspectives, and produced some significant findings related to the behavior and differentiation between mMNEs and other classes of SMEs. Possibly due to the young age of the field and the limited research released on mMNEs, there is yet to be made a systematic literature review that can give researchers a better understanding of the results and research in the field regarding mMNEs. Thus, the aim for this review is to collect and categorize relevant research released from 2003-2018 on the knowledge field of mMNEs. Also a review of the gaps existing within the literature requiring further studies are presented. This method is chosen so that the categorizations and reviews conducted do not only form a basis for the paper, but also to directly contribute to the answers to the questions of this thesis.

The following questions state what this literature review seeks to study further. At first the review seeks to understand how mMNEs are impacting the IB literature. Secondly, it seeks to study MNE motivation and root assumptions connected to them. Thirdly, the review seeks to explore the connections between the mMNE field and other IB fields. Lastly, it seeks to produce a pre-planning for future research, to combine the results discovered in the field already, and find further perspectives and gaps that would be beneficial to further study.

Systematic Literature Review Research Method

The systematic literature review method will be used for this literature review, meaning that the aims of the literature review will be to provide a complete and exhaustive summary of current literature relevant to the previously presented research questions. The systematic approach can be difficult and time consuming to follow in fields with large bodies of literature, but given the young age and limited literature released, the approach will be achievable in producing complete and exhaustive results as the whole body of literature can be reviewed (Grant & Booth, 2009). The main argument for the use of systematic literature review in relation to the research questions of this paper, is that it can provide a both quantitative and qualitative meta-analysis of the topic, thus giving the most substantiate and formal basis for future research (Grant & Booth, 2009).

Search Protocol

This section serves as a comprehensive description of the entire process in which relevant literature was found. How the research questions were formed and my motivation for choosing them is described, as well as how and where I have searched for the literature is included in this section.

It is important when conducting a systematic literature review to limit the body of literature by narrowing it down to specific research questions to guide the review and to achieve its methodological goals of giving a complete and exhaustive summary of the literature (Grant & Booth, 2009). The research area of mMNEs mainly came to my attention through my interest in BGs and INVs. The new global economy's environment is filled with disruption and change, which opens many new opportunities that are interesting to explore and understand. mMNEs were especially interesting, as the continuous success of the companies such as Amazon, Google, PayPal, Dropbox, LinkedIn and many more tech-savvy companies, are proving to be highly connected to the rise of mMNEs and their recent traction in large parts of the world, as they profit from the rise of mMNEs by providing ubiquitous services and products (Voyles, 2014). This indicates that these new mMNEs have a significant impact on some of the largest multinationals in the global market, which in turn makes it important to understand the nature of their business. The internationalization process of these mMNEs became the specific focus of this knowledge field, because it is what differentiates mMNEs from the other, already highly studied, classes of SMEs, specifically in relation to speed of internationalization, age, and sectors (Johnson, J. E., 2014, p. 19).

As the knowledge field of mMNEs is new and has a limited body of literature directly related to it, there are still many perspectives and problems to explore. The decision to focus my review around mMNEs impact on the traditional knowledge field of internationalization, mainly derives from the intent to cover as much literature possible on mMNEs, and internationalization is at the core of what these mMNEs are doing differently, thus often finding relevance despite differences in academic fields. Additionally, internationalization is of interest because the topic of mMNEs shares similarities with BGs, which had a significant impact on the understanding of internationalization processes and were highly centered around it, thus indicating a similar situation could present itself on the topic of mMNEs (Dzikowski, 2018).

The aim of reviewing the literature is to have a better understanding of the field of knowledge on mMNEs not only for my thesis, but also for future researchers, by collecting and analyzing the similarities and

differences between the literature. Before conducting new research on the topic, it is important to understand the major themes and authors that have already contributed to the field, to avoid redundancy, find the interesting gaps of knowledge and similar situations as with the BG research, previously explained in the problem area (Grant & Booth, 2009 p. 3-4).

The search process was mainly focused on AAU Primo, and Google Scholar, with the starting point of first exploring how much literature were published with relevance to mMNEs, as the field of knowledge is new. It was very clear, just how limited the literature was on the topic, as broad searches came up with few results.

Figure 1 – Search Protocol

Literature Review Reflection - Data		
Search Words	**Filters**	**Hits**
Google Scholar:		
Micromultinational	In that order / No Filter	134
"Micro multinational" impact on international business theory	In that order / No Filter	110
Micro multinationals internationalization	In that order / No Filter	168
AAU Primo:		
Micromultinational	In that order / No Filter	40
Micro-multinational	Articles only	25
Born Global Micromultinational	In that order / No Filter	16

Through elimination based on relevancy to the previously stated questions this review seeks to answer, 19 articles were discovered that seemed relevant to the search parameters. The low number of matches was a result of duplicate studies making up most of the hits in the search process, as well as the fact that several studies were included in the hits because of the search words but derived from articles on other topics and with irrelevant discussions not related to this review. The articles were reviewed to deem whether they were suited for further analysis. This was done by looking at their content, question, and

findings in relation to the goals of this literature review. Because this paper seeks to find root assumptions and answer questions on mMNEs motivations and success/failure-criteria's it was essential to ensure high validity and, hence, only peer-reviewed articles were used from the found data.

Through this analysis zero articles were deemed irrelevant to the discussion, even though only 12 were directly focused on the topic of mMNEs rather than MNEs or SMEs. However, due to the low availability of articles, and because even though mMNEs are not a central topic in the remaining 7 articles, they may still give answers as to how the emergence of mMNEs have impacted traditional International Business literature and research. Subsequently, the articles were divided into several main topics based on their occurrence in the data presentation table: BGs, Foreign Market Entry Mode (FMEM), Network Theory, International Entrepreneurship, mMNEs, Internationalization, and INVs. The excluded topics were Innovation, Foreign Direct Investment (FDI), Globalization, Liability of Foreignness, Liability of Newness, Marketing, MNEs, and Born Regionals. These were excluded from main topics based on their low occurrence throughout the articles. However, this does not deem them irrelevant to this literature review, as they can provide insight into possible gaps or connections to other fields of study. Due to their secondary relevance, these fields will not be given a major focus for the later analysis.

Data Presentation & Data Analysis Table

The data presentation table was created based on the search protocol and the guidelines for systematic literature reviews and is divided into 8 sections: Author, Title, Question, Theories, Methodology, Findings, and FISI (Grant & Booth, 2009). This was done to provide an overview of the articles to facilitate an analysis of them in the data analysis table, where they were divided and clustered according to their main- and subtopics relevant to this review. The Author and Title rows in the Data Presentation Table were included to help readers review the articles themselves. The Question row serves the purpose of quick indication of the topic of the article and its focus points. The Theories row indicates all the fields, theories, or topics discussed or used in the articles and original and cited authors, serving the purpose of identifying gaps in the literature or connections with other articles. The Methodology row serves to identify what research methods were used to conduct the articles research, focusing on whether the article is empirical or theoretical, and uses qualitative, quantitative, or mixed methods data. Also included is a determination of whether it is a case study, interviews or surveys are used, and what

companies, industries, and countries are described, if so. The Findings row serves a similar purpose as the Question row, as it is a quick and brief resume of the findings discovered in the article. The FISI row is where I have made my own analysis on what methodological perspective the authors prescribe to. This row can be subjective, as not all authors state their perspective directly, but rather indirectly through their decisions in their article.

The main purpose of the Data Presentation Table is to provide the data needed to produce the Data Analysis Table, which analyses the results of the following rows: Theories, Methodology, and FISI. The Data Analysis Table is illustrated below:

Figure 2 – Data Analysis Table

Data Analysis Table					
Theory / Field	No. Of articles	Methodology	No. Of articles	FISI	No. Of articles
mMNEs	12	Empirical	18	Structural-Interpretivism	14
Network Theory	12	Theoretical	1	Structural-Functionalism	4
Born Globals	11			Interactional-Functionalism	1
International Entrepreneurship	11	Qualitative	12	Interpretive-Interactionalism	0
Internationalization	10	Mixed Methods	4		
Foreign Market Entry Modes	9	Quantitative	3		
International New Ventures	7				
Others (Innovation, FDI, Globalization, Liability of foreigness and newness, Marketing, MNEs, and Born Regionals)	20	Case	16		
		Survey	6		
		Interviews	6		

Source: Data Presentation Table

From the 19 articles illustrated in the Data Presentation Table, five of them; BGs (11), Network Theory (12), International Entrepreneurship (11), mMNEs (12), and Internationalization (10), are main theories or fields used throughout most of the articles while three of them; FMEMs (9) and NVs (7), are supporting theories. This division is based on the Data Analysis Table above, which indicates their occurrence throughout the articles.

Out of the 19 articles, 18 used an empirical approach, while only 1 used a theoretical approach. 12 articles used qualitative data, 4 used mixed methods, and 3 used quantitative. 16 of the articles were case studies, and 6 performed surveys. The articles were categorized by analyzing whether the agenda of their Method Research sections held true to what they did.

Out of the 19 articles, 8 are Structural-Interpretivistic, 2 are Structural-Functionalistic, 1 is Interactional-Functionalistic, and 0 are Interpretive-Interactionalistic. As previously mentioned, this division will be somewhat subjective, as it is my own interpretation of the authors use of data, words, and approach, that led to these indexations.

Methodology Analysis

This section serves to analyze the methodology used in the articles listed in the Data Presentation Table, with the purpose of finding connections and gaps between them.

There is a high consensus within the field of mMNEs, as illustrated in the Data Presentation Table in the previous section. Theoretical articles are basically nonexistent, except for one, which is Piotr Dzikowski's bibliometric analysis of BG firms (Data Presentation Table, article 19). At first glance, it appears to present a significant gap in the research field, as there seems to be a strong need for theoretical articles, that instead of providing empirical data, studies the data already available. However, I suggest that the lack of theoretical articles is natural due to the relatively newness of the field of mMNEs. Thus, focus has been put rather on studying firms that have been identified from an interest in studying their behavior and provide the empirical data needed to make adequate and valid conclusions. It can be difficult to theorize about something that even for established researchers is yet a field without enough empirical data, despite its close ties to older fields like BGs and INVs. Another reason for the lack of theoretical articles is the presumption that older theory about BGs and INVs may also apply relevantly with only few adaptions. It may be too strong an assumption that researchers fail to make the division because it is hard to kill your darlings. The upcoming Theory Section of the literature review adds more to this.

The qualitative feature of the studies is also - like the empirical - predominant. 12 out the 19 articles used qualitative data rather than mixed and quantitative. This may be based on different grounds, but a continuous reasoning from the authors of the articles is that many of their questions in relation to mMNEs

are hard to quantify, due to the low number of identified mMNEs. Also, mMNEs are very different from each other and, hence, there is only very little universal truth for this type of company so far.

A pattern is starting to emerge. Similar to the findings above, the articles show high consensus when it comes to the usage of case studies, where all but 3 articles use these to answer their questions. The explanation falls in line with why they chose qualitative data. There is simply not enough data available for a proper quantification yet. However, six authors have tried to accompany their case studies with surveys, perhaps to provide some quantitative data. In six articles an opposite direction is taken with an even stronger focus on the qualitative aspect, by interviewing CEOs and employees to get deeper insight. An additional answer for the trend to use case studies, can possibly be found in Pjekkari and Welch's 2011 study, where they suggest that the use of case studies is the key research strategy within the field of IB research (Pjekkari and Welch, 2011, p. 3). Thus, it is nothing new or unique to the field of mMNEs, as the trend from previous fields within IB research carries over. There are both pros and cons for the field to mainly use case studies. While they may be easier to give practical solutions to questions and problems, they may also lack the essential insight to fully understand the case example. It may be tough if not impossible for other studies to apply findings parallelly to their unique context (Universal Class, 2018).

The countries covered in the articles are very diverse and cover large parts of both the Western and Eastern world, however the industry diversity is low, except for the few studies that surveyed people across hundreds of industries, as can be seen in the figure illustrated below.

Figure 3 – Country and Industry Table

Country and Industry Table					
Country	No. Of cases / respondents	Country	No. Of cases / respondents	Country	No. Of cases / respondents
Western World				Eastern World	
Scotland	204	Uzbekistan	8	Vietnam	650
Germany	135	Greece	7	India	123
Chile	116	Poland	6	China	5
Columbia	50	Finland	4		
Ireland	15	Russia	4		
USA	14	Italy	1		
UK	8	South Africa	4		

Additionally, there was a wide range as to what type of company or person that were researched. Both mMNEs, MNEs, SMEs were used as cases, surveyed, or interviewed. This means that, despite the few numbers of articles, there is a broad research spectrum. This could prove problematic, as most of the articles were case studies, making the issue of too narrow and specific findings even worse, thus reducing the chances that the findings can be applied or used in other contexts. It can be difficult to apply behaviors or discoveries about MNEs to mMNEs, or SMEs to mMNEs, without researching both within the same study - something none of the 19 articles have done (Data Presentation Table).

FISI Typology Analysis

This section serves to analyze the different methodological perspectives used in the articles presented in the Data Presentation Table and to classify these with the FISI model. The FISI model is an illustration that helps with classifying to which paradigm an author subscribes. The model is based on the work of Granovetter (1985) and Whitley (1992) and serves to simplify their work and to simplify the process of grouping up scholars' methodology practices (Kuada, 2009). The model is illustrated below:

Figure 4 – FISI Model
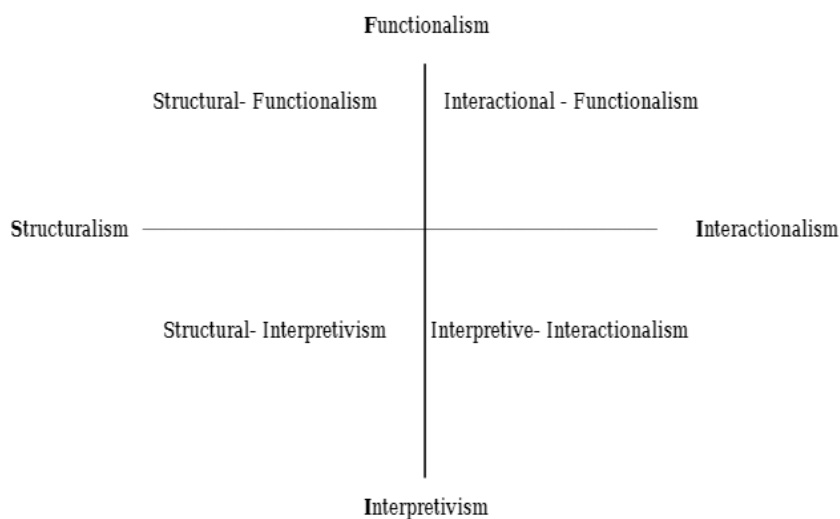
(Kuada, 2009)

The model consists of 4 methodological categorizations: Structuralism, Functionalism, Interpretivism, and Interactionalism. Functionalism is objectivistic or positivistic types of research. Interpretivism focuses research on understanding rather than explaining. Structuralism focuses on the collective rather

than the individual. Finally, interactionalism focuses on how individuals shape society and are shaped by it (John Kuada, 2009). As it is rare for scholars to exclusively subscribe to one of these, the above illustration will be used to combine them for an easier overview and indexation of the articles in the literature review. The main notion of this model is that authors use dichotomies from both epistemological perspectives (John Kuada, 2009).

The Structural-Functionalistic perspective will often look either objectivistic or positivistic at the structures of reality and assume that "*society has an existence over and above individuals*" (John Kuada, 2009, p. 10). Researchers will often use quantitative studies and try to look at the bigger picture, rather than the individual.

The Structural-Interpretivistic perspective sees the world as organized through basic structures that define relationships. These structures are perceived through every individual's subjective experience and must thus be looked at as such (John Kuada, 2009, p. 10). Researchers will often prescribe to qualitative methods, such as interviews and surveys, but often in larger quantities to study the overall structure.

The Interactional-Functionalistic perspective is one where researchers often study the interaction, as they are assumed to be needed for the social systems to function properly (John Kuada, 2009, p. 10). This perspective looks deeper into the individuals, instead of the overall structure, and thus often relies heavily on individuals and their perception of reality.

The Interpretive-Interactionalistic perspective views the world as actors interacting with one another, both within and outside their organizational boundaries, thus there is no such thing as an objective environment (John Kuada, 2009, p. 11). This perspective is very rare within the field of IB, as it is highly qualitative and rarely produces results within a context that can be generalized.

The articles in the Data Presentation Table mainly consists of Structural-Interpretivism, with 14 out of 19 being identified as belonging to this perspective, as illustrated in figure 2 in the previous section. They mainly use qualitative data, consulting, interviews, and surveys of individuals, rather than exploring the structures under which they behave. This may result in great insight as to why mMNEs are behaving so differently and achieving success, as they must behave differently from SMEs and MNEs. However, this also makes it harder to share results across industries and cultures. Thus far, the field of mMNEs is focusing on specific industries as mMNEs occur more often there, making the cross-industry application

of findings easier. However, simultaneously the research reaches far across the globe, thus increasing the risks of culture becoming a barrier in sharing findings and applying them in other cases or constructing universal understandings (Data Presentation Table).

The Structural-Functionalisic perspective is less represented with 4 out of 19 articles, and these are some of the very quantitative articles where a very broad group of actors are studied, or a whole field of studies are collected and studied (Data Presentation Table). As previously mentioned, these articles are attempting to quantify the mMNE field through broad surveys. As this involves much work in identifying relevant mMNEs it is natural that there are fewer of them.

The Interactional-Functionalistic perspective is barely existent with just 1 out of 19 articles, and 0 out of 19 Interpretive-Interactionalistic perspectives. This is not surprising as the research field of mMNEs relies heavily on previous studies that are very dominated by perspectives different from these (Data Presentation Table).

Analysis & Discussion of Articles and their Theories

The Data Presentation Table and the Data Analysis Table prior to this served as a look into what choices the research field's authors have made regarding their contribution to the field. This section will analyze and discuss the connection between the theories and authors the articles have used, to see if there are any connections, contradictions and whether there are root assumptions within the field. This is very relevant to the problems of this paper, as through the study of these articles, it will become apparent what impact they have had on traditional field of internationalization, but also what these articles have agreed to regarding MNE internationalization behavior. The section will be structured according to their size, and through the previously defined main- and support topics in the search protocol. This will also serve to later study gaps in the field, that future research could benefit from exploring.

The theories used by the authors of the articles found through the literature review, are good indicators as to what areas of the traditional field of International Business these new mMNEs have impacted, as they are either used in conjunction with the new scenario of these firms or needs adaptation for the theory's claims to hold true. This means, this is when the literature review comes to fruition in relation to what this paper seeks to answer, as only by analyzing the available studies, can an impact be measured. Furthermore, it will aid in answering the sub questions, as the connections between the articles should

prove what research so far has concluded on these topics. This means that this part of the literature review will be conducted in a different manner, as instead of just identifying connections, contradictions, and root assumptions, the main question and its sub questions will also be discussed and ultimately answered in the conclusion.

Micromultinationals

mMNEs are unsurprisingly a dominant topic throughout the articles, as it is the center of this study, but what are the connections, contradictions, or root assumptions? As this is the newest of all the identified topics, understandably there are fewer theoreticians and authors to choose from, and it is even apparent that some of the articles that are often referenced throughout the literature review, are also part of it, due to the young age of the field. However, what is clear from the Data Presentation Table is that Pavlos Dimitratos, Jeffrey E. Johnson, Jonathan Slow, and Stephen Young's paper from 2003: "*Micromultinationals: New Types of Firms for the Global Competitive Landscape*" (Dimitratos et al. 2013), is the core foundation of all that is mMNEs. Every one of the 12 articles cite their work and definition of what an mMNE is, and according to that definition, a micromultinational is an SME "that controls and manages value-added activities through constellation and investment modes in more than one country" (Dimitratos et al., 2003, p. 165). Throughout the articles there is a consensus that this holds true, and the definition is not brought to question, but rather elaborated on and contextualized. As root assumptions are ideas and beliefs shared by all within the field, Dimitratos et al.'s 2003 definition could be considered as such based on these findings. This 2003 study is not the only frequent occurrence throughout the articles, however the variation in authors are very narrow. Kevin Ibeh et al.'s 2004 study, John Matthews and Ivo Zander's 2007 study, Shameen Prashantham's 2011 study, and Pavlos Dimitratos', José Amorós', María Soledad Etchebarne, and Christian Felzensztein's 2014 study, all make their appearances in various ways, and these are especially interesting because this is when the studies of mMNEs start impacting and intertwining with other fields.

The Articles' References

Starting with Kevin Ibeh et al.'s 2004 study: "*Micromultinationals: Some preliminary evidence on an emergent 'star' of the international entrepreneurship field*" (Ibeh et al. 2004) it is clear how mMNEs are connected with the entrepreneurial literature, albeit to a lesser degree, as it is far from widespread there, with only 11 articles found to draw connections between mMNEs and International Entrepreneurship,

and some of them more than others. Despite this general issue with mMNE literatures impact, Kevin Ibeh et al.'s work expands upon McDougall, Shane, and Oviatt's 1994, and 1995 studies that challenged the older perception of the internationalization of SMEs, where he suggests that when they identified that the rapidly internationalizing firms, given the name 'Born Globals', were a cause of "advancements in production, transportation, and communication technologies" (Ibeh, 2004). Kevin Ibeh et al. does so by - in extension of Dimitratos et al.'s 2003 paper – suggesting that a group of these SMEs are different and thus cannot be grouped together with the BGs.

In John Matthews and Ivo Zander's 2007 study: "*The International Entrepreneurial dynamics of accelerated internationalization*" (Matthews & Zander, 2007) they elaborate on the existing IB field of International Entrepreneurship by challenging the traditional IB theories by connecting the field to International Entrepreneurship, suggesting that these new entrepreneurial features these mMNEs display should be applied to all firms that are in their early stages of internationalization (Matthews & Zander, 2007 p. 387-388). Here the traditional field of IB is highly impacted by criticizing the traditionally theories and the field for marginalizing the role of the formative years a business goes through – something that is the center of entrepreneurial research. So, despite the addressing of shortcomings by and of theoreticians like Dunning, Narula, Oviatt, McDougall, and many other of the big contributors within the IB field, they have overlooked the issue that these early stages of a firm have been marginalized in their research focus (Matthews & Zander, 2007 p. 399). They highlight that only a few years before their studies, the IB field considered the emergence of mMNEs in developing countries "as being of 'marginal' significance", something that has been the cause of much of the current IB theory's issues with predicting and analyzing mMNE behavior. Thus, mMNE has caused International Entrepreneurship to play a much larger role in IB studies as this not only applies to mMNEs, but all companies in their early internationalization stages, according to Matthews and Zander (Matthews & Zander, 2007 p. 390 & 399).

In Pavlos Dimitratos', José Amorós', María Soledad Etchebarne, and Christian Felzensztein's 2014 study: "*Micro-multinational or not? International entrepreneurship, networking and learning effects*" (Dimitratos et al., 2014) the International Entrepreneurship literature and research is challenged by mMNEs emergence, as Dimitratos et al. suggest that the reason they are challenging to the traditional IB theory field, is because researchers had neglected the importance and role of advanced foreign market

servicing modes for the competitiveness of internationalized SMEs. Despite these, the study discovered that there are connections between mMNEs and International Entrepreneurship, as Prashantham's 2011 study partially explains mMNE activities. Additionally, connections between mMNEs and Jones et al.'s networking approach are drawn, as the theory proves highly valuable in explaining mMNE activities. Connections between the learning theory from the psychology field are also found, as the paper suggest that researchers have underestimated the mMNEs ability to collect and exploit knowledge. The mMNEs are succeeding despite the bigger SMEs and MNEs that are stuck in the traditional perception that they are no different from exporting firms, when they instead should be held in much higher regard regarding their capabilities, risk-willingness, and resources. Thus, the paper challenges notions in everything from the network models, the strategic approaches, the eclectic paradigm, to innovation models and the old and out of date Uppsala model (Dimitratos et al., 2014 p. 912-913).

The final paper referenced in relation to mMNEs by the articles in the Data Presentation Table is Shameen Prashantham's 2011 study: "*Social capital and Indian micro-multinationals*" (Prashantham, 2011) and perhaps the closest the articles comes to a contradiction. This is because his study on Indian mMNEs finds that their activities are very similar, except for the mMNEs higher stock of cross-border co-ethnic social capital (Dimitratos et al., 2014 p. 909). He suggests that therefore mMNEs especially choose to use a higher and riskier degree of FDI than exporters, thus both contradiction the notion that there are large differences between mMNEs and exporters, while simultaneously pointing to one of the major differences (Prashantham, 2011).

The Articles

Article no. 1 (Data Presentation Table) studies the manger's role in the success of mMNEs, and here Jeffrey E. Johnson and Pavlos Dimitratos suggests in their study: "*What do we know about the Core Competencies of Micromultinationals?*" (Johnson & Dimitratos, 2014) that the resource-based view, a managerial framework for determining strategic resources that can lead to comparative advantages, should be adopted to a higher degree in the studies of mMNEs, as it can be linked to the growth of mMNEs, their success, and failure. Proactiveness is key according to their findings and collaboration with the global market, following Dimitratos et al.'s previous work's suggestions that networks are key for mMNEs success. One of the issues they find is that different managerial roles can both result in positive or negative outcomes, and that public policy makers should assists the mMNEs by gathering

lists of potential partners, to ease the networking aspect of mMNEs and increase the chances for success (Johnson & Dimitratos, 2014 p. 26).

Article no. 2 (Data Presentation Table) places a heavy focus on the separation between mMNEs and exporters like Dimitratos et al.'s previous 2014 study, where Maria-Cristina Stoian, Josep Rialp, and Pavlos Dimitratos in their 2017 study: "*SME Networks and International Performance: Unveiling the Significance of Foreign Market Entry Mode*" (Stoian, 2017) continue the same notions that mMNEs rely on networks to enhance their innovative capabilities and they use their ability to as Dimitratos et al. previously put it: "*collect and exploit knowledge*" (Dimitratos et al., 2014 p. 912-913) to boost their international performance. They suggest that therefore they appear to have unique organizational capabilities compared to other types of firms, as they cannot succeed without them. Additionally, they elaborate on Dimitratos et al.'s notion of the importance of networks by suggesting that mMNE managers should acknowledge this and use it to strengthen their foreign market knowledge and innovation (Stoian, 2017 p. 142-143).

Article no. 3 (Data Presentation Table) draws connections with the internationalization life-cycle, as Heini Vanninen and Olli Kuivalainen in their study: "*Micromultinationals' Internal Development During Internationalization*" (Vanninen & Kuivalainen, 2015) from 2015, identify that a lack of resources may be decremental to mMNEs, as it can lead to stagnation and a failure to reach the maturity phase of their life-cycle. Thus, they conclude that mMNEs internationalization modes of entry should only be wholly owned greenfield subsidiaries as they appear to avoid the stagnation that way, as it proves dangerous for mMNEs to unlearn practices and experience with some of the other modes of entry (Vanninen & Kuivalainen, 2015 p. 206). This challenges the modes of entry's assumption that a firm will go through the stages, where they instead suggest mMNEs should only jump to the very last mode of entry. This aligns with Dimitratos et al.'s notion that risk is a key to success, as their case provides proof that the type of FDI that comes with the highest risk, is also the one with the highest chances of success for mMNEs.

Article no. 4 (Data Presentation Table) aligns with Dimitratos' previous statements in his 2014 study, that International Entrepreneurship plays an important role in the IB field and especially because of mMNEs, as what Milena Ratajczak-Mrozek finds in her 2015 study: "*On the Way to Being a Micromultinational - Hindrances and Success Factors*" (Ratajczak-Mrozek, 2015) is that mMNEs

success is very much determined by their entrepreneurship and networking capabilities, as the domestic relationships created by the mMNE determines their success in each market they operate in. According to her study, mMNEs and their successful behavior therefor goes very much in line with the International Entrepreneurship dimension, hereunder their innovative capabilities, risk-propensity and proactiveness. She finds that for export firms to be classified as mMNEs, they must have a proactive attitude to foreign relationships and maintenance of the old ones, which goes along with Dimitratos et al.'s previous notion that there is a distinct difference between exporting SME's and mMNEs, as they come to some of the same conclusion that risk plays a big role and their capabilities are key to their success (Ratajczak-Mrozek, 2015 p. 309).

Article no. 5 (Data Presentation Table) highlights the strong ties between mMNEs and International Entrepreneurship, as Pavlos Dimitratos et al. in their 2016 study: "*SME internationalization: How does the opportunity-based international entrepreneurial culture matter?*" (Dimitratos et al., 2016) draws connections to INVs, by suggesting that the field of International Entrepreneurship has been narrow-minded through their focus on opportunity-seeking SMEs, as the time to internationalize dimension is their sole focus, which is the reason behind the large research on INVs compared to other opportunity-seeking SMEs like global small firms and mMNEs. What Dimitratos et al. challenges them with is their lack of perspective on how businesses internationalize rather than their time to internationalization (Dimitratos et al. 2016, p. 1220). In the paper they find that what determines mMNEs success or failure is their ability to prioritize opportunities in foreign markets, and their ability to develop and maintain alliance with both direct competitors, suppliers, distributors, customers, and state agencies (Dimitratos et al., 2016 p. 1218). These alliances with their competitors allow them to avoid the disadvantages of foreignness and smallness and be aggressive early on in new and markets, because the competitors that is local in the market could help overcome these challenges easily and quickly (Dimitratos et al., 2016 p.1219). This continues the notion from Milena Ratajczak-Mrozek, as alliances through networking is a key success-factor for mMNEs, but adding that competitors are just as important, if not more so, as distributers and the like previously mentioned.

Article no. 8, 9 & 16 (Data Presentation Table) are the articles mentioned in the search protocol, that mentions mMNEs, but to a miniscule degree. The articles are interesting and article no. 16 illustrates the issue with the three, as it shows how mMNEs are now part of IB studies on rapidly internationalizing

firms and gets acknowledgement, while simultaneously illustrating one of the big issues with IB research regarding mMNEs, as in Siri Terjesen, Colm O'Gorman & Zoltan J. Acs study from 2007: "*Intermediated mode of internationalization: new software ventures in Ireland and India*" (Terjesen et al., 2007) they state that mMNEs are synonymous with INV, while making a distinction between BGs and INVs (Terjesen et al., 2007 p. 107). This is one of the issues Dimitratos et al. addressed in their 2016 study, previously discussed, as researchers put time to internationalization as their only focus instead of how they internationalize. This led to grouping mMNEs together with INVs in Terjesen et al.'s article, removing and dismissing it from the very start, thus losing the opportunity for interesting findings on mMNEs to be made. Perhaps mMNEs need more time to get acknowledged in the general IB field, however it is notable that similar areas like BGs and INVs have risen to such popularity within the field, despite only being proximality 10 years younger than mMNEs and having strong connections to the field. An example of the difference in popularity is how micromultinationals shows up with just 100 hits in databases, while BGs have millions of hits. A trend that could be due to Dimitratos et al.'s observation.

Article no. 17 (Data Presentation Table) is a good example of how mMNEs have impacted other fields, as here Angela da Rocha et al. finds an issue with the traditional IB literature, as it lacks answers to their question: "*why does a firm choose to spread value-added activities in several countries or regions of the world?*" (Da Rocha, 2017, p. 126). Here they use Dimitratos et al.'s 2003 study to elaborate on Dunning and Lundan's 2008 study that provides four answers: "natural resource seeking, market seeking, efficiency seeking, and strategic asset seeking" (De Rocha, 2017, p. 126). Dimitratos et al. suggests that other motives such as 'Market hunters', 'Flexibility pursuers', 'Resource Trackers', 'Learning Seekers', 'Network Seekers', 'Competition Players' and Global Market Chasers' exists, thus changing the previous perspective to give answers to the existence of these new borderless firms identified by Angela da Rocha et al. This also provides insight into the sub question of what motivates these mMNEs and makes them successful, as it is suggested that these mMNEs are motivated by new internationalization factors, and thus have found that going borderless provides advantages that Dunning's work did not account for, thus providing new competitive advantages such as not being constrained by their geographic origin and are more flexible in what employees they can hire, which ultimately leads to their current success in the global market (Da Rocha, 2017, p. 124-125).

The articles related to mMNEs all share a pattern of close ties to Network Theory and International Entrepreneurship, and FMEMs as they are recurrent topics. Only a single minor contradiction can be identified throughout the papers, as Prashantham's 2011 study is referenced in relation to mMNEs, which suggests that mMNEs are not that different from exporting with regards to their activities – something that to a degree contradicts the otherwise strong consensus that the difference between exporters and mMNE is significant and important. However, Prashantham points to some differences while calling them similar, such as their higher stock of cross-border co-ethnic social capital, thus agreeing that the two are different, but disagreeing on the degree of which they are. Despite this minor contradiction, the articles tend to either elaborate on each other's previous points to provide more insight, or study new areas unrelated to previous ones, and the field of mMNEs does not appear to contradict other fields. However, multiple root assumptions seem to appear within the field, but an implication to this is that Pavlos Dimitratos take part in many of the articles, creating a possible bias to support his previous assumptions and definitions. Despite this, the articles without Dimitratos does not contradict and appears to share the same root assumptions, suggesting that root assumptions do exist despite this issue. Additionally, the field is young and limited in research conducted, thus they are root assumptions despite mainly coming from the work related to one man. One of the first root assumptions mentioned in the beginning of this section was the agreement on the definition on mMNEs, but there also exists a consensus that mMNEs are distinct from exporters and must be treated as such by other fields in IB literature. Additionally, mMNEs are not motivated by the same Motives for FDI presented by Dunning that are very internal drivers, trying to improve what the company already has, where mMNEs are instead motivated by the market and its opportunities, as well as five other motives previously listed. The last five major root assumptions in the field is that for mMNEs to succeed they must engage in high risk activities, develop and nurture their global networks through alliances with both competitors and associates, always be proactive, and acknowledge their competitive success factors so their managers can act accordingly, and that mMNEs motivations can be distinguished through seven types: network seekers, market hunters, flexibility pursuers, resource trackers, global market chasers, learning seekers, and competition players.

Network Theory

Network Theory is a recurrent topic in articles on mMNEs and as discovered in the previous section, this is due to its influence on the root assumptions in the field, but what theoreticians and network theories are mMNEs paired with when included in the same study? Unlike mMNEs, Network Theory does not share many authors throughout the articles, and only Pavlos Dimitratos et al., appears with their previously discussed works from 2003 and 2014, as big contributors to Network Theory, as well as Nicole E Coviello that reoccurs with several pieces of her work, starting with her 2006 study: "*The network dynamics of international new ventures*" (Coviello, 2006). In her paper, she connects International Entrepreneurship theory with INV literature to discover that when analyzing the networks of INVs it is beneficial to include the early stages of the life cycle – a viewpoint shared by John Matthews and Ivo Zander's in their 2007 study (Matthews & Zander, 2007). She also draws the distinction between INVs and BG to be of importance, because this distinction makes them difficult to compare, something found true with regards to mMNEs as well, despite their absence from her perspective possibly due to the study being released closed to the first mMNE definition (Coviello, 2006 p. 18-19). When Coviello's study is used in the articles from the Data Presentation Table, it is used to suggest that these quick to internationalize firms like BGs, INVs, and mMNEs, take advantage of their network to service their foreign markets successfully. Additionally, her work is used to argue in favor of proactive leadership and opportunity-seeking behavior for mMNE managers (Coviello, 2006 p. 25), a notion that is both shared by the previously mentioned Pavlos Dimitratos et al. in their 2014 study, and Milena Ratajczak-Mrozek in her 2015 study. Thus, strong connections between Network Theory and mMNE exists, even when the authors in other fields do not include the mMNEs in their vision and research, as their findings can still be applied to mMNEs.

Coviello's second study that is referenced by the articles of the Data Presentation Table is her study in collaboration with Jones and Tang from 2011: "*International entrepreneurship research (1989-2009): A domain ontology and thematic analysis*" (Jones et al., 2011). Their paper is used to draw the distinction between mMNEs and exporters, as it challenges the traditional ideas that smaller firms should focus on exporting because of their liability of foreignness, -newness, and -smallness (Dimitratos et al., 2014 p. 908).

Coviello's third impactful article: "*Methodological issues in international entrepreneurship research*" (Coviello & Jones, 2004), is from 2004 in collaboration with Jones, where they challenge traditional IB theory regarding FMEMs, as they suggest models and perspectives on this topic will never be able to accommodate for the broad scope of complexities within the field (Dimitratos et al., 2014 p. 910). In the paper they challenge the IB field of study, suggesting that "*international entrepreneurship studies should involve more theory-driven organizational aspects*" so they can account for their international behavior, which previously they have struggled to do (Dimitratos et al., 2014 p. 910). This follows the of Dzikowski's recent 2018 study mentioned in the introduction to this thesis, where he suggests that there is a strong lack of theoretical common ground and inclusion in the research conducted in both the BG field, and other related fields, such as International Entrepreneurship (Dzikowski, 2018).

The next study used as a link between Network Theory and mMNEs by the articles is Chetty and Blankenburg Holm's 2000 study: "*Internationalization of Small to Medium-Sized Manufacturing Firms: A Network Approach*" (Chetty & Blankenburg Holm, 2000). Here they suggest that SMEs and mMNEs can overcome possible knowledge constraints that may arise, by drawing on their interorganizational networks to use the knowledge and experience from others to their advantage. They suggest that networks play a significant role for SMEs and mMNEs, as they foster innovative behavior that ultimately leads to increased success. These notions are strongly in line with the root assumptions in the mMNE research field previously discovered, as networks are viewed as one of the crucial keys to success for mMNEs.

Mikael Hilmersson and Hans Jansson's 2012 study: "*Reducing Uncertainty in the Emerging Market Entry Process: On the Relationship Among International Experiential Knowledge, Institutional Distance, and Uncertainty*" (Hilmersson & Jansson, 2012) is often referenced in relation with Chetty and Blankenburg Holm's previous article, alongside with Coviello's 2006 study, when researchers study networks role for SMEs and mMNEs, as they credit these studies as the reason to the widespread acknowledgement of the fact that interorganizational networks play a significant role for the internationalization of SMEs and mMNEs (Stoian et al. 2017 p. 128). In Hilmersson and Janssons' study, they find that the experiential knowledge gained from operating in mature markets are highly irrelevant in emerging markets, as they are too different (Hilmersson & Jansson, 2012 p. 99). This connects well with the mMNE field, as the assumption there, as stated by Dimitratos et al.'s previously mentioned 2016 study, is that a company must develop alliances and networks within each market they enter, as much

knowledge cannot be applied from one foreign market to another, and especially when the difference is high as with Hilmersson and Janson's example of mature versus emerging. This suggests that Dimitratos et al. drew connections between Network Theory and mMNEs, as he agrees with the root assumption made by researchers in the Network Theory and applies them to mMNEs.

Following the previous sentiment that Dimitratos et al. drew connections between the field Network Theory and mMNEs, it is made even clearer as Dimitratos et al.'s studies from 2003 and 2014, are both multiple times cited when researchers study network theory in relation to SMEs, INVs. It is most often in relation to the notion that interorganizational networks are highly influential to SMEs decisions regarding their FMEMs, as those that are influenced often become mMNEs, and those that do not become exporters. This is a connection to the previously stated notion by Chetty and Blankenburg, that SMEs overcome their knowledge constraints through these interorganizational networks, which allows them to be classified as mMNEs and draw the benefits of that distinction (Dimitratos et al., 2003 & 2014).

Welch and Welch's 1996 study: "*The internationalization process and networks: a strategic management perspective*" (Welch & Welch, 1996) is another network theory study that is used in connection to mMNEs, and the reasoning is because identified one of the seven motives for mMNEs internationalization: Network Seekers. Here they find a group of mMNEs that actively use risky types of FDI such as strategic alliances and joint ventures, to overcome the resource constraints that many mMNEs and SMEs experience because of their liability of smallness, -newness, and -foreignness. This is a strong connection to mMNEs, as network theory played a significant role in the root assumptions on mMNE typology and their motives developed by Dimitratos et al., in their 2003 study. Additionally, it continues the notion that network is a key role for mMNEs and thus it is difficult to research mMNEs without touching on the topic of networks.

José Antonio Belso-Martinez study: "*Why are some Spanish manufacturing firms internationalizing rapidly?*" (Belso-Martinez, 2006) from 2006 is used in relation to many of the BG researchers that will be analyzed and discussed in the next section, and this is because they studied client and institutional networks (Terjesen et al., 2007 p. 90). What Belso-Martinez found is that firms that integrated into client networks experienced speedier internationalization processes, as the quicker the were integrated, the easier the process became, and the more opportunities presented themselves (Terjesen, 2007 p. 105). This could confirm Dimitratos et al.'s previously mentioned 2014 study that suggested that if public

policy makers would make it easier for mMNEs to find potential alliances through a list, they would be able to internationalize quicker, but also with higher chances for success.

Frank Bradley et al.'s study from 2006: "*Use of supplier-customer relationships by SMEs to enter foreign markets*" (Bradley, 2006) is the last paper to make an appearance in the articles from the Data Presentation Table that related to Network Theory, and in the study they find that the relationship between SMEs and MNEs are one-sided, as the SMEs proved to be much more proactive than the MNEs, as they made changes to their information systems, logistics, products, administrative routines to suit the relationship with the MNE. They discovered it could be classified as proactive nature, as the MNEs did not find that they made many of these demands, yet they proved beneficial to the relationship (Terjesen, 2007 p. 98). This is connected to mMNEs, especially because they use the assets, such as resources and knowledge, of the MNEs to access new markets.

Born Globals

The field of BGs has become extremely popular within IBE research, and it shows from the results of the Data Presentation Table. A plethora of researchers have contributed to the field and are highly referenced in relation to mMNEs, naturally as they are derived from the study of BGs. The ones that stand out from the rest are Knight and Cavusgil, McDougall and Oviatt, Madsen and Servais, López, Hennart, Bell, and Freeman, as these appear numerous times throughout the articles and have ties to other IBE fields, namely mMNEs.

Starting with the highest referenced of the authors, is Gary A. Knight and S. Tamer Cavusgil two studies: "*Innovation, organizational capabilities and the born-global firm*" from 2004 & "*A taxonomy of born global firms*" from 2005 (Knight & Cavusgil, 2004 & 2005), which both share one of the root assumptions within the field of BGs, as they instead of assuming the entrepreneur identifies opportunities to exploit, which the firm's capabilities are then adapted or designed for, meaning the entrepreneur does not create opportunities, but exploit existing ones identified in the market. This notion means that there must be opportunities that are yet waiting to be exploited by entrepreneurs (Da Rocha, 2017 p. 127). This is a connection to the field of mMNEs, as it could suggest that the reason for mMNEs rise in numbers, is due to the technical advancements, especially in emerging markets, that has allowed companies to identify these new opportunities in the global market simultaneously and that it is not just a matter of entrepreneurs seeking to disrupt markets, as has been suggested in relation to the rise of companies like

Uber[1] and Airbnb[2]. Instead they have found that by re-designing the old managerial, organizational, and IBE theory, they could exploit both old and new markets in new ways. Their research from 2015 suggests that borders will be meaningless to the future entrepreneurs, adding to the assumption that firms like mMNEs and borderless firms, are expected to increase in numbers significantly (Da Rocha, 2017 p. 140). Their research is finally part of what paved the way for the separation between BGs and other fast to internationalize types, such as mMNEs, as they studied the exporters degree of internationalization and identified that borders were becoming less of a barrier than they in earlier research were thought to be.

The next authors are Patricia P. McDougall and Benjamin M. Oviatt, which should sound familiar as not only are they popular names within the IBE field, but they have both been previously mentioned in this thesis as having certain shortcomings in their view on Internationalization and International Entrepreneurship, as Matthews and Zander state their work has marginalized the importance of the early stages a firm goes through (Matthews & Zander, 2007). Perhaps because of this critique they have minor roles in BG and mMNE research, as they are mostly used by the articles to reference the definition of INVs, rather than their assumptions accompanied with this. However, this is an indication that a root assumption within the BG, INV, and mMNE fields is that an INV is defined "as a business organization that, from inception, seeks to derive significant competitive advantage from the use of resources and the sale of outputs in multiple countries" (Oviatt and McDougall, 1994).

Madsen and Servais' study from 1997: "*The internationalization of born globals: an evolutionary process?*" (Madsen & Servais, 1997) is often tied to previously mentioned Oviatt and McDougall, as they suggest that a global vision and strong determination of managers is the key for their success globally, something that Dimitratos et al. draws a connection to mMNEs with, as they suggest these are vital competencies for mMNEs to posses for them to be successful (Dimitratos et al., 2003 p. 167). This suggests, that good and skilled leadership is another key factor in determining whether a mMNE becomes successful or not.

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[1] Uber is an American-based transportation firm that provides internet-based services through an app or browser. They cover both taxi cabs, ridesharing, food deliveries, and bicycle-sharing, and recently disrupted especially the cab-industry with their new design. They are often referred to as an example of how the internet has provided opportunities for entrepreneurs to disrupt the old markets. (www.uber.com)

[2] Airbnb is an online marketplace for renting out and booking accommodation that recently disrupted the hotel industry with their new design. They are often referred to as an example of how the internet has provided opportunities for entrepreneurs to disrupt the old markets. (www.airbnb.com)

In Luis E. López, Sumit K. Kundu & Luciano Ciravegna's study from 2009: "*Born global or born regional? Evidence from an exploratory study in the Costa Rican software industry*" (López, 2009) they suggest that most of the INVs are Born Regional instead of BG, thus suggesting that INVs are closer to what the traditional IBE theories suggest in relation to Dunning's' eclectic paradigm than previously thought, meaning they internationalize to geographically close countries. However, Dimitratos et al., in their 2014 study, contradicts this notion by arguing that there is enough evidence to suggest that the dimensions of market selection and market presence is enough for the INVs and subsequently also mMNEs, to instead internationalize based on where they can achieve the best market presence or where their products customers are located (Dimitratos et al., 2014 p. 1213).

Jim Bell, Dave Crick & Stephen Young's 2001 study: "*Small firm internationalization and business strategy*" (Bell, 2001) is used by Dimitratos et al. in their 2014 study, connecting the study on INVs and SMEs to that of mMNEs, as they use Bell's discovery that INVs and incremental internationalized SMEs follow different internationalization strategies, to argue in favor of mMNEs differences from INVs and SMEs. The study connects to Dimitratos et al.'s 2014 study, as Bell et al., suggest that when public policy makers attempt to support internationalization of small firms, mMNEs, BGs, and INVs included, they require more effort than simply stimulating export activities, but instead help technology transfer and development of networks. This is consistent with Dimitratos et al.'s notion from their 2014 study, that public policy makers should help mMNEs with network creating and information sharing (Dimitratos et al., 2014). This further exemplifies the strong ties mMNE has with INVs and BGs, as their interests often coincide with each other.

Susan Freeman, Kate Hutchings & Sylvie Chetty are more names that appears across multiple fields within IBE, such as Internationalization and Innovation. In their 2012 study: "*Born-globals and culturally proximate markets*" (Freeman et al., 2012), they make the argument that entrepreneurial alertness is key for entrepreneurs in their process of identifying opportunities to exploit within the market. They suggest that chance plays a bigger role than planning, which means managers should systematically search for these market opportunities to increase their chances (Da Rocha et al., 2017 p. 127). This notion bears connections with multiple articles on mMNEs, as there appears to be a root assumption within the field, that mMNEs are seeking opportunities within the market, and only through skilled managerial

effort can they succeed. What Freeman et al. adds to this, is that managers should approach it systematically, as many of the opportunities comes down to chance in the end.

International Entrepreneurship

In the field of International Entrepreneurship Oviatt and McDougall are continuing their multidisciplinary influences, as they are also heavily referenced here. Most articles that research International Entrepreneurship in relation to mMNEs includes Oviatt and McDougall's research from 1994: "*Explaining the Formation of International New Ventures*" (Oviatt & McDougall, 1994) as also previously, to define INVs and other quick to internationalize firms. However, the most prevalent of their studies is the one from 2000: "*International entrepreneurship: the intersection of two research paths*" (McDougall & Oviatt, 2000) where they suggest some of the most important factors for international entrepreneurs their risk and uncertainty, as it determines their willingness to exploit and explore, two aspects that in the mMNE field are considered existential for mMNE to perform at high levels to survive and not stagnate or become something else.

Starting with Dimitratos et al.'s 2014 study: "*Micro-multinational or not? International entrepreneurship, networking and learning effects*" (Dimitratos et al., 2014) one of the very reoccurring articles throughout this analysis and discussion, their work is used in conjunction with Milena Ratajczak-Mrozek, to make the argument that mMNEs are becoming the new future of global organizing and that mMNEs mainly operate in knowledge intensive sectors (Ratajczak-Mrozek, 2015 p. 297 & 296). Additionally, Dimitratos et al.'s study is used to outline the success factors for an mMNE, as are that they possess a global vision, knowledgeable human capital and financial capital, entrepreneurial capabilities, networking and relationship capabilities, and lastly adaptive strategies to meet foreign customer demand (Ratajczak-Mrozek, 2015 p. 305). Thus, strong connections are drawn between the International Entrepreneurship field and mMNEs in this example, as Ratajczak-Mrozek examines a case on the verge of becoming a mMNE.

The next study by Leo-Paul Dana, Hamid Etemad & Richard W. Wright from 1999: "*Theoretical foundations of international entrepreneurship*" (Dana, et al., 1999) is interesting, as it is referred to as "*one of the founding principles of international entrepreneurship*" (Ricard, et al., 2016 p. 98) in Ricard, A. et al.'s paper: "*Representation as a driver of internationalization: the case of a singular Russian SME*" (Ricard, et al., 2016). This is interesting, as it is the first direct link to the sociological perspective and

mMNEs. It is understandable why the two are linked, as it has been made clear from the review so far, that there is a strong focus from mMNE researchers to study the behavior of entrepreneurs and their behavior. This also sheds light on why the field of mMNEs are so methodologically qualitative and focused on the individuals, as the field is strongly connected to the sociological perspective, a perspective that international entrepreneurship has strong roots in. This makes it evident that the two fields of international entrepreneurship and mMNEs are strongly connected.

Mary Ann Allison & Sheila Browning's study from 2006: "Competing in the cauldron of global economy: "*Tools, processes, case studies, and theory supporting economic development*" (Allison & Browning, 2006) discovered one of the success factors for mMNEs previously mentioned, which is that the top managements to apply a global vision to their firm, for them to be successful globally, and they must be assertive and possess international experience (Ratajczak-Mrozek, 2015 p. 304). Thus, this is another definitive tie between mMNEs and International Entrepreneurship. Additionally, this suggests that the networks mMNEs establish must be both interpersonal and inter-organizational, as they rely on both the managers, and the firm's capabilities (Ratajczak-Mrozek, 2015 p. 305). This finding is important to mMNEs, as the ability to form networks with both domestic and international partners is crucial for an mMNEs success as is also stated in the previous success factors.

Many other articles were referenced in relation to International Entrepreneurship, but as these are used similarly to some of the previous fields, they will be listed instead of showing the analysis and discussion, to avoid redundancy as their findings provided no new insight to the review that has not already been explained thoroughly. These are familiar names such as Knight, Cavusgil, Madsen, Servais, Matthews, and Zander. As previously discovered, they all suggest ties between mMNEs, Network Theory, BGs, and now International Entrepreneurship.

Internationalization

The field of Internationalization appears from the Data Analysis Table to consists of few, but familiar theoreticians, such as McDougall & Oviatt's INV definition in their 1996 study previously mentioned. Additionally, Young's 2000 study, Johanson and Vahlne's studies from 1990, 1977 and 2011 are often included when the two fields of mMNEs and Internationalization cross. As these have already been studies and found to hold strong ties to this field and mMNEs, the focus in this section will be on John Harry Dunning which comes up, unsurprisingly, as much of his work made the root assumptions within

the field on IB regarding internationalization motives. Additionally, it will focus on Jorge Carneiro & Esteban R. Brenes, as they similarly to Dunning, appears numerously throughout the articles and provide new findings that could benefit this paper.

Starting with the most prominent figure in the field of Internationalization is Dunning, as his book from 1988: "*Explaining international production*" (Dunning, 1988) and his study 1993: "*Multinational enterprises and the global economy*" (Dunning, 1993) is highly referenced when articles define MNE behavior with regards to internationalization. However, as his work dates back before firms like mMNEs could globalize in the manner they are now, most of the references today are limited to MNEs, and thus only holds connections to the mMNE field through the contradictions there are between the two. It would appear from the literature, that this is not exclusive to mMNEs, as his work is rarely referenced by the articles in relation to INVs or BGs for its capability to explain their behavior, but rather as definitions for the available FDI's a firm can choose between, as this typology appear static despite changes in the global market (Da Rocha et al., 2017 p. 124).

Carneiro & Brenes 2014 study: "*Latin American firms competing in the global economy*" (Carneiro & Brenes, 2014) is often referenced when the fields of Internationalization and mMNEs cross paths, but for many of the same reasons as with Dunning: their findings are that SMEs and new companies tend to internationalize steadily, with regional targets as their starting points, because of the barriers of internationalization (Chen et al., 2016 p. 34-35). However, as mMNE study has shown, many of these barriers have been torn down through time. Yet their study suggests that in emerging countries, namely Latin American countries, these traditional notions still hold true and few companies can take the mMNE route. This connects with the notion in mMNE that mMNEs require managers with strong international market backgrounds, and certain skillsets - such as being proactive and resourceful - because logic would say that emerging countries have less experienced entrepreneurs fitting these managerial definitions made by mMNE researchers, thus decreasing the numbers and chances that mMNEs will emerge from these countries. Additionally, it connects with the mMNE notion that they exploit emerging markets by forming alliances with local companies, as the power balance will often be in favor of the mMNE from developed countries (Chen et al., 2016 p. 37).

Alexander Lehmann Høj   AAU
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30-10-2018

Foreign Market Entry Modes

FMEM is the first supporting theory identified in the Data Analysis Table and has little consensus on choice of theories and theoreticians, as only Jones and Young's 1989 and 2009 studies are reoccurrences throughout the literature that relates to FMEMs. However, many of the authors are names that show up in relation to the other fields discussed in this analysis and discussion, notably Young and Dimitratos, that both helped develop the foundation for the mMNE field.

Starting with Jones and Young's 1989 study: "*International Market Entry and Development*" and their 2009 study: "*Does entry mode matter? Reviewing current themes and perspectives*" they argue through the international entrepreneurship dimension: 'international mode', that SMEs can go beyond exporting and instead select advanced modes of internationalization to cater to foreign customer needs. This is used in relation to mMNEs by Dimitratos et al.'s suggestion, that because this perspective especially explains why strategic alliances and the operational management plays a crucial role for mMNEs success in foreign markets. Additionally, they suggest that the International Entrepreneurship field should place a bigger focus on this mode and international market presence, instead of time to internationalization, as it would tie mMNE research better together with SMEs and INVs, resulting in more sophisticated and useful findings to the IB field (p. 1213).

Dimitratos et al.'s study from 2014: "*Micro-multinational or not? International entrepreneurship, networking and learning effects*" (Dimitratos et al., 2014) is used in relation to FMEMs and mMNEs by suggesting that FMEMs are influenced by interorganizational networks, which determines to what degree the firm conducts international operations. The study is used to differentiate between exporters and mMNEs as the development in FMEM behavior amongst SMEs have shifted, suggesting that more SMEs are choosing higher commitment FMEMs than before. This is naturally highly connected to mMNEs and does not contradict with the root assumptions.

In Emin Babakus, Ugur Yavas, Antti Haahti & Emin Babaku's 2006 study: "*Perceived Uncertainty, Networking and Export Performance: A Study of Nordic SMEs*" (Babakus et al., 2006) they argue that there is a positive relationship between interorganizational networks and export performance, which researchers in relation to mMNEs and FMEMs use as evidence for interorganizational networks direct influence on SME and mMNE performance (Dimitratos et al., 2017 p. 128). Additionally, the study finds that foreign market knowledge should be combined with networks for the networks to be beneficial to

Alexander Lehmann Høj   AAU
Student ID: 20133187   Master Thesis
30-10-2018

the firm's performance (Dimitratos et al., 2017 p. 129). So, it appears Babakus et al.'s work is mainly being used as an argument and connection to the interorganizational networks in relation to FMEMs.

In Rodney C. Shrader's 2001 study "*Collaboration and Performance in Foreign Markets: The Case of Young High-Technology Manufacturing Firms*" (Shrader, 2001) he finds that research suggests that young and small firms that initialize their internationalize on a resource-constrained foundation, are required to collaborate with foreign partners to succeed (Prashantham, 2010 p. 7). This connects directly with mMNE research, as they find the same is true for mMNEs, but expands on the notion by suggesting that even resourceful firms need foreign partners to succeed.

Keith D. Brouthers & Jean-Francois Hennart's 2007 study: "*Boundaries of the firm: Insights from international entry mode research*" (Brouthers & Hennart, 2007) suggests that FMEM influences the control a firm can hold over its foreign operations and suggests that this has significant effects on the firm's performance (Prashantham, 2011 p. 5). The study finds that the later stages of the FMEMs are under-researched in internationalization and FMEM literature, as they suggest there is an assumption within the fields that exporting is the default choice of entry for smaller firms (Prashantham, 2011 p. 6). This resonates with Dimitratos et al.'s frustration that mMNEs are often confused for exporters, as researchers fail to see other choices than exporting for new and smaller firms. The study also connects with mMNE assumptions, as the notion that the level of control over foreign operations significantly effects the firm's performance, suggests that why mMNEs choose the highest and riskiest levels of FMEMs is because they need full control to ensure the performance is successful (Prashantham, 2011 p. 8).

International New Ventures

INV is the second of the supporting theories identified in the Data Analysis Table. While it appears often throughout the research given its strong ties to mMNEs, it is less than the main theories. This far from makes it irrelevant though, as some root assumptions from the INV theories have made their impact on the mMNE field.

McDougall & Oviatt's 1994 study: "*Toward a theory of international new ventures*" (McDougall & Oviatt, 1994) is widespread throughout articles that include INVs in their research. This is because their work has become the root assumption for definition of INVs, and these INVs are thought to be the future

of global organization alongside mMNEs. Their work contributes the mMNE research, as it has allowed researchers to identify and verify two of the success factors for mMNEs: Entrepreneurship and exploitation of opportunities in foreign markets (Ratajczak-Mrozek, 2015 p. 306). This resonates well throughout mMNE research, as multiple studies find that mMNEs need to identify opportunities to then exploit them, while putting entrepreneurship at the forefront of their success criteria, as they need good risk-management to ensure its always high, and they need to be proactive. McDougall and Oviatt can be argued to one of the strong links between mMNEs and most of the fields identified in the Data Analysis Table and are strong influences on the root assumptions that exists within the mMNE field, as is evident by their strong reoccurrence and the lack of contradictions to their study – despite predating mMNEs by approximately 10 years.

Nicole E. Coviello is the next in line, and like McDougall & Oviatt, their studies are also widespread throughout the research on mMNEs in relation to INVs, especially their 2006 study: "*The network dynamics of international new ventures*" (Coviello, 2006) and their 1996 study: "*Qualitative research issues at the marketing/entrepreneurship interface*" (Carson & Coviello, 1996). In these studies, they find that what facilitates this rapid growth and has impacted the FMEMs for INVs, is mainly their networks efficiency (Terjesen et al., 2008 p. 91). In their work they argue that to understand firms that internationalize, researchers should study the entrepreneurs pre-existing economic and social networks, as these are deemed highly determining in the firm's choice to start out as exporter or go straight to INV (Coviello, 2006). Why this is related to mMNEs, are because the same notion holds true for them, as networks are deemed key factors to an mMNEs success by multiple researchers previously discussed. What is interesting is that this suggests that the research on mMNEs could benefit from studying how these pre-existing economic and social networks of the entrepreneur.

Mika Gabrielsson & Reijo Luostarinen's 2002 study: "*Multiple channel strategies in the European personal computer industry*" (Gabrielsson, 2002) finds that INVs options for internationalization consists of three modes: direct, indirect, or intermediated mode (Terjesen et al., 2008 p.91). Their findings contribute to the INV and mMNE fields, as the direct mode appears to be what leads firms to being characterized as INV or mMNE, however the intermediated mode further explains the difference between INVs and mMNEs, as especially mMNEs form feedback mechanisms with the existing firms in the global markets to draw knowledge and experience from them. In accord to Coviello's previous findings,

Gabrielsson argues that a firm's choice of international are reflected from the entrepreneur and their experience and networks (Terjesen et al., 2008 p. 105).

Zoltan Acs and David B. Audretsch's 2005 study: "*Entrepreneurship, innovation and technological change*", focuses on the intermediated internationalization that related to the previous study from Gabrielsson & Luostarinen. They also suggest that INVs and mMNEs have three options to their internationalization, the direct, indirect, and intermediated mode previously mentioned (Terjesen et al., 2008 p. 91). The study finds that when an entrepreneur finds an opportunity in the market to exploit, the entrepreneur must consider the best methods, weighing them based on maximizing value for the firm. This is suggested to be difficult for mMNEs and INVs, as they face higher FMEM barriers. They find that mMNEs and INVs avoid these barriers through niche innovations and by taking advantage of MNEs knowledge, and their supply chains (Terjesen et al., 2008 p. 90). Their work is used to explain what factors decide whether a firm becomes an exporter, a multinational trader, a global start-up, or a geographically focused start-up. This further explains why mMNEs go global through higher levels of FDI, as their limited resources in comparison to MNEs, put them at greater risk of intellectual property theft and other means of stealing their products, services, or concepts. Thus, they need the highest level of control possible, to keep their intellectual property safe (Terjesen et al., 2008 p. 93). This aligns with what research on mMNEs have shown, and further exemplifies how close the fields of mMNE and INVs are to each other, as many findings made with focus on INVs can often be applied to mMNEs as well, despite their differences.

Findings

This section will discuss and present the findings made from the analysis of and discussion of the 19 articles from the Data Presentation Table, with a focus on finding the answers to the questions of this thesis.

The study found evidence suggesting that the study field of mMNEs is heavily tied to the traditional IB fields and the correlated research, as especially research done on Network Theory, International Entrepreneurship, and Internationalization has been referenced significantly throughout the articles. What is interesting, is that not only does the mMNE field have strong connections to the other fields, but there is a high consensus between them regarding their root assumptions, and in most examples the newer

fields such as mMNEs, INVs, and BGs, add more knowledge and understanding to preexisting notions, rather than contradict them. So even as researchers prior to the identification of these newer types of firms could not have accounted for them in their studies, their work still proves valuable in the aforementioned fields of study. An example of this is Dunning's work on Entry Mode strategies, that still provide valuable truth to the mMNE field, despite its failure to account for firms that skip the stages presented by him. Instead, it is now used to illustrate just how risk-willing these new types of firms are, and just how rapid and efficient they are at internationalizing. This suggests that mMNEs have impacted the traditional fields of IB research positively, in that they provide niche insight to previous understanding. This help this new breed of firms in trying to figure out how to efficiently manage a mMNE. Additionally, many of the arguments for what these mMNEs should do are developed on the basis of casework performed on SMEs and INVs, but slightly tweaked to get rid of some of the old notions that fail to properly explain mMNE behavior and needs.

Dimitratos in collaboration with especially J. Johnson, J. Slow & S. Young, to name the major names, can be argued to be the ones that shape the direction of the field, as their contribution to the field has already been tremendous, which should not come as a surprise since they discovered it. What this means is that they also have a great influence on what direction the field takes. Additionally, authors such as Matthews, Zander, Coviello, Jones, Madsen, Servais, Oviatt, and McDougall are largely to be credited for the strong connections between the mMNEs and the other IB fields.

It is also evident that the findings made in relation to mMNEs in the field often support each other, and no contradictions were found within mMNE research. Researchers agree to disagree with some of the traditional IB theory that in some contexts and situations seems outdated when used in relation to mMNEs. They often come to the same conclusions despite studying very different areas and firms within the field of mMNEs. An example of this is how managerial capabilities is a recurrent finding throughout the articles, as all the papers focusing on the managers of mMNEs find that their ability to be proactive, maintain and create alliances, as well as managing their company's risk, are crucial to their success or failure.

The field that, while still having many connections and censuses with mMNEs, had the most contradictions were Internationalization. This seems natural, as it holds many of the older notions that firms internationalize regionally and rarely make the big leap into global markets from the start.

Especially the work of Dunning and Carneiro and Brenes appears to often be in contradiction with the mMNE field. However, they simultaneously contribute significantly to the field. These contradictions are very beneficial to the academic debate as many theses and questions derive from this tug of war.

An interesting finding is that the answer to mMNEs internationalization motives is a highly complex topic, as it is multidisciplinary and borrows from multiple fields to fully capture all the internationalization motives and the types of mMNEs that exists. This may be surprising as the need for seemingly simple answers could falsely be sought found in other fields such as International Entrepreneurship and Network Theory. Those would maybe have explained why the mMNEs behave as they do and are successful, but – and this is the point – on false or too simple assumptions. What has been made evident is that mMNEs vary significantly from one another. Despite this, there is a consensus on how this group, of volatile and diverse, firms, should be managed in general, as previously stated and how to define them through typology. It will be interesting to follow the process of differentiation of mMNEs more accurately in the future.

Gaps

The purpose of this section is to explore the gaps within the field and articles identified from the previous analysis and discussion. It serves both as a preliminary discussion to the later propositional reflection, as the gaps may provide insight as to what future researches would benefit from exploring, or what methodology they could advantageously apply. It also serves as a method of identifying whether the field has missed important factors that can implicate future work and reduce its applicability. The gaps will be divided into two sections, first exploring the gaps in methodology and later the gaps in theories.

Gaps in Methodology

As the analysis of the methodology used in the articles illustrated, there is a clear consensus for research conducted through qualitative data, where case studies make up most of the literature, and surveys and interviews are highly popular methods to collect the data. There seems to be a blatant gap in the lack of quantitative papers, and more objective studies less prone to be dependent on interviewees ability to perceive their situations, and to convey it correctly to the researchers. Thus, it is evident, as Dimitratos et al. also state in multiple studies, that the field of mMNE needs more thorough and substantial studies that provide empirical quantitative data which will be hard to refute, but easy to interpret in different

ways. Hereby, an expansion of opportunities would come to live for more theoretical frameworks to be developed and tested (Dimitratos et al., 2003, 2014, & 2016). Although it seems obvious what the field needs, it is less easy to bring into reality. Not just the field of mMNEs, but the whole IB fields, are prone to use case studies and qualitative data. The field is unique in that it accounts for the entire global world, which makes it difficult to compare industry sectors, let alone cultural, societal, and geographical differences. Between all countries these are immense, thus making it exceptionally hard to conduct studies that span across countries and industries. This has been, and will continue onwards to be, one of the methodological issues for mMNE research. Not only are they affected by these factors, but they also have very few companies to choose from. On top of this companies are very hard to identify because of their newness and the delicate line between them, BGs, INVs, and other coined terms for rapid internationalizing firms. At this point in 2018 the gap is difficult to close, but in time as more and more mMNEs are being founded and discovered all over the world thanks to the rapid advancements in technology a volume to be studied will emerge and make it more exact. Until then, research findings on mMNEs are so scarce, that any research that may advance the field productively would be beneficial.

Most of the authors were found to prescribe to the Structural-Interpretivistic perspective, which relates back to the previous explanation, as I suggest this is more a result of what research is possible within the field, rather than what the authors may have as core beliefs of what proper research is, and how reality is, given that they never state openly what philosophy of science they prescribe to.

Gaps in Theories

In the field of mMNE in relation to the other IB fields there are relatively few gaps to be identified because of how scarce research is. Most authors are as previously mentioned in consensus with one another, and share many of the same theories and references. However, there are some fields that seem left out of the research. One example is how little culture has been researched in relation to mMNEs, despite it being one of the issues mMNEs will come across and is, exactly, one of the points of their strong network. The cultural span allows them to draw on the experience and knowledge of other firms making them more capable of operating without culture mistakes. Additionally, there appears to be a weak focus on the value- and supply chains involved with these mMNEs.

Another area that appears to have been neglected in the field of mMNEs are borderless firms, as only Angela da Rocha draws the connection between mMNEs and borderless firms, and a very delicate one

at that. She uses mMNEs as a secondary thought and example but could have benefited from exploring this directly in connection to mMNEs. These borderless firms are made possible through the advancements in technology, especially the internet. Like mMNEs, they are a new phenomenon that provide both institutional challenges, but also many opportunities that could reduce or ignore some of the difficulties faced by mMNEs with physical locations. Especially in relation to the institutional issues raised in the study it could help to draw connections between mMNEs and institutional theory within the IB field, to ease the concept of having no borders through institutional help and regulation. Borderless firms and mMNEs are more connected than authors appear to credit them for, as a firm can be both simultaneously, one definition does not exclude the other. Thus, a special type of mMNE with interesting conditions could be labeled. This could possibly provide findings applicable to mMNEs with borders as it may give insight as to how they can reduce some of the barriers they face.

Institutions could be considered a gap as they are referenced in mMNE studies suggesting that they could help with supplier and company lists, but there is a lack of insight on the global currency issues, and as to whether institutions are currently blocking mMNEs from being created and growing. My proposition is that there are governing institutions that make it difficult for mMNEs to be registered and comply with local laws.

Lastly, there is the topic of ethics. A topic that has not been touched on within the field, despite being one of the things that come to my mind when the word 'exploit markets' repeatedly comes up as a root assumption in the mMNE field. While the words do not necessarily bear negative meaning, not all businesses conduct themselves ethically when entering new markets. Thus, principal questions should be raised, whether it is considered ethical for the mMNEs to exploit markets and draw knowledge from local firms, while perhaps in situations giving little in return.

Propositional Reflection

The purpose of this section is to reflect on the findings of the literature review and the gaps identified to provide propositions for how future research could be conducted. Other than that, the reflection is expected to also be of help within the field of mMNEs in avoiding those issues discovered by Piotr Dzikowski in 2018 as mentioned in the introduction of this thesis, namely that they lacked a perspective on where the research should lead to. mMNEs is a perfect field to learn from as they are closely related

to BGs, and they are in their early stages, where common direction could be highly valuable. More on this will be discussed in the conclusion to the thesis.

Propositions for Future Research

Based on the literature review, the analyses, and the discussions, I suggest the following propositions for future research, all of which are open for new interpretation and adaptation:

1. Investigate the connection between mMNEs and borderless firms.
2. Answer how entrepreneurs are created with the pre-existing economic and social networks necessary to start INVs and mMNEs, and how public policy may aid in their creation.
3. Establish whether the mMNE field of study is on the path to make the same research detours as the BG field made, and if so, how can this be avoided or averted.
4. Illuminate how mMNEs are conducting themselves ethically when they exploit foreign markets, and how they can internationalize ethically.
5. Illustrate how mMNEs can avoid cultural issues while operating globally and inform on whether going borderless can negate culture issues for mMNEs.
6. Establish whether institutions are creating barriers that impede the success of mMNEs. If so, how can mMNEs avoid these barriers, and can the argument be made that these barriers should be broken down?

The first proposition derives from the discovery in the discussion on mMNEs, as there appeared to be a gap in the theories, where both the study on mMNEs and INVs could benefit from a deeper look into borderless firms in relation to mMNEs and INVs. My argument for this is that a firm can be defined as both an mMNE and a borderless firm simultaneously; and given that borderless firms negate some of the geographical and physical issues of mMNEs with physical locations it could be an interesting area to study further.

The second proposition derives from the discovery I made in the discussion on the INV articles, as it was made apparent that there is an interesting correlation between the work of Coviello & Munro and the mMNE field, as they had discovered one of the key ingredients as to why and how mMNEs are formed in the first place. I propose that it could be beneficial to study this correlation further, as it may provide

valuable insight on the rise of mMNEs and how public policies can support more entrepreneurs to succeed.

The third proposition derives from both the introduction to this paper and the data analysis, as it was discovered that Dzikowski had identified a crucial issue in BG studies, that could be related to mMNEs as they are closely tied together. The field on mMNEs appears to be at risk of making some of the same mistakes that has led the BG studies to be inconclusive. Thus, I reckon this warrant further research and could be highly beneficial to the overall perspective and findings of the mMNE field.

The fourth proposition derives from the gaps discovered in the theories of the mMNE field, as there appears to be a lack of focus on the ethical dimension to the internationalization of these mMNEs that hold little ties to a specific country, which logically could result in negative behavior towards foreign markets and a skewed relationship that only benefits the mMNE.

The fifth proposition is also derived from the gaps in the theories of mMNEs. Here the lack of focus on culture is pointed out, and consequently I propose that more research is needed on how these mMNEs have avoided some of the cultural issues that global companies normally face. A related question is to which extent borderless firms could be an answer to negating culture issues that may exists in mMNEs.

The sixth and last proposition derives from the gaps in theories as well, and takes on the institutional perspective, as it has been raised as a relevant issue to mMNEs but is unfortunately scarcely explored. I suggest that a critical look at institutions is needed, as they could be the cause or contributor to some of the negative issues mMNEs face on the global market.

Philosophy of Science

The purpose of this section is to briefly discuss - based on the previous findings made in this thesis - what philosophy of science that would be beneficial to adopt for future research.

I assess the Structural-Interpretivistic perspective to which most authors within the research field of mMNEs prescribe to continue to be the optimal philosophical perspective to prescribe to when conducting mMNE research based on the analysis of the article's methodology from the Data Presentation Table. I suggest this, because it continues to allow authors to use both qualitative and subjective data moving onwards. Limitations to finding the objective truth on the matter of mMNEs may

be reduced, when the aspect is addressed that their nature is highly volatile entities greatly shaped by their managements' decisions. It will thus be taken into account that they could be viewed as having no objective truth tied to them. Much of IB theory take root in highly subjective fields of knowledge, thus limiting the possibility of objectivity, as it narrows the fields that can be connected to the IB field. Likewise, this rationale may seem to favor the Interpretive-Interactionalistic perspective or interactional-functionalism, however I find it evident that there is a desire from researchers such as Dimitratos to come as close as possible to the objective truth. Thus, these perspectives would not benefit from the same qualities as the Structural-Interpretivistic, as qualitative data can be viewed as objective data, when enough of the same qualitative data support it.

Conclusions

The paper finds that the impact mMNEs have had on the IB field of study is very limited. While the mMNE field of study draws many connections to other fields to develop frameworks to understand and guide mMNEs, the opposite is far from true. Only a miniscule amount of IB literature makes references to mMNEs. They do not adapt their theories and research to adjust for the discoveries made in relation to mMNEs either. The explanation for this could be attributed to the fields of BGs and INVs, as they share so many similarities with mMNEs, that the impact mMNEs would have made, has already been made by the BGs and INVs. In other words, the disruption and impact on the IB field from the discovery of BGs and INVs were so significant, that no theory in IB studies was left unchallenged. The implication of this notion is that the mMNE research, while sharing many similarities to BGs and INVs, has proven to also find many differences between them, which complicate the applicability of their findings to mMNEs. This suggests that the reason mMNE research has gained so little traction over the last 15 years, is because researchers either find the distinction between the three types miniscule and thus calls for no further reviews of older theories. It could also be that mMNEs are volatile and yet to make their mark on the global economy. This implicate that the first hypothesis of this paper: that mMNEs have had a significant impact on the IB field of study, was proven false, and it is rather the field of mMNEs that is greatly impacted by IB literature.

The paper has found that many root assumptions exist within the field of mMNEs, a result of the strong consensus there is between researchers meaning no contradictions within the field, and only minor ones towards other IB fields. Firstly, the main root assumption within the field is that micromultinationals are

SMEs "*that controls and manages value-added activities through constellation and investment modes in more than one country*" (Dimitratos et al., 2003, p. 165). Secondly, mMNEs are distinct entities and failing to make the distinction between them, BGs, INVs, and other coined terms for firms that internationalize quickly, may lead to a narrow focus on firms' time to internationalize instead of how they internationalize – a perspective that would benefit the IB literature to a large extent and allow for more multidisciplinary connections. mMNEs could benefit greatly from this because of the scarce research available. Thirdly, mMNEs are motivated to internationalize by other factors than those of traditional IB literature. They may be divided into seven typologies based on their behavior and motives: network seekers, market hunters, flexibility pursuers, resource trackers, global market chasers, learning seekers, and competition players.

Fourthly, the success of mMNEs is highly dependent on their management capabilities to: maintain the high levels of risk required to succeed as an mMNE and avoid stagnation, form strong global networks through alliances with both competitors and associates providing the mMNE with market knowledge and experience, always be proactive and systematically seek out market opportunities to exploit, and lastly be skilled and have awareness of competitive success factors for their specific firm so they can act accordingly. Lastly, a minor root assumption within the field that was discovered, is that there is consensus on the definition on INVs, which are defined "*as a business organization that, from inception, seeks to derive significant competitive advantage from the use of resources and the sale of outputs in multiple countries*" (Oviatt and McDougall, 1994).

The second hypothesis of the paper that the root assumptions within the field are mainly derived from other fields has proven only partly true. While the mMNE field does agree with many of the IB root assumptions, unique ones have been developed that challenge the traditional IB root assumptions. Dunning's eclectic paradigm is a good example of how old assumptions had to be adapted and updated to current days. Simultaneously, the third hypothesis was proven false, as mMNEs are motivated to internationalize by 7 different factors based on their typology, and that what determines their success lies heavily in management and leadership. This means that Dunning's old motives for Internationalizing in fact no longer provide good explanations for why these firms internationalize.

The field of mMNEs and the IB field of study are connected in almost every manner possible. There are few IB root assumptions and theories that have not made their connection in the research of mMNEs,

especially the six fields identified in this paper: Network Theory, Born Globals, International Entrepreneurship, Internationalization, FMEMs, and INVs. The contribution of the following authors can be credited as being the main links between mMNEs and the fields identified through the Data Analysis Table, given their immense impact on the field: Dimitratos, J. Johnson, J. Slow, S. Young, Matthews, Zander, Coviello, Jones, Madsen, Servais, Oviatt, and McDougall. Because the IB field is very multidisciplinary, it means these authors can contribute to many fields with few, but strong contributions, as they share so many root assumptions between fields. This means hypothesis four can be confirmed, as it predicted that the study field of mMNEs and other IB fields are connected because they share many root assumptions, and because - as this thesis has shown - the research on mMNEs is scarce and thus in need of connections to other fields. However, it can also be attributed to the fact that mMNEs are so close to INVs and BGs, which makes the connections very easy to draw.

Arguably one of the most interesting, but unpredicted discoveries made in the early stages of conducting this research, were Dzikowski's findings, that suggested the BG field of study, despite its plethora of research has failed to reach consensus on many topics, because of a too large variety in fields, theories, framework, and inconsistent definitions. He suggests that the field needs a clear perspective and agreement on root assumptions from its early stages (Dzikowski, 2018). Why this is interesting for the mMNE field, is that the paper has found that some of the issues Dzikowski mentions could be applied to this field. Like BGs, it is also true that mMNEs have a very large variety in what fields are used and what theories are used to answer questions and find solutions to problems. So perhaps the field of mMNEs should be warned before too much research is led astray. Perhaps we should be looking for change in the research horizon?

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Appendix

Data Presentation Table:

Literature Review

	Author	Title	Question	Theories	Methodology	Findings	FISI
No.1	Johnson, Jeffrey E et al. (2014)	What do we know about the core competencies of micromultinationals?	Examines the core competencies of micromultinationals?	mMNEs (Dimitratos et al., 2003; Matthews and Zander, 2007) Innovation (Knight, G., 2004) BGs (Oviatt, B.M., 1994) IE (Oviatt, B.M., 1995)	Empirically qualitative case study of 15 Scottish mMNE, using In-depth personal interviews with the top management of each firm.	Identifies six recurring and intertwined competencies of mMNEs facilitating growth in the international marketplace: Proactive strategist, customer listener, Market Nicher, Global Player, Effective Networker, and Visionary Leader.	Structural-Interpretivism
No. 2	Maria-Christina Stoian et al. (2017)	SME Networks and International Performance: Unveiling the Significance of Foreign Market Entry Mode	Investigates the relevance of interorganizational networks for SMEs in relation to FMEM	mMNEs (Dimitratos et al., 2003), Innovation (Gronum Vereynne, and Kastelle, 2012) FMEM (Dimitratos et al., 2014; Haahti et al., 2005; Yli-Renko, Autio and Tontti, 2002), NT (Chetty and Blankenburg Holm, 2000; Coviello 2006; Dimitratos et al., 2014; Hilmersson and Jansson, 2012)	Empirical, cross-sectional qualitative multi-industry case study of UK SMEs through a structured questionnaire for 1,876 decision-makers with 251 answers. Uses The British Exporters Database as a sampling frame.	Interorganizational networks have an indirect influence on international performance but differences are found among SME's and mMNE's.	Structural-Interpretivism
No. 3	Heini Vanninen et al. (2015)	Micromultinationals' Internal Development during Internationalization	Examination of micromultinationals' development during its internationalization life-cycle.	mMNES (Dimitratos et al., 2003), Internationalization (Vahlne et al., 2011), Globalization (Porter, 1986; Lussier et al., 1994; Zou & Cavusgil, 2002),	Empirically qualitative multiple case study of four Finnish micromultinationals using semi-structured interviews with key informants and secondary sources.	The paper finds that despite smallness and youth, immediate multinationalization is possible, as is the simultaneous expansion of both geographic scope and operations. The international operation mode of the case companies has moved toward the highest-commitment entry modes during their internationalization life-cycle.	Structural-Interpretivism

No.	Author (Year)	Title	Focus	References	Methodology	Findings	Philosophy
No.4	Milena Ratajczak-Mrozek (2015)	On the Way to Being a Micromultinational – Hindrances and Success Factors	Adresses two questions: where does the line between the highly internationalised small and medium enterprises (SME) and micromultinationals (mMNE) lie? What are the success factors and hindrances to the process of becoming an mMNE?	**mMNEs** (Dimitratos et al., 2003), **INVs** (McDougall et al., 1994; Oviatt & McDougall, 1994), **FMEM** (Jansson & Sandberg, 2008; Laufs & Schwens, 2014; Meyer & Skak, 2002; Pangarkar, 2008), **NT** (Dimitratos et al., 2003, 2014; Prashantham, 2011) **IE** (Allison & Browning, 2006; Dimitratos et al., 2014)	Empirically qualitative, single company longitudinal case study of a furniture producer from Poland using six detailed interviews.	The paper finds that due to different networking possibilities, which are often based on long-term but not formalised cooperation, sometimes the line between the highly internationalised SME, formally using only exporting and the mMNE is very narrow.	Structural-Interpretivism
No.5	Pavlos Dimitratos et al. (2016)	SME Internationalization: How does the opportunity-based international entrepreneurial culture matter?	Explores possible attitudinal differences as regards exploitation of opportunities within firms in each of three internationalization dimensions that are previously identified in the literature.	**Internationalization** (Zucchella et al., 2007; Liesch and Knight, 1999; Johanson and Vahine, 1977; Jones and Coviello, 2005; Chetty and Campbell-Hunt, 2004; Andersen, 1993) **Globalization** (Berry et al., 2004) **IE** (McDougall and Oviatt, 2000; Jones et al., 2011; Gabrielsson et al., 2014; Dimitratos et al., 2010; Davidsson, 2015; Brown et al., 2001; Chandra and Coviello, 2010) **BGs** (Lopez et al., 2009; Kuivalainen et al., 2007; Gerschewski et al., 2015; Harveston et al., 2000; Hennart, 2014; Coviello, 2015) **mMNEs** (Ibeh et al., 2004; Dimitratos et al., 2014; Dimitratos et al., 2009; Dimitratos et al., 2003) **NT** (Fernhaber and Li, 2013) **INVs** (McDougall et al., 2003; Hewerdine and Welch, 2013; Gabrielsson et al., 2014) **FDI** (Huett et al., 2014) **FMEM** (Jones and Young, 2009) **Innovation** (Kim et al., 2011)	Empirical, Qualitative, Multiple case study of 18 SMEs in knowledge intensive sectors in USA, UK, & Greece.	Proposes that mMNEs engage in alliances with competitors to a higher extent than exporting SMEs and mMNEs participate in relationships with non-competitors at similar intermediate levels to exporting SMEs.	Structural-Interpretivism
No.6	Shameen Prashantham (2010)	Social Capital and Indian Micromultinationals	Examines what enables some internationalizing SMEs to become micromultinationals rather than pure exporters.	**mMNEs** (Dimitratos et al., 2003, 2009, 2010; Ibeh, Borchert and Wheeler, 2009; Ibeh et al., 2004) **FMEM** (Brouthers and Hennart, 2008; Dimitratos et al., 2003; Shrader, 2001), **Liability of foreignness** (Dimitratos et al., 2003; Lu and Beamish, 2001), **Liability of smallness** (Lu and Beamish, 2001)	Empirical, Qualitative, Survey of 102 Indian software SMEs.	The Paper indicates that higher stocks of crossborder coethnic social capital facilitate the adoption of higher-commitment entry modes by mMNEs.	Structural-Interpretivism

No.	Title	Aim	References	Method	Findings	Theoretical approach
No.7	Kevin Ibeh et al. (2004)	Micromultinationals: Some Preliminary Evidence on an Emergent 'Star' of the International Entrepreneurship Field	Examines the behavior of the micromultinational in regards to modes of entry, internationalisation and strategic market selection.	IE (McDougall et al., 1994; Oviatt and McDougall, 1995; Bell, 1995; Knight and Cavusgil, 1996; Madsen and Servais, 1997; Coviello and Munro, 1997; Coviello and McAuley, 1999; Jones; 1999; Ibeh, 2000) **mMNEs** (Dimitratos et al., 2003. **FMEM** (OFerell et al., 1998) **NT** (Johnsen and Johnsen, 1999) **Internationalization** (Shaw and Young, 2000; McAuley, 1999)	Empirical, Quantitative study of 204 Scottish mMNEs through a mail survey. Uses the Scottish Council for Development and Industry's (SCDI) database as a sampling frame.	Finds that mMNEs originate from a mixture of high and low technology sectors and Foreign Direct Investments as well as international contractual approaches in servicing their foreign target markets.	Structural-Functionalism
No.8	Gonzalez, Manotas, and Ciravegna (2016)	International SMEs from emerging markets - Insights from the Colombian textile and apparal industry	Examines which organizational attributes influence internationalized smaller firms to become mMNEs instead of being exporters only.	**Internationalization** (Prange and Verdier 2011; Cavusgil and Knight 2015; Coviello 2015; Freeman et al. 2013; Lopez et al. 2008) **IE** (Zander et al. 2014) **NT** (Nicholls-Nixon et al. 2011; Felzensztein et al. 2013)	Empirical, mixed research methods. Examines 1165 export contracts by 50 SMEs in Columbia.	Finds that despite their similarity, the Colbombian textile and apparal SMEs follow different paths. The report suggests that older exporters bahave according to the gradual internationalization theory, whereas young firms do not, as they take longer to export, export less, penetrate a lower range of foreign markets, and depend mainly on their close neighbors for their markets.	Structural-Functionalism
No.9	Chen, Saarenketo, and Puumalainen (2016)	Internationalization and value orientation of entrepreneurial ventures - a Latin American perspective	Contributes empirical evidence on entrepreneurial ventures from Latin America on their internationalization and value orientation.	**mMNEs** (Dimitratos et al. 2014) **Internationalization** (Carneiro & Brenes 2014; Casanova 2009; Carneiro and Brenes 2014) **IE** (Zahra et al. 2009; Patzelt and Shepherd 2011; Miller et al. 2012; Arend 2013; Lepoutre et al. 2013; Jones et al. 2011) **BGs** (Knight and Cavusgil 1996; 2005; Lopez et al. 2009)	Empirical, mixed methods, uses data from GEM Adult population survey of 54 countries with 180,000 adults being interviewed through face-to-face interviews or telephone.	Finds that institutional voids on Latin American emerging economies were a double-edge sword: on one hand, inneffecient and unregulated markets make ventures from Latin American emerging economies eencounter the liability of their country of origin, and on the other hand, less active governments and the absence of influential NGOs trigger more social entrepreneurial opportunities, with some of them crossing the national border.	Structural-Interpretivism

No. / Authors	Title	Focus	Theoretical references	Methods	Findings	Paradigm
No.10 NGO, Janssen, and Falize (2016)	An Incentive-Based Model of International Entrepreneurship in Emerging and Transition Economies	Examines the importance of firms from Emerging and Transitioning Economies (ETES) in the global economy.	**Internationalizaion** (McDougall PP, Oviatt BM, 1996; Johanson J, Vahlne J-E, 1977; Kokko A, Sjöholm F, 2004); **IE** (J Bus Ventur, 1989-2009; Loane S, Bell J, 2005; McDougall PP, Oviatt BM, 2000) **INVs** (McDougall PP, Oviatt BM, 1996)	Empirical, mixed methods, uses questionnaire of 650 Vietnamese exporting firms.	Presents a model that conceptually links the institutional enviroment, the firms resource investment and internationalization. They argue that the domestic institutional attributes of property rights and contracting institutions drive the firm's perceived risk and uncertainty, and thus its resource investment and ability in pursuing international strategic behaviors.	Structural-Interpretivism
No.11 Lin, Mercier-Suissa, and Salloum (2016)	The Chinese Born Globals of the Zheijang Province: A study on the Key Factors of their Rapid Internationalizati on	Explores the key factors that influence the rapid internationalization of Chinese BGs	**Born Globals** (Madsen and Servais, 1997; McDougall and Oviatt, 2000; Roberts and Senturia, 1996; Moen, 2002; Kyvik et al, 2013) **NT** (Rasmussen and Madsen, 2002; Ibeh 2003; McDougall et al., 2003; Reid 1981; Evangelista, 2005; Chetty and Campbell-Hunt, 2004; Sharma and BLomstermo, 2003) **Innovation** (Freeman et al., 2006; Hagen et al., 2014; Laanti et al., 2007; Oviatt et al., 1995)	Empirical qualititative exploratory study of Chinese SMEs, comparative case study using interviews with Chinese SMEs.	Identifies six major factors explaining BGs' rapid internationalization and compared them with two groups of Chinese SMGEs (BGs and non-BGs)	Structural-Interpretivism
No.12 Ricard, Le Pennec, and Reynaud (2016)	Representation as a driver of internationalizati on: The case of a singular Russian SME	Explores an unconventional practice in a Russian SME and the decision-making process of the entrepreneur and executives of this firm.	**BGs** (Freeman S, Edwards R, Scroder B, 2006; Knight GA, Cavusgil ST, 1996; Lopez LE, Kundu SK, Ciravegna L, 2009; Madsen TK, Servais P, 1997; Rennie MW, 1993; Bonaccorsi, 1992; Oviatt and McDougall, 1994; Ribeiro and Poeschl, 2008) **IE** (Dana L-P, Etemad H, Wright RW, 1999; Krueger NF Jr) **NT** (Felzensztein C, Ciravegna L, Robson P; Freeman S, Edwards R, Scroder B, 2006) **Liability of Foreignness** (Johanson J, Vahlne J-E, 2009) **Born Regional** (Lopez LE, Kundu SK, Ciravegna L, 2009)	Empirically qualitative study using interviews with 17 top export managers from China, Italy, South Africa, USA, Germany & Russia.	Finds that the representation plays a role in guiding strategic decisions and mobilizing subordinates to support the strategic orientation defined by the leader. They saw that a very favorable representation of internationalization would lead to unexpected success abroad.	Structural-Interpretivism

No.	Author	Title	Description	Citations/Concepts	Method	Findings	Theoretical Lens
No.13	Maria Elo (2016)	Typology of Diaspora Entrepreneurship: Case Studies in Uzbekistan	Examines the types of diaspora entrepreneurship (DE) theoretically and empirically in the context of Uzbekistan	IE (McDougall and Oviatt, 2000; Bolt B, 1997) FDI (Abdurakhmonov M, 2003; Aharoni Y, 1966; Arslan A, Tarba SY, Larimo J, 2015; Azizov A, 2007; Sattarov K, 2012) Globalization (Buckley PJ, Ghauri PN, 2004) NT (Halinen A, Törnroos JÅ, Elo M, 2013) BGs (Kundu SK, Katz JA, 2003)	Empirical, Mixed methods, multiple comparative case study of 8 Uzbekistanian entrepreneurs.	The study finds that there seems to be no "one ideal case" of diaspora entrepreneurship or generic determinants that provide theoretical grounding for a universal model.	Interactional-Functionalism
No.14	Lina Hollender et al. (2017)	SME foreign market entry mode choice and foreign venture performance: The moderating effect of international experience and product adapation	Contextualizes the relationship between SME entry mode choice and foreign venture performance and examines a ressource and a capability as moderators helping SMEs to mitigate their liabilities of smallness improving the performance of particularly non-equity entry modes.	FMEM (Andersen, 1997; Anderson and Gatignon, 1986) Joint Ventures (Beamish and Banks, 1987;Ainuddin et al., 2007; Geringer and Herbert, 1991) mMNEs (Dimitratos et al., 2014)	Empirical, quantitative, develops a theoretical model by testing hypotheses on 133 German SMEs through a survey.	Finds that international experience as a ressource and product adaptation as a capabilitiy improve the performance of non-equity entry modes by mitigating liabilities of smallness inherent to SMEs. Additionally they find empirical support for the joint moderating effect of international experience and a product adaptation on the focal relation.	Strucutral-Functionalism
No.15	Pavlos Dimitratos et al. (2003)	Micromultination als: New Types of Firms for the Global Competitive Landscape	A preliminary discussion on the emerging phenomenon of mMNEs that explores the notion that mMNEs constitute a distinct body of internationalised firms different from large multinationals.	Globalisation (Berry et al., 2002; Rugman, 2000) MNEs (Buckley and Casson, 1976; Caves, 1982; Dunning, 1993; Hood and Young, 1979; Rugman, 1981) BGs (Madsen and Servais, 1997) INVs (Oviatt and McDougall, 1994) FMEM (Young et al., 1989) NT (Welch and Welch, 1996)	Empirically qualitative, multiple case study of five firms from USA, UK, and Greece within the clothing, computer software, electronics, and processor industries.	Suggests that the prevalence of mMNEs seems to be growing and outlines the objectives that mMNEs seek. Provides preliminary evidence of mMNE success characteristics based on the examination of five case firms in three countries.	Structural-Interpretivism

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AAU
Master Thesis

Page **56** of **57**

No.	Author	Title	Description	References	Method	Findings	Philosophy
No.16	Siri Terjesen et al. (2007)	Intermediated mode of internationalizati on: new software venture sin Ireland and India	Develops the concept of intermediated internationalization by studying the internationalization of new ventures via foreign-owned MNEs in two national contexts.	INVs (Oviatt and McDougall, 1994; Hymer, 1976; Acs and Terjesen, 2006; Gabrielsson et al., 2002; Johannisson, 2000; Drucker, 1989; Acs and Audretsch, 2005; Jaffe 1989; Audretsch and Feldman, 1996; Saxenian, 1994; Coviello, 2006; Coviello, N. E. and Munro, H., 1997) **IE** (Fletcher, D., 2004; Acs, Z. J. and Audretsch, D, 2005) **Internationalization** (Fosgren, M, 1989; Jones, M. V., 1999; Johanson, J. and Vahlne,J.-E., 1990; Anderson, O, 1993; Andersson, S., 2000) **BGs** (Bell, J., McNaughton, R. and Young, S., 2001) **NT** (Belso-Martinez, J. A., 2006; Bradley, F., Meyer, R. and Gao, Y., 2006; Coviello, N. E., 2006) **FDI** (Chung, W., Mitchell, W. and Yeung, B., 2003) **mMNEs** (Ibeh, K., Johnson, J. E., Dimitratos, P. and Slow, J., 2004)	Empirically, qualitative, multiple case study of 36 companies in the software industry in Ireland and India.	Suggests that new ventures face two modes of internationalization: a direct mode and an intermediated means, using multinational enterprises as intermediaries. When considering direct internationalization, new ventures face high entry barriers including a lack of firm resources and access to key infrastructure.	Structural-Interpretivism
No.17	Angela da Rocha et al. (2017)	From global start-ups to the borderless firm: Why and how to build a worldwide value system	Explores why firms choose to spread value-added activities in several countries or regions of the world, and whether new firms are the result of an ex-ante intellectual design, rationally combining different resources to respond to a percieved opportunity, or are they rather the consequence of a trial-anderror learning process.	**mMNEs** (Dimitratos et al., 2003; Johnson and Dimitratos, 2014; Matthews and Zander, 2007) **FDI** (Aharoni Y, 1966) **INVs** (Evers N, O'Gorman C, 2011; Ciszewska-Mlinaric M, Obloj K, Wasowska A, 2016; Oviatt and McDougall, 1994) **Internationalization** (Johanson J, Vahlne JE, 1977 & 2003; Chandra Y, Styles C, Wilkinson IF, 2012) **IE** (Coviello NE, McDougall PP, Oviatt BM, 2011; Covin JG, Miller D, 2014; Coviello NE, Jones MV, 2004; Ardichvili A, Cardozo R, Souray R, 2003; Baker T, Nelson RE, 2005) **BGs** (Hennart JF, 2014; Freeman S, Hutchings K, Chetty S, 2012; Cavusgil ST, Knight G, 2015; Coelho BV, De Mello RC, Da Rocha A, 2014; Coviello N, 2015) **FMEM** (Chetty S, Ojala A, Leppäaho T, 2015) **MNEs** (Dunning JH, 1993; Dunning JH, Lundan SM, 2008) **NT** (Galkina T, Chetty S, 2015) **mMNEs** (Johnson JE, Dimitratos P, 2014)	Empirically, qualitative, multiple case study of 5 US borderless firms, studied through interviews and e-mail and telephone consultations.	Argues that there is a need to re-focus the research so as to figure out how and why some companies are borderless. Borderless firms are defined as the results of the combination, early on, of geographically dispersed resources and capabilities, defying the home-base logic.	Structural-Interpretivism

No.	Author	Title	Description	References	Methodology	Findings	Theoretical perspective
No.18	Pavlos Dimitratos et al. (2014)	Micro-multinational or not? International entrepreneurship, networking and learning effects	Investigates the effects of the three sets of variables, namely international entrepreneurship, networking and learning on the probability that a firm will become a MNE.	**IE** (Mathews and Zander, 2007; Javalgi and Todd, 2011; Jones et al., 2011; Felzensztein et al., 2013; Coviello and Jones, 2004; da Rocha et al., 2012; Acs and Szerb, 2010; Amorós et al, 2012; Amorós and Poblete, 2011; Ardichvili et al., 2003) **FMEM** (Madhok, 1998; Brouthers and Hennart, 2007; Brouthers and Nakos, 2004) **Internationalization** (Eriksson et al., 1997; Clark and Pugh, 2001) **Innovation** (Knight and Cavusgil, 2004; Cohen and Levinthal, 1990) **NT** (Coviello, 2006) **mMNEs** (Dimitratos et al., 2003; Ibeh et al., 2004; Prashantham, 2011) **BGs** (Madsen and Servais, 1997)	Empirically, Qualitative, survey of 116 Chilean internationalized small- and medium-sized firms.	Suggests that risk-taking propensity and networking with domestic and international partners increase the likelihood that the firm will become a mMNE. They confirm the predictive validity of the international entrepreneurship and networking perspectives.	Structural-Interpretivism
No.19	Piotr Dzikowski (2018)	A biblometric analysis of born global firms	Reviews the scientific research on born global firms' phenomena to date.	**Internationalization** (Chetty, S., & Campbell-Hunt, C, 2004; Borini, FM,Cahen, FR, & Oliveira, MDM, 2017; Bell, J, 1995; Andersen, O, 1993; Andersson, S, & Wictor, I, 2003) **INVs** (Oviatt, BM, & McDougall, PP, 1994; Coviello, NE, 2006; Andersson, S, Evers, N, & Kuivalainen, O, 2014) **Marketing** (Aspelund, A, Madsen, T, & Moen, Ø, 2007) **BGs** (Gabrielsson, M, & Kirpalani, MVH, 2004; Gabrielsson, M, Kirpalani, VHM, Dimitratos, P, Solberg, CA, & Zucchella, A, 2008; Choquette, E, Rask, M, Sala, D, & Schröder, P, 2017; Bell, J, McNaughton, R, & Young, S, 2001; Cannone, G, & Ughetto, E, 2014; Cavusgil, ST, & Knight, G, 2015) **FMEM** (Burgel, O, & Murray GC, 2000)	Theoretically, Quantitative, Bibliometric analysis of 453 scientific papers on born global firms from the Thompson Reuter's Web of Sceince Core Collection database.	Provides networks of co-cited references, journals, and first authors, and their respective clusters.	Structutral-Functionalism