

DBA/PhD Program

**Research Methods
(7011-REME)**

Final assignment:

“Born Global firms - Born to last?”

- is Cross-Cultural Management key to long-lasting successes?”

Bases for a qualitative research

By Laurent Dorey

- March 2018 -

Prof. Teck Y. Eng

**Final assignment: “Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?”
Bases for a qualitative research**

INTRODUCTION¹

The concept of Born Global can be defined (Knight and Cavusgil, 2004) as “*business firms that, from their founding (or very near of that), seek superior international performance based on the sales originated from multiple countries*”. Freeman et al (2012) assessing that: “*born-globals tend to internationalise rapidly into markets ready to adopt their technology. This is driven by the need to establish a revenue stream (cash flow) as quickly as possible. These born-globals usually seek larger advanced economies, which are often culturally similar (proximate) and offer economies of scale; reducing risk for inexperienced firms*”.

However, as much as studies and denominations abound [“international new ventures” (Mc Dougall et al, 1994), “global start-ups” (Oviatt and Mc Dougall, 1994), “committed internationalists” (Sullivan and Bauerschmidt, 1990) and “instant exporters” (Mc Auley, 1999)], little work has been found as for their “*long-lastingness and survival rates*” except by Hagen and Zucchella (2014) who confirm it and estimate that “*born global firms have stimulated substantial academic attention as regards their start up but research has neglected their subsequent, ongoing internationalization*”. They conclude that “*many companies can be born global but only some are born to run ...*” and “*... a born to run company experiences growth cycles, which involve waves of innovation (across governance, strategy, organisation, processes, products/services), and associated reconfiguration of capabilities and/or enlargement of actual capabilities*”, thus, “*long-term growth depends on a delicate balance between openness and stability of key entrepreneurial and managerial resources, and on the integration of different sources of learning a) at the organisational level and b) around innovative projects*” which tends to corroborate the need for (cross-cultural) diversity of resources.

Yet to my understanding, the crucial question of “*how cultures²*” (a.o. people’s-, management’s-, corporate’s-, country’s-, region’s- based) and their “*interactivity³*” (i.e. “Cross-Cultural

¹ The present “Introduction”, “Statement of problem”, “Research hypothesis”, “Background Information”, and “Research design and methods” stem (in whole or parts) from the assignment I have submitted in December 2017 (« 7020-INRM Research Methods » seminar), entitled « Born Global firms – is Cross-Cultural Management key to long-lasting success? » submitted to, and graded (Grade A) by Dr. John (Jack) Hampton. I have chosen to capitalize and work further on it, focusing on the “Research design and methods” part. I have thus decided to keep some of the references and definitions (keeping dates of their retrieval, identical to the ones at their initial time of gathering), to allow for a better understanding of my dissertation proposal scope and elaborate further on the current assignment through additional references, definitions and analysis.

² Definition of culture:

1. The customary beliefs, social forms, and material traits of a racial, religious, or social group; also: the characteristic features of everyday existence (such as diversions or a way of life) shared by people in a place or time popular culture. e.g. Southern culture
2. The set of shared attitudes, values, goals, and practices that characterizes an institution or organization a corporate culture focused on the bottom line
3. The set of values, conventions, or social practices associated with a particular field, activity, or societal characteristic studying the effect of computers on print culture
4. The integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations

Retrieved December 02, 2017, from <https://www.merriam-webster.com/dictionary/culture>

³ Noun. Definition of interactive

1. Mutually or reciprocally active

**Final assignment: “Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?”
Bases for a qualitative research**

Management” as in the “*cultural context in which management must take place, the various roles of the international manager, the influence of culture on organizational structure and processes, and management across nations and cultures*”⁴) play a role in the setup and long-lasting success of Global Born firms is yet to be fully explored. Indeed, this peculiar point appears to me as being underassessed, in the literature, and may represent one of the essential keys to successful long-lasting adaptiveness of a Global Born firm, yet if, and only if, fully apprehended. As in fact, “... *multicultural teams offer a number of advantages to international firms, including deep knowledge of different product markets, culturally sensitive customer service, and 24-hour work rotations. But those advantages may be outweighed by problems stemming from cultural differences, which can seriously impair the effectiveness of a team or even bring it to a stalemate. How can managers best cope with culture-based challenges? ...*”, as stated by the Harvard Business Review, already in 2006⁵, remain to be thoroughly researched.

RESEARCH DESIGN AND METHODS¹

(short on) Quantitative method

Three Continents (Europe, Oceania, America), and among them three western countries⁶ differing in their cultural diversity⁷ (Canada among the most culturally diverse country in the world, with a “Greenberg’s Index (GI)⁸” of 0.6924, France, a “mediumly” culturally diverse country, with a “GI” index of 0.3799 and Australia among the least culturally diverse country in the world, with a “GI” index of 0.0929), are deemed of keen interest in the research for systematic empirical investigation of observable phenomena (e.g. survival rate vs multiculturalism), via statistical, mathematical or computational techniques. **Figure 1** presenting a “cultural diversity around the world” map, based on Table A1 from the beforehand mentioned article.

-
2. Involving the actions or input of a user; especially: of, relating to, or being a two-way electronic communication system (such as a telephone, cable television, or a computer) that involves a user's orders (as for information or merchandise) or responses (as to a poll)

Retrieved December 10, 2017, from <https://www.merriam-webster.com/dictionary/interactivity>

⁴ Retrieved December 10, 2017, from <http://www.oxfordbibliographies.com/view/document/obo-9780199846740/obo-9780199846740-0074.xml>

⁵ “Managing Multicultural Teams”, by Jeanne Brett, Kristin Behfar and Mary C. Kern, from the November 2006 issue. Retrieved December 12, 2017, from <https://hbr.org/2006/11/managing-multicultural-teams>

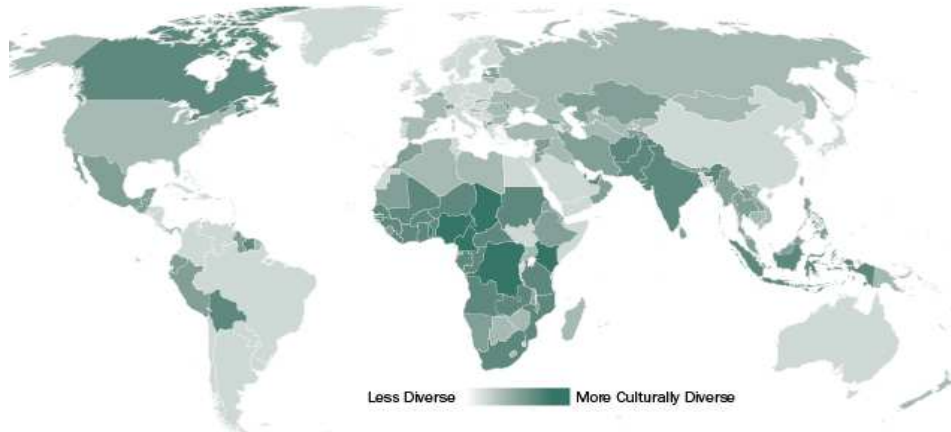
⁶ Relating to countries in the west part of the world, especially North America and countries in the west of Europe (with the addition of few other countries, among which Australia and New Zealand). Retrieved March 25, 2018, from <https://dictionary.cambridge.org/fr/dictionnaire/anglais/western>

⁷ As gathered in “Economic Effects of Domestic and Neighbouring Countries’ Cultural Diversity”, by Erkan Gören. Working Papers V-352-13, University of Oldenburg, Department of Economics, revised Mar 2013. Pew Research Center

⁸ Greenberg’s (1956) index of cultural diversity, as gathered in « *The Measurement of Linguistic Diversity* » by Joseph H. Greenberg. Published by: Linguistic Society of America, Vol. 32, No. 1 (Jan. - Mar., 1956), pp. 109-115. DOI: 10.2307/410659

**Final assignment: “Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?”
Bases for a qualitative research**

The countries with the most and least cultural diversity



Based on Table A1 in “Economic Effects of Domestic and Neighboring Countries’ Cultural Diversity” by Erkan Goren.
Center for Transnational Studies, University of Bremen Working Paper No. 16/2013

PEW RESEARCH CENTER

Figure 1 : “Cultural diversity around the world”

Further to it, these three countries are “economically close” (i.e. Gross Domestic Product (GDP) per Capita wise) with respectively a ranking of #17 (Australia with a GDP per Capita of \$46,790), #19 (Canada with a GDP per Capita of \$44,025), #23 (France with a GDP per Capita of \$41,466), according to the “World Bank 2016⁹ ranking and primary and secondary data access readily available (preexistence of reliable National and International Statistical Services in all three countries).

Qualitative method

A) Exploratory Research

- **background information**^{1,10}

“Think global, act local ” (“glocal”) appears to me as very much cliché in today’s world. Common wisdom was to start going international after having reached maturity in one’s own “home” market, as fully modelized along the years (“OLI Model” (Dunning, 1977), “Incremental Process Theory” as per the Uppsala Model (Johanson and Vahlne, 1977), “Network Approach” (Johanson & Mattson, 1988), “Transaction Cost Analysis” (Hirsch, 1976), “Linkage, Leverage, Learning Model” (Mathews, 2006), “International New Venture Theory” (Oviatt & Mc Dougall, 1994; Jones & Covello, 2005). A “second” best choice strategy indeed. More recent strategies for international manu-

⁹ <https://data.worldbank.org/indicator/NY.GDP.PCAP.PP.CD?view=chart>, World Bank. Database updated on 1 July 2017. Accessed on March 23, 2018.

¹⁰ Most of the “background material” was already shared in one of my previous “ISM Assignment”, entitled “Think Local act Global - (h) edging your (cultural) differences”, submitted to, and graded (Grade A) by, Pr Guillermo C. Jimenez, in February 2014.

***Final assignment: "Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?"
Bases for a qualitative research***

facturing have been devised to generate competitive advantage in the quest to face pressure for globalization and for local responsiveness. Nowadays, in the current borderless economy, all business is global, and competition comes from everywhere. To succeed in a global economy managers have to apply leadership universals, and culture doesn't matter less; it matters more. Societal homogeneity is blend into a multi-dimensional society of societies, a mix of local and global references. Today's global companies rarely intend to impose standardized sameness on local consumers. However, we can see that multiculturalism and cross-national ventures often meet in "resistance" if the latter has not translated into a newer organizational form, led by transformational agents, whereas Born Global firms can see culture and geographical diversity as a key competitive benefit.

Nowadays, "in the current borderless economy, all business is global, and competition comes from everywhere", with "technological advances, knowledge explosion, globalization and rapidity of change, as the universal global business drivers affecting organizations around the world" state Rosen and Digh (2001). Consequently, cultural differences, languages, habits and beliefs have among many things been believed as becoming in the recent period of time, of a lesser importance, with the emergence of more common (world spanning) consumption behaviors.

However, as shown by an extensive survey conducted by Rosen and Digh (2001), it appears that "to succeed in a global economy, managers have to apply leadership universals, and in the new borderless economy, culture doesn't matter less; it matters more", which emphasizes the need for "universal" leaders able to understand and respect local codes. With migration reaching three times their level than forty years ago (Withol de Wenden, 2012), societal homogeneity of one's country, its core culture, beliefs and reference sets, is transformed and blend into a multi-cultural, multi-dimensional society of societies, as a mix of local and global references. That is where Hofstede et al. (2010) tell that "globalization meets fierce resistance, because economic systems are not culture free". Companies have to be "multi-dimensional" too, adapting themselves with new "organizational forms and practices, products and services, culture and custom", as cited by Zhu et al. (2011).

Sigala and Mirabel (2013), assess that the accelerated path of internationalization of new firms (Born Global) is based mainly "on the new market conditions (globalization), technical advances in production, transportation and communication (capabilities), as well as unique synergies found in conjunction with technical capacities and aptitudes of the entrepreneurs". The latter being usually "well educated, nationally as well as internationally, with experience from managing companies operating on international markets, mastering several foreign languages, of foreign descents or with international familial ties, while experienced with international mobility and in permanent links with foreign social networks", as underlined by Madsen and Servais (1997).

**Final assignment: “Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?”
Bases for a qualitative research**

Dominant theoretical models of intercultural competency across domains focus on three dimensions, that is “cognition (ability to perceive and interpret information about a culture other than his or her own), affect (appropriate feelings, attitudes, and traits necessary to successfully interact with culturally different others), and behavior (competencies and abilities to communicate effectively in cross-cultural interactions)”, as stated by Lloyd and Härtel (2010). The latest generation of entrepreneurs being fully literate (native) in the ever evolving “global tools, competencies and behaviors”.

To summarize, it may be hypothesized that very small International New Ventures (Born Global firms) operating in (for most of them) very narrow market niches with very short window of opportunity (to reach markets’ full potential) would apply either new forms of organizing or forms that are skewed towards the market/polyarchy, so to sustain their growth and/or adaptiveness of their business model to their global markets’ conditions. Such firms may represent a New Organizational Form in comparison with traditional entrepreneurial firms, as well as traditional exporters (Madsen and Knudsen 2003) and must gather the right “global intrinsic material” to successfully, and long lastingly, operate on the global markets.

- terms definition

With the objective to explore how multiculturalism can help Global Born firms achieve longer lasting success, it appears of the utmost importance to define the key terms, words and meanings on which to base our comparative work (and research methodology) on and assess how they can indifferently be applied and understood across the continents while expressing their similarities, or non-similarities.

Indeed, our purpose is to appreciate which of the common traits successful Global Born firms can be outlined by, based on the global business acumen¹¹, strategic continuum¹², financial autonomy¹³ and enhanced stabilization process (“resource maturity¹⁴”) of the business model they have been able to follow, nurture and enhance, in the long run.

¹¹ « Business acumen is keenness and speed in understanding and deciding on a business situation. » Retrieved March 22, 2018, from <http://lexicon.ft.com/Term?term=business-acumen>

¹² « Short-term operational performance and longer-term strategy are tightly linked. There’s a continuum where long-term strategy drives short-term operational plans, and the results of these plans drive the evolution of your strategy. The business reality is that your key initiatives for the next six months are also the first six months of your longer-term business strategy. » Retrieved March 22, 2018, from <http://www.ceolearningnetwork.com/assets/library/2012/10/The-Strategic-Continuum.pdf>

¹³ « Financial autonomy indicates the part of the company’s total applications, namely goods and investment applications, financial applications, stocks applications, credit granted to clients, etc., which was supported by capitals owned by the company self, this is, the called equity. This concept is extremely useful on the long term financial risk evaluation since it supplies information about the financial structure and about its capacity to fulfill its long term financial commitments. ». Retrieved March 22, 2018, from <http://knoow.net/en/economics-business/accounting/financial-autonomy/>

¹⁴ As described in « The Five Stages of Small Business Growth », by Neil C. Churchill and Virginia L. Lewis, Harvard Business Review, from the May 1983 issue, « Stage V: Resource Maturity ». Retrieved March 22, 2018, from <https://hbr.org/1983/05/the-five-stages-of-small-business-growth>

**Final assignment: “Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?”
Bases for a qualitative research**

For that purpose, several terms shall be defined within the context of the survey with the following Glossary¹⁵ presenting them in their overall, and research specific, meanings.

Key Words	Definitions ¹⁶
<ul style="list-style-type: none"> ● Accounts 	<p><i>in business, a regular customer of a company can be referred to as an account, especially when the customer is another company</i></p> <p>e.g. In-depth, semi-structured (English-based or in the native-tongue of the speakers) interviews with 5-10 entrepreneurs, founders and/or managers (deeply involved with key international decision-making processes in their respective firms from inception) per countries... to be found within comparable activities, dates of inceptions and methods of interview</p>
<ul style="list-style-type: none"> ● Adjacency pairs 	<p><i>near or close (to something)</i></p> <p>e.g. Formulating non-leading and clear questions allowing for non-culturally-biased, accurate and comparable, answers across the continents</p>
<ul style="list-style-type: none"> ● Artefact 	<p><i>systematic investigation to establish facts or principles or to collect information on a subject</i></p> <p>e.g. Avoidance of culturally biased interpretation of data, facts, information, which may lead to non-renewable transcriptions</p>
<ul style="list-style-type: none"> ● Axiology 	<p><i>the theory of values, moral or aesthetic</i></p> <p>e.g. Value laden qualitative research aiming at assessing how key concept such as success, long lastingness, business sustainability can universally be counted for throughout the prism of multicultural management of Born Global firms</p>
<ul style="list-style-type: none"> ● Behavior 	<p><i>the way a person behaves or acts; conduct; manners</i></p> <p>e.g. Characteristics traits of multicultural group and the impact on the decision making, follow-up or achievement processes of their Company, across their (several) countries of activities... and how it may induce enhanced</p>

¹⁵ As presented in (and inspired by) the « Glossary of Qualitative Research Term » Retrieved March 22, 2018, from PP 306-329 <https://link.springer.com/content/pdf/bbm%3A978-0-230-23951-7%2F1.pdf>

¹⁶ Most definitions in « *italic* », are taken from Collins English Dictionary, and were retrieved from <https://www.collinsdictionary.com/dictionary/english>

**Final assignment: "Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?"
Bases for a qualitative research**

Key Words	Definitions ¹⁶
<ul style="list-style-type: none"> ● Biased questions 	<p><i>if something is biased towards one thing, it is more concerned with it than with other things</i></p> <p>e.g. Non-culturally, personally, morally or worldly leading questions allowing for mis-interpretation and extrapolation of answers</p>
<ul style="list-style-type: none"> ● Boundedness 	<p><i>limits which normally restrict what can happen or what people can do</i></p> <p>e.g. Purpose, and/or limits, of the research, that is its scope, the number of accounts studied and set of hypotheses verified and/or challenged</p>
<ul style="list-style-type: none"> ● Case study 	<p><i>a case study is a written account that gives detailed information about a person, group, or thing and their development over a period of time</i></p> <p>e.g. Within the context of the research, a specific case study or two may be further assessed, as per the specificity of the information and conclusion gathered, allowing for extended assessments and extrapolations</p>
<ul style="list-style-type: none"> ● Categorical content analysis 	<p><i>of, as, or in a category</i></p> <p>e.g. Identification of common traits and category specific behaviors allowed by software-based data analysis looking for utterance form interview's verbatim and qualitative data collection</p>
<ul style="list-style-type: none"> ● Category 	<p><i>a class or group of things, people... possessing some quality or qualities in common</i></p> <p>e.g. Related codes and/or instances stressing a peculiar point of interest, useful for further interpretation and/or extrapolation</p>
<ul style="list-style-type: none"> ● Citing 	<p><i>if you cite something, you quote it or mention it, especially as an example or proof of what you are saying</i></p> <p>e.g. Referring to the work of an author/interviewee by name (APA Style[®]) in the body of a research report... so to underline, confirm and/or infirm a specific element essential in the comprehension of the research outcomes</p>
<ul style="list-style-type: none"> ● Claim 	<p><i>an assertion of something as true, real, or factual</i></p> <p>e.g. New understanding or finding in the research, confirming or infirming above mentioned hypothesis and building further on them</p>

**Final assignment: "Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?"
Bases for a qualitative research**

Key Words	Definitions ¹⁶
<ul style="list-style-type: none"> ● Closed-response items 	<p><i>restricted, exclusive</i></p> <p>e.g. Questionnaire items in which participants select from a limited list of options provided by the researcher... so to allow for easier consolidation and extrapolation</p>
<ul style="list-style-type: none"> ● Co-construction 	<p><i>the construction that you put on what someone says or does is your interpretation of what it means</i></p> <p>e.g. Open ended and/or guiding questions... allowing for qualitative elaborations based on factual or non-factual elements</p>
<ul style="list-style-type: none"> ● Coding 	<p><i>a method of making something easy to recognize</i></p> <p>e.g. Cross-cultural presentation of concepts, ideas and elements... allowing for global and unbiased understanding</p>
<ul style="list-style-type: none"> ● Collective case study 	<p><i>See case study</i></p>
<ul style="list-style-type: none"> ● Concordancing software 	<p><i>See Categorical content analysis</i></p>
<ul style="list-style-type: none"> ● Constant comparative method 	<p><i>a comparative study is a study that involves the comparison of two or more things of the same kind</i></p> <p>e.g. Data analysis from grounded theory in which the researcher constantly compares new data to data already placed in existing categories, to help develop and define that category and decide if a new category should be created</p>
<ul style="list-style-type: none"> ● Context 	<p><i>the conditions and circumstances that are relevant to an event, fact...</i></p> <p>e.g. Setting up of the purpose, scope, means and methodology of the research... on the base of the gathered background information</p>
<ul style="list-style-type: none"> ● Conventions 	<p><i>in art, literature, or the theatre, a convention is a traditional method or style</i></p> <p>e.g. Interviewing methods based on specific rules and commitments (e.g. physical/phone-based meetings and appointments, Non-Disclosure Agreements and confidentiality, follow-up and data extrapolation sharing...). Rules of APA Style[®], detailed in the Publication Manual of the American Psychological Association to write up research reports for publication</p>
<ul style="list-style-type: none"> ● Corpus/corpora 	<p><i>See Citing</i></p>

**Final assignment: "Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?"
Bases for a qualitative research**

Key Words	Definitions ¹⁶
• Correction	<i>a change that corrects a mistake, from wrong to right, or from abnormal to normal</i> e.g. Applied reformulation and/or interpretation of gathered data, post collection... allowing for more accurate finding
• Credibility	<i>the quality of being believed or trusted</i> e.g. Maximization of the accuracy of how concepts are defined and how investigated people are characterized
• Culture	<i>See Multiculturalism</i>
• Data	<i>a series of observations, measurements, or facts</i> e.g. Primary and secondary source collection of information... gathered and extrapolated for the specific purpose of the research
• Data analysis	<i>See Categorical content analysis</i>
• Data collection	<i>See Research</i>
• Data collection methods	<i>Collection is the act of collecting something from a place or from people</i> e.g. Includes observation, interviews, open-response questionnaire items, verbatim, diaries, field notes, fieldwork...
• Data saturation	<i>See Constant comparative method</i>
• Deception and consent	<i>to give assent or permission (to do something), agree, accede</i> e.g. Formal frame of collaboration with precise rules and commitments as for the right to reuse collected data
• Descriptive case study	<i>See Case study</i>
• Discourse	<i>See Verbatim</i>
• Documenting	<i>See Credibility</i>
• Embedded design	<i>constituting a permanent and noticeable feature of something</i> e.g. Mixed methods design, with data collection and analysis (quantitative or qualitative) embedded or nested within a larger study with a different form of data as the primary database
• Emerging theories	<i>See Claim</i>
• Emic	<i>of or relating to the role specific elements play in a significant system (such as linguistics)</i> e.g. Participants' insider viewpoint of a phenomenon, setting, or cultural group... which may have to be either coded or extrapolated as such to provide for further assessment

**Final assignment: "Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?"
Bases for a qualitative research**

Key Words	Definitions ¹⁶
<ul style="list-style-type: none"> • Ethnography 	<p><i>branch of anthropology in which different cultures are studied and described</i></p> <p>e.g. In-depth study of a cultural group that typically includes extended observation of that group "in the field" ... allowing for further understanding of specific group characteristics or behavior</p>
<ul style="list-style-type: none"> • Etic 	<p><i>relating to a non-structural approach to the description of linguistics and behavioural science</i></p> <p>e.g. Researcher's outsider viewpoint of a phenomenon, setting, or cultural group... which may have to be correlated as such to provide for non-biased assessment</p>
<ul style="list-style-type: none"> • Explanatory design 	<p><i>See Embedded design</i></p>
<ul style="list-style-type: none"> • Exploratory case study 	<p><i>See Embedded design</i></p>
<ul style="list-style-type: none"> • Exploratory design 	<p><i>See Embedded design</i></p>
<ul style="list-style-type: none"> • Field notes 	<p><i>See Data collection methods</i></p>
<ul style="list-style-type: none"> • Fieldwork 	<p><i>See Data collection methods</i></p>
<ul style="list-style-type: none"> • Fill-in items 	<p><i>to complete (a form, drawing...)</i></p> <p>e.g. Accounts specific identification elements... allowing for easier and further retrieval and completion</p>
<ul style="list-style-type: none"> • Framing a study 	<p><i>See Citing</i></p>
<ul style="list-style-type: none"> • Global 	<p><i>covering, influencing, or relating to the whole world</i></p> <p>e.g. Number of operating "hubs", countries of activities (whether sourcing, researching, assembling, commercializing, servicing, billing), rate of "global extension" ... in which the Company is qualifiedly involved</p>
<ul style="list-style-type: none"> • Grounded theory 	<p><i>See Constant comparative method</i></p>
<ul style="list-style-type: none"> • Identity 	<p><i>the state of having unique identifying characteristics held by no other person or thing</i></p> <p>e.g. Can the fact that people, or group of people, in Born Global Firms belongs, or feels as belonging, to a multi-culture (that is without a sole/strong national identity to some extend) offer a sturdier bond... allowing for broader perspective and cohesiveness?</p>
<ul style="list-style-type: none"> • Informed consent 	<p><i>See Deception and consent</i></p>

**Final assignment: “Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?”
Bases for a qualitative research**

Key Words	Definitions ¹⁶
• Instrumental case study	<i>See Case study</i>
• Interpretation	<i>See Categorical content analysis</i>
• Interview guide	<i>See Data collection methods</i>
• Jargon	<i>specialized language concerned with a particular subject, culture, or profession</i> e.g. Specific colloquial wording allowing for more accurate data collection and sharing... if appropriate across the continents and cultures
• Leading questions	<i>See Data collection methods</i>
• Literature review	<i>See Citing</i>
• Long term	<i>something that is long-term has continued for a long time or will continue for a long time in the future</i> e.g. (Industry specific) number of years in continuing activities within the same set of organisation and activities (i.e. management structure, team, main activities), and foreseeable future... assessing of stability in the business model and its implementation
• Longitudinal case study	<i>(of a study of behaviour) carried on over a protracted period of time</i> e.g. A per the specific purpose and timeframe assigned to the Dissertation... the present research will not be longitudinally conducted
• Member checks	<i>See Deception and consent</i>
• Mixed methods research	<i>See Embedded design</i>
• Multiculturalism	<i>a situation in which all the different cultural or racial groups in a society have equal rights and opportunities, and none is ignored or regarded as unimportant</i> e.g. Number of nationalities, faiths, mother tongues, local/regional/international roots, years of living outside the current country of residence... to be found within the Company’s “twenty hubs and no HQ ¹⁹ ” and how their management can be best depicted
• Multiple case study	<i>See Case study</i>
• Non-observational methods	<i>See Data collection methods</i>

**Final assignment: “Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?”
Bases for a qualitative research**

Key Words	Definitions ¹⁶
• Open interviews	<i>See Data collection methods</i>
• Open-response items	<i>See Data collection methods</i>
• Participants	<i>See Accounts</i>
• Pilot study	<p><i>a small-scale experiment or set of observations undertaken to decide how and whether to launch a full-scale project</i></p> <p>e.g. A selected number of accounts may be used as part of a preliminary research... so to assess what limitations and unsatisfactory outcomes may be encountered when running the research at full-scale</p>
• Planning	<p><i>the process of deciding in detail how to do something before actually starting to do it</i></p> <p>e.g. As per the methodology of research, planification and optimization of resources... will be tantamount to the achievement of the research purpose</p>
• Positionality	<i>See Artefact</i>
• Pragmatism	<i>See Mixed methods research</i>
• Privacy and confidentiality	<i>See Deception and consent</i>
• Qualifying data	<i>See Embedded design</i>
• Qualitative research	<i>See Data collection methods</i>
• Quantifying data	<i>See Mixed methods research</i>
• Quantitative research	<i>See Data collection methods</i>
• Questionnaires	<i>See Data collection methods</i>
• Repair	<i>See Coding</i>
• Report	<i>See Verbatim</i>
• Research	<p><i>systematic investigation to establish facts or principles or to collect information on a subject</i></p> <p>e.g. Identification of appropriate and reliable “accounts” of survey within the scope of selection criteria, able and willing to take part in the research, allowing for sustainable data collection, interpretation and extrapolation</p>
• Research method	<i>See Data collection methods</i>
• Research methodology	<i>See Data collection methods</i>

**Final assignment: "Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?"
Bases for a qualitative research**

Key Words	Definitions ¹⁶
• Research process	<i>See Data collection methods</i>
• Research techniques	<i>See Data collection methods</i>
• Respondents	<i>See Accounts</i>
• Semi-structured inter-views	<i>See Data collection methods</i>
• Setting	<p><i>a particular place or type of surroundings where something is or takes place</i></p> <p>e.g. As (in part) described in the Quantitative Method, three Continents (Europe, Oceania, America), and among them three western countries differing in their cultural diversity are deemed of keen interest in the research for systematic empirical investigation of observable phenomena, via statistical, mathematical or computational techniques... completed (to a large extend) with Qualitative Method.</p>
• Structured interviews	<i>See Data collection methods</i>
• Success	<p><i>the success of something is the fact that it works in a satisfactory way or has the result that is intended</i></p> <p>e.g. (Financial as well as Commercial) ratios attesting of business soundness, initial expectations' matching or surpassing, expanding number of employees/customers/suppliers/countries of activities... assessing of the overall increasing health of the Company</p>
• Survey study	<i>See Data collection methods</i>
• Survival rate	<p><i>If you refer to the survival of something or someone, you mean that they manage to continue or exist in spite of difficult circumstances</i></p> <p>e.g. (Statistic-based) approach allowing for comparison between company's level of over achievement, after a period of time deemed as relatively difficult to overcome (infancy), and what may more commonly be witnessed</p>
• Theoretical sampling	<i>See Accounts</i>
• Timing	<i>See Planning</i>
• Transcribing data	<i>See Verbatim</i>
• Triangulation Design	<i>See Data collection methods</i>
• Verbatim	<p><i>using exactly the same words; word for word</i></p> <p>e.g. Accurate translation and reporting</p>

**Final assignment: "Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?"
Bases for a qualitative research**

- **problems and hypotheses**

■ **Statement of problem¹**

"Fully multicultural¹⁷ Born Global firms are better able to handle long-lasting (maturing) organizational growth, commercial success and financial profits, and achieve higher survival rate¹⁸, than other early internationalizing firms".

■ **Research hypothesis¹**

H1: Multiculturalism, as a core identity of Born Global firms, allows for higher company's survival rate in the long run

H2: Today's Born Global firms, leaning toward "twenty hubs and no HQ¹⁹", are better suited to achieve long-lasting success

H3: To achieve long lasting success, Born Global firms need mainly seeking out opportunities wherever their networks take them

H4: Born Global firms must use Mergers and Acquisitions (M&As) to survive and succeed in a competitive global environment (Almor et al, 2014).

- **research priorities**

Of the four hypotheses, I may be narrowing down and making Hypothesis #1 the primary topic, especially for qualitative research purpose. The questioning; "Multiculturalism, as a core identity of Born Global firms, allows for higher company's survival rate in the long run?" will require fieldwork observation, interviews, open-response questionnaire items, verbatim, diaries and field notes, while giving priority to the Multiculturalism aspect of the research in its answering.

¹⁷ i.e. Companies with, for a very large extend, staff of mixed cultural backgrounds across (world spanning) "decision centers".

¹⁸ Definition: "Enterprise survival occurs when an enterprise is active and identifiable both before and after a specific (business) demographic event. The enterprise may be changed in some way, e.g. in terms of economic activity, size, ownership or location, but there should be continuity of the enterprise reference number in the statistical business register. Enterprise survival rate of newly-born enterprises in a given reference period is the number of enterprises that were born in year xx-n and survived to year xx as a percentage of all enterprises born in year xx-n". Source: Eurostat Business demography statistics (Data from November 2016).

"Looking at the enterprises' one-year survival rate it appears that, for the business economy, about 80 % of the enterprises born in 2013 had survived in 2014. Actually, the five-year survival rate of enterprises born in 2009 and still active in 2014 shows that less than half (44 %) of them survive for a five - year period." Retrieved December 22, 2017, from http://ec.europa.eu/eurostat/statistics-explained/index.php/Business_demography_statistics

¹⁹ "Twenty Hubs and No HQ" by C.K. Prahalad and Hrishi Bhattacharyya. Published: February 26, 2008 / Spring 2008 / Issue 50 (originally published by Booz & Company). Retrieved December 23, 2017, from <https://www.strategy-business.com/article/08102?ref=&pg=0>

**Final assignment: “Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?”
Bases for a qualitative research**

Having opted for Five to Ten “accounts”, on three continents, to be surveyed will grant access to Fifteen to Thirty Natural Born firms which will help consolidate further the quantitative data analysis part of the research while being exhaustive enough to confirm/infirm our hypotheses.

Hypotheses Two to Four (H2-H4) will more satisfactorily offer to be answered through, mainly, primary or secondary data as per the extensive literature already available on some of their key aspects (i.e. Network theories and Merger and Acquisitions trends and opportunities seeking).

- research instruments¹

In-depth, qualitative method, with semi-structured (English-based or in the native-tongue of the speakers, with the use of a double translation method) interviews (grounded theory and case study research) will have to be conducted with Five to Ten entrepreneurs, founders and/or managers (deeply involved with key international decision-making processes in their respective firms from inception) per countries.

Secondary data (triangulation) will be gathered with company websites, internal documentation provided by the company, a personal questionnaire report, product and firm brochures, and other secondary data. During the interviews (lasting Sixty to Ninety minutes on average), verbatim will also be gotten through the taping of the exchanges, covered with a Non-Disclosure Agreement (NDA). Then, full write-ups (field notes) will be constructed on each company in the form of a detailed case study, focusing on the specific characteristics of each case situation. Studied companies will be offered to be rendered “anonymous” (e.g. Firm A, firm B...) if deemed necessary (deception and consent).

By adopting a sample of Born Global firms as the main unit of analysis, our empirical research is based upon a systematic application of the multiple-holistic case study approach to global context in which Born Global players will be first judgmentally - not randomly - chosen and then comparatively examined. This conceptual sampling design, allows us to introduce some degree of variance in our case selection criteria by including both low- and high- technology- based companies, of relatively different sizes, within different sectors (manufacturing and service industries), and belonging to diverse local geographic areas (Europe-France, America-Canada, Oceania-Australia). However, to be consistent with previous research on entrepreneurial firms which are regarded as relatively young, yet mature, and small in size (Zacharakis, 1997), all firms in the purposeful sample had to be small, independently managed, and in “maturing” phases (more than 6 years old). Data will be collected, and/or further completed, through personal meetings, phone/web calls/conferences, e-mail, and snail Mail (by Post).

**Final assignment: "Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?"
Bases for a qualitative research**

I will have though to conduct a survey and use a questionnaire (composed of multiple closed-ended or quantitative type items) as well as several open-ended or qualitative type items to corroborate and confirm my findings. Questionnaires (double translation method) will be used to (verbally) collect the data whether printed, or (shared) online and further checked for consistency in their fillings, while different software will be used to manage the data. e.g. R, SPSS, MS-Office 2007, Doodle...

- Limitations.

A (prospective) longitudinal cohort study that "*selects a characteristic of a cohort and control group and watches over time to identify differences in outcomes*²⁰" may appear to be more appropriate for such an analysis. Within a long period of study (say Ten years) the running of such an analysis will have allowed a set of different timespans (milestones) for the survey and the spotting of early trends in their making (e.g. evolution of viability vs multiculturalism indexes), yet given the context (and time duration) of the current dissertation, a Mixed Research Method, in which quantitative and qualitative methods, techniques, and other characteristics will be mixed in one overall study, has been chosen.

**Final assignment: "Born Global firms - Born to last?
- is Cross-Cultural Management key to long-lasting successes?"
Bases for a qualitative research**

Literature Review

- Almor, T., Tarba, S., Y. and Margalit, A. (2014). [electronic version] *Maturing, Technology-Based, Born-Global Companies: Surviving Through Mergers and Acquisitions*. Management International Review, Vol. 54, PP 421–444. DOI 10.1007/s11575-014-0212-9
- Dunning, John H. (1977). [electronic version] "Trade, Location of Economic Activity and the MNE: A Search for an Eclectic Approach." In Bertil Ohlin, Per-Ove Hesselborn, and Per Magnus Wijkman, eds., *The International Allocation of Economic Activity*. London: Macmillan.
- Freeman, S., Hutchings, K., & Chetty, S. (2012). [electronic version] *Born-Globals and Culturally Proximate Markets*. Management International Review, Vol. 52, PP 425–460. DOI 10.1007/s11575-011-0109-9.
- Hagen, B. and Zucchella, A. (2012). [electronic version] Born Global or Born to Run? The Long-Term Growth of Born Global Firms. Management International Review, Vol. 54, PP 497–525. DOI 10.1007/s11575-014-0214-7
- Hirsch, F. (1976). *The Social Limits of Growth*. Edition About HUP eBooks. ISBN 9780674497900.
- Hofstede, G., Hofstede, G. J. & Minkov, M. (2010). *Culture and Organizations - Software of the minds*. Third edition. Mc Graw Hill. ISBN 978-0-07-166418-9. P21, 24, 407-409.
- Johanson, J. & Mattsson, L., G. (1988). [electronic version] *Internationalization in industrial systems - a network approach*. In N. Hood & J-E. Vahlne (eds). *Strategies in Global Competition*. New York:Croom Helm, PP 303-321.
- Johanson, J. & Vahlne, J.-E. (1977). [electronic version] *The internationalization process of the firm: A model of knowledge development and increasing foreign market commitments*. Journal of International Business Studies, Vol. 8 (1), PP 23–32.
- Jones, M., V. & Coviello, N., E. (2005). [electronic version] *Internationalisation: Conceptualising an Entrepreneurial Process of Behaviour in Time*. Journal of International Business Studies Vol. 36 (3), PP 284-303.
- Knight, G., & Cavusgil, S. (2004). [electronic version] *Innovation, Organizational Capabilities, and the Born-Global Firm*. Journal of International Business Studies, Vol. 35 (2), PP 124- 142.
- Lloyd, S. & Härtel, C. (2010). [electronic version] *Intercultural Competencies for Culturally Diverse Work Teams*. Journal of Managerial Psychology, Vol. 25 (8), PP 845–875.
- Madsen, T. K. & Knudsen, T. (2003). [electronic version] *International New Ventures: A New Organizational Form?* Conference Proceedings: The Sixth McGill Conference on International Entrepreneurship: Crossing Boundaries and Researching New Frontiers. University of Ulster, Magee Campus.
- Madsen, T. K. & Servais, P. (1997). [electronic version] *The internalization of born globals: an evolutionary process?* International Business Review. Vol. 6 (6).
- Mathews, J. (2006). [electronic version] *Dragon multinationals: New players in 21st century globalization*. Asia Pacific Journal of Management, Vol. 23, PP 5–27.
- Mc Auley, A (1999). [electronic version] *Entrepreneurial exporters in the Scottish arts and craft sector*. Journal of International Marketing. Vol. 7 (4), PP 67-83
- Mc Dougall, P. P., Shane, S., & Oviatt, B. M. et al, (1994) [electronic version] *Explaining the formation of international new ventures: the limits of theories from international business research*. Journal of Business Venturing. Vol. 9 (6), PP 469-487.
- Oviatt, B., M. and Mc Dougall, P. P. (1994). [electronic version] *Toward a theory of international new ventures*. Journal of International Business Studies. Vol 25 (1), PP 45-64.
- Rosen R. & Digh, P. (2001). [electronic version] *Developing globally literate leaders. American society for Training and Development*. Training and development. Vol. 55 (5), PP 70-81.
- Sigala, L. E. & Mirabal, A. (2013). [electronic version] *Empresas nacidas globales*. Debates IESA. Volumen XVIII. N° 2.
- Sullivan, D. & Bauerschmidt, A. (1990). [electronic version] *Incremental internationalization: a test of Johanson and Vahlne's thesis*. Management International Review. Vol 30 (1), PP 19-31.
- Withol de Wenden, C. (2012). [electronic version] *Les dynamiques migratoires dans le monde*. Humanitaire [En ligne], 33, mis en ligne le 06 nov. 2012. Retrieved December 10, 2017 from <http://humanitaire.revues.org/1412>.
- Zacharakis, A., (1997). [electronic version] *Entrepreneurial Entry Into Foreign Markets: A Transaction Cost Perspective*. Entrepreneurship Theory and Practice. Vol. 21 (3), PP 23–39.
- Zhu, Y., Lynch, R. & Jin, Z. (2011). [electronic version] *Playing the game of catching-up: global strategy building in a Chinese company*. Taylor & Francis.
-