

DBA/PhD Program

**Introduction to
Research Methods
Seminar code (7020-INRM)**

Final assignment: Dissertation Proposal

*“Born Global firms
– is Cross-Cultural Management key to long-lasting successes?”*

By Laurent Dorey

- December 2017 -

Dr. John (Jack) Hampton

Final assignment: Dissertation Proposal

“Born Global firms – is Cross-Cultural Management key to long-lasting successes?”

INTRODUCTION

First identified by Rennie (1993), Born Global firms (BGs) are *“small (usually) technology-oriented companies that operate in international markets from the earliest days of their establishment”* (Knight and Cavusgil, 1996). 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”*. In the last decade and a half, definitions of Born Global firms were made plenty, among which one recent states it 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 [indeed, many companies go global, but that does not make them born global firms. What distinguishes Born Global firms from the rest of international organizations is that they originate internationally] ... from their beginnings, (they) have a global focus and commit their resources to international ventures... (they) begin with a borderless world view, and immediately develop strategies to expand themselves abroad... have many distinctive features that allow them to start, and thrive in the international arena”*¹, which Freeman et al (2012) complete by: *“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, Bell (1995) in his study of the software industry, found earlier that *“domestic and foreign clients, a niche market strategy (“there may not be significant direct competition”, as per Freeman et al, 2012) and industry specific factors, determined the small firm’s internationalisation process rather than cultural proximity”* which underlines the narrow initial focus of Born Global firms.

However, as much as studies and denominations abound [*“international new ventures”* (McDougall et al, 1994), *“global start-ups”* (Oviatt and MCDougall, 1994), *“committed internationalists”* (Sullivan and Bauerschmidt, 1990) and *“instant exporters”* (Mc Auley, 1999)], BGs are usually sorted out by their *“pace of internationalization”* (*“willingness to act quickly”*), as per Nordman and Melen (2008), *“technical capabilities and innovativeness”* (*“especially academic spin-offs”* as per Lindholm Dahlstrand, 2001), and for Freeman and Cavusgil (2007) as for their *“flexible mindset (managerial orientation) with firms moving among various proactive and reactive states as part of the born-global’s search and exploitation behavior”*. 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*

¹ Retrieved December 02, 2017, from <http://www.amdlawgroup.com/what-is-the-definition-of-a-born-global-firm-international-business-law-case-study-2/>

Final assignment: Dissertation Proposal

“Born Global firms – is Cross-Cultural Management key to long-lasting successes?”

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 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.

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
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>

Final assignment: Dissertation Proposal

“Born Global firms – is Cross-Cultural Management key to long-lasting successes?”

STATEMENT OF PROBLEM

“Fully multicultural⁶ Born Global firms are better able to handle long-lasting (maturing) organizational growth, commercial success and financial profits, and achieve higher survival rate⁷, than other early internationalizing firms”.

RESEARCH HYPOTHESIS

H1: Multiculturalism, at Born Global firms doorstep, allows for higher company’s survival rate in the long run

H2: Today’s Born Global firms, leaning toward “twenty hubs and no HQ⁸”, 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).

AIMS & OBJECTIVES

Objective

To explore how the organizational and managerial globalization impacts the stabilization process (maturing) of Global Born firms’ business model in the long run.

⁶ i.e. Companies with, for a very large extend, staff of mixed cultural backgrounds across (world spanning) “decision centers”.

⁷ 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

⁸ “Twenty Hubs and No HQ” by C.K. Prahalad and Hrishu 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: Dissertation Proposal

“Born Global firms – is Cross-Cultural Management key to long-lasting successes?”

Specific Aims

A-This study is aimed at exploring the relationship between:

- a) Multi-culturalism and long-lasting performance, post growth phase
- b) World spanning setup (i.e. absence of Headquarters with multi operation hubs) and long-lasting performance, post growth phase
- c) Opportunities seeking behavior of Born Global firms, and long-lasting performance, post growth phase

B-This study is aimed at showing that no Born Global firms can nowadays operate without starting by being multicultural at heart (DNA), more than just reactive and opportunities seekers.

BACKGROUND⁹

"*Think global, act local*¹⁰" ("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 modeled 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 & McDougall, 1994; Jones & Coviello, 2005). A "second" best choice strategy indeed. More recent strategies for international manufacturing 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.

⁹ 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.

¹⁰ The original phrase "*Think global, act local*" has been attributed to Scots town planner and social activist Patrick Geddes. Retrieved December 10, 2017 from: http://en.wikipedia.org/wiki/Think_globally,_act_locally

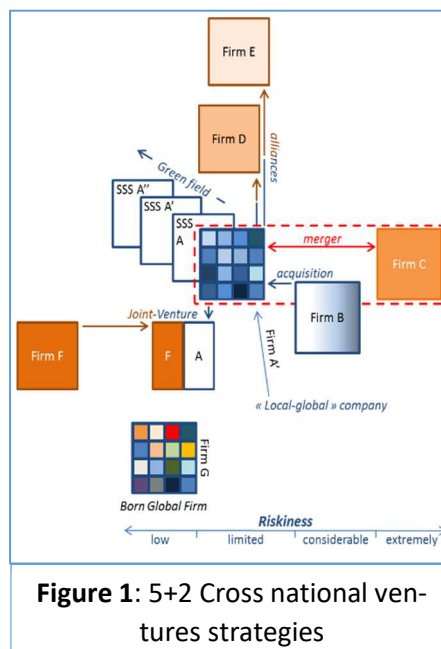
Final assignment: Dissertation Proposal

“Born Global firms – is Cross-Cultural Management key to long-lasting successes?”

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 40 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).

To assess how corporation and management are to be aligned with multiculturalism into the making of a set of Intercultural Corporate Competencies (ICC), I have been using the “five ways of international expansion” (Hofstede et al., 2010), illustrated with two further “ways” (so to take into consideration more recent trends), as a framework for further discussion. **Figure 1** presents the five + two cross national venture strategies a Firm (here called Firm A) can pursue in its internationalization ventures, while weighting the riskiness of each options.



Final assignment: Dissertation Proposal

“Born Global firms – is Cross-Cultural Management key to long-lasting successes?”

With focus on Born Global firm, we can see that it differs grandly from the other possible cross-national ventures, in the way that needs to export, or internationalize, does not come as a “second best” choice, but as an intrinsic part of the company’s business model, its business DNA indeed. Their very inception base and framework of references are the world, with an initial setup (organization) concurrently spread in different places and time-zones (competencies) and their market reach (business model) borderless. In **Figure 1**, Firm G is used as an illustration of a born global firm, detached from the reference firm, Firm A. Cultural risks are deemed very low in the way that these startups can see culture and geographical diversity as a key competitive (and native) benefit, getting closer to their key resources, whether in the matter of access to knowledge or to markets, as well as being technically savvy and universally minded.

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).

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.

Final assignment: Dissertation Proposal

“Born Global firms – is Cross-Cultural Management key to long-lasting successes?”

SIGNIFICANCE OF STUDY

This study is significant because it would help in achieving longer lasting effective leadership styles in Born Global firms and help them reaching viable success in their maturing phase, post growth phase. The result of this study would contribute to the knowledge base essential for the managerial practice of “high growth”, “highly multi- and cross- cultural” contextual setup, by explaining the relationship between global (at doorsteps) management styles and global (organizational) performance. Global understanding of managerial culture is also important for the development of effective leadership in the short to long run, which should also be studied under the coming research. This study has significant importance for not only “high flyers” [high-tech, high-design, high-services, high-know-how and high-system business, as cited by Luostarinen and Gabrielsson (2004)] companies but also for the global operations of “more conventional” new born industrial and manufacturing ones. The results obtained for this study would provide information to young (at heart) managers based on research and theory to assist them in the extension of their managerial capabilities. Managers would learn about cross-cultural triggers for long lasting performance of fast growing, yet in the need for maturing, organization and different leadership styles suited to the global context, knowledge and situations, affecting their roles and that of their company.

RESEARCH DESIGN AND METHODS

Quantitative method, with systematic empirical investigation of observable phenomena (e.g. survival rate), via statistical, mathematical or computational techniques. Three Continents (Europe, Asia, USA) of interest, will be studied, with statistical data gathered as for their degree of entrepreneurial maturity and “accelerating phenomenon” as defined by Martin et al. (2014): “*the rate at which entrepreneurial start-ups from emerging markets, specifically those from newly industrialized countries, is accelerating*”.

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) with 10-20 entrepreneurs, founders and/or managers deeply involved with key international decision-making processes in their respective firms from inception. 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 60 to 90 minutes in average), verbatim will also be gotten through the taping of the exchanges, covered with a Non-Disclosure Agreement (NDA). Then, full write-ups will be constructed on each company in the form of a detailed case study, focusing on the specific characteristics

Final assignment: Dissertation Proposal

“Born Global firms – is Cross-Cultural Management key to long-lasting successes?”

of each case situation. Studied companies will be offered to be rendered “anonymous” (e.g. Firm A, firm B...) if deemed necessary.

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 BGs 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, Asia, USA). 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).

The research instrument.

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.

Data Management.

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 outcomes¹¹*” may appear to be more appropriate for such an analysis. Within a long period of study (say 10 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 paradigm characteristics will be mixed in one overall study, has been chosen. I may 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.

¹¹ 7020-INRM Research Methods, by Prof. Jack Hampton. 8210__INRM_Post_Course, 5-7 October 2017, slide #179.

Final assignment: Dissertation Proposal

“Born Global firms – is Cross-Cultural Management key to long-lasting successes?”

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
- Bell, J. H. J. (1995). [electronic version] *The internationalisation of small computer software firms*. *European Journal of Marketing*, Vol. 29 (8), PP 60–75.
- 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.
- Gabrielsson, M., & Kirpalani, V. (2004). [electronic version] *Born globals: how to reach new business space rapidly*. *International Business Review*, Vol. 13 (5), PP 555–571.
- Gabrielsson, M., Kirpalani, M., Dimitratos, P., Solberg, C., & Zucchella, A. (2008). [electronic version] *Born globals: propositions to help advance the theory*. *International Business Review*, Vol. 17 (4), PP 385–401.
- 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. (1996). [electronic version] *The born global firm: a challenge to traditional internationalization theory*. *Advances in International Marketing* (8th edition), PP 11–26.
- 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.
- Lindholm Dahlstrand, Å. (2001). [electronic version] *Entrepreneurial origin and spin-off performance: a comparison between corporate and university spin-offs*. In: Moncada-Paternò-Castello P et al (EDS) *Corporate and research based spin-offs: drivers for knowledge-based innovation and entrepreneurship*. IPTS Technical Report Series, European Commission, Brussels.
- Lloyd, S. & Härtel, C. (2010). [electronic version] *Intercultural Competencies for Culturally Diverse Work Teams*. *Journal of Managerial Psychology*, Vol. 25 (8), PP 845–875.
- Luoastarinen, R. & Gabrielson, M. (2004). [electronic version] *Finnish Perspectives of International Entrepreneurship*. *Handbook of Research on International Entrepreneurship*. PP383-403. doi: 10.4337/9781845420512.00031
- 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).
- Martin, S., L., Javalgi, R., G. & Cavusgil, E. (2014). [electronic version] *Understanding Ambidextrous Innovation and the Performance of Born Global Firms*. 2016 Summer AMA Proceedings.
- Mathews, J. (2006). [electronic version] *Dragon multinationals: New players in 21st century globalization*. *Asia Pacific Journal of Management*, Vol. 23, PP 5–27.
- McAuley, A (1999). [electronic version] *Entrepreneurial exporters in the Scottish arts and craft sector*. *Journal of International Marketing*. Vol. 7 (4), PP 67-83

Final assignment: Dissertation Proposal

“Born Global firms – is Cross-Cultural Management key to long-lasting successes?”

- McDougall, 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.
- Nordman, E. R., & Melen, S. (2008). [electronic version] *The impact of different kinds of knowledge for the internationalization process of born globals in the biotech business*. Journal of World Business, Vol. 43 (2), PP 171–185.
- Oviatt, B., M. and McDougall, P. P. (1994). [electronic version] *Toward a theory of international new ventures*. Journal of International Business Studies. Vol 25 (1), PP 45-64.
- Rennie, M. (1993). [electronic version] *Global competitiveness: born global*. The McKinsey Quarterly, Vol 4 (2), PP 45–52.
- 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. Número 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 novembre 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.
-