

# International New Venture Strategies in Times of Crisis

## Empirical Evidence from Service Industries

Mario Glowik<sup>a</sup> and Sławomir Smyczek<sup>b</sup>

<sup>a</sup>Department of International Management, University of Economics, 40-226 Katowice, Poland, [mario.glowik@ue.katowice.pl](mailto:mario.glowik@ue.katowice.pl)

<sup>a</sup>Department of Marketing, Technical University of Applied Sciences, 15745 Wildau, Brandenburg, Germany, [mario.glowik@th-wildau.de](mailto:mario.glowik@th-wildau.de)

<sup>b</sup>Department of Consumption Research, University of Economics, 40-287 Katowice, Poland, [slawomir.smyczek@ae.katowice.de](mailto:slawomir.smyczek@ae.katowice.de)

### Abstract

The emergence of knowledge and service industries has led to the phenomenon of rapid internationalization of small- and medium-sized firms (Young et al., 2003; Zahra, 2005). The changing pattern of internationalization, especially of young firms, has been discussed in the literature within the framework of 'international new venture' (INV) terminology (Chetty & Blankenburg Holm, 2000; Jones & Coviello, 2005). INV theories claim that rapid internationalization of the firm is initiated by a new and unique business idea. INVs maintain a range of network relationships developed by the entrepreneur, which allow them to compensate for resource disadvantages. While the INV phenomenon is discussed in recent years in light of promising globalized trade patterns and developing technologies (Autio, 2005), little research has investigated how INV firms operate their businesses in times of worldwide economic difficulties. This paper overcomes the current research limitations and presents research results concerning the strategies of five firms operating in the service industry.

**Key Words:** International new ventures, service industries, economic crisis

### Introduction

International new venture (INV) concepts have stimulated the interest of various scholars from different scientific backgrounds around the world (e.g., Gabrielsson & Gabrielsson, 2011; Hashai & Almor, 2004). Research from such diversified fields as business, management, organization, and social studies attempted to complement the new concepts of internationalization. The complex and dynamic nature of the INV approach reflects the current environments of liberalized worldwide markets. In contrast to traditional internationalization theories (Johanson & Vahlne, 1977), INV concepts claim that internationalization is initiated very soon after the firm's founding. The firm is established with a new and unique business idea, difficult for others to imitate; and internationalization is often fostered by the firm's founding

and/or operating entrepreneur (McDougall & Oviatt, 2003; Zuchella & Scabini, 2007). Entrepreneurs, because of their global vision, are described as proactive, innovative, and often risk-seeking people who drive their firm towards international business operations (Lopez et al., 2009). The phenomenon of INV has been widely discussed in the literature against the background of improved globalized trade patterns (McGrath, 2002; Rialp-Criado et al., 2002; Samiee, 2006), while INV business strategies during challenging economic times have not yet been studied to a sufficient extent. Furthermore, Rialp-Criado et al. (2002) claim that the research on INV issues usually focuses on the high technology sector, and research findings do not deal with other fields, such as traditional industries or the service sector. This paper attempts to fill these research gaps. Using a multiple case study approach, the major research aim is to analyze how INVs in the service sector operate their international business in times of worldwide economic crisis.

### **Literature review**

Despite numerous contributions to the literature in recent decades, the term INV is still lacking a precise definition; existing definitions are tautological (Lopez et al., 2009). Considering a few representative authors, Rialp-Criado et al. (2002) use a variety of names, such as INV, born global, and instant international. These terms deal with the same phenomenon and increase the confusion and complexity of the concept. Another drawback is variation in the definitions regarding the time span between the establishment of an INV and its first international sales. Also varying is how much the foreign sales should be contributing to the total sales. Knight and Cavuşgil (1996) define born global firms as firms that reach an export sales level of at least 25 percent within the first three years. However, Oviatt and McDougall (1997) define a period of six years as a standard time span, whereas Rennie (1993) claims a period of only two years with 75 percent of revenues coming from exports. When it comes to smaller global firms, the OECD 1997 report, contends that a 'fully globalized small- and medium-sized enterprise (SME)' sources the majority of its inputs from abroad, trades a large majority of its outputs across borders, has multiple establishments in all major international regions, and markets its products in all major international regions (Dimitratos et al., 2011).

In this paper, an INV is defined as a firm that starts its international business within three years of establishment, maintains contractual business relations (e.g., export, license, factoring) with foreign partners located in at least three countries, and achieves foreign sales of more than 25 percent of the total INV sales volume within the first three years after the firm's foundation. Multiple establishments in all major regions (which is part of the OECD definition of an INV) is not appropriate because, from our perspective, this instead serves as one of the criteria that defines a multinational company (MNC) rather than an INV. An INV, particularly at the beginning stage of its business, is confronted with resource drawbacks; thus it typically does not have the necessary resources to make foreign direct investments around the world. From here, the theoretical INV discussion is expanded to include the resource based view (RBV) and the international network approach (INA). The INV discussions in the 1990s had their theoretical origin both in the RBV and the INA (Axelsson & Easton, 1992). The RBV claims that competitive advantages are particularly derived from the firm's 'inner resources', i.e., financial, managerial, organizational, technological, and so on (Penrose, 1995; Wernerfelt, 1984). According to Barney (1991), a firm's resources should be valuable, rare, and difficult for competitors to imitate in order to gain a sustained competitive advantage. Here we find the

connection between the RBV and the INV model. According to Oviatt and McDougall (1994; 2005) an INV usually has fewer conventional resource assets. A unique idea, on the other hand, compensates for this disadvantage. This goes hand in hand with proactive opportunity seeking of the firms' founding entrepreneur for this unique idea (Mathews & Zander, 2007). The INV's entrepreneur actively develops the process from idea generation to the implementation of concrete business concepts in the global markets. Knowledge intensive, difficult to codify, and, therefore, valuable resources remain rare, directly by means of protections, such as patents and license agreements, and indirectly through the development of personal relationships in industry networks. In comparison to mature organizations, INVs focus on less costly (hierarchical) governance mechanisms (Kogut & Zander, 1993). The non-hierarchical, rather personal atmosphere supports the development of relationships within networks of foreign firms, which provide foreign location advantages.

To further elaborate on the theoretical connections of the INV, the RBV is associated with the INA, which holds that a firm acquires competitive advantage not simply as a function of its industrial location, such as its position in the value chain within a certain industry, but also from its relationship to other firms since all of them are embedded in an industry cluster (Johanson & Mattsson, 1992; Johanson & Vahlne, 2011). Successful INVs have the capability to absorb and integrate valuable external resources, such as knowledge about foreign markets, through relationships (Fahy, 2002; Mathews, 2002). Because of a lack of previous or fixed routines in entering foreign markets, INVs combine their own resource disadvantages with the potential of other partners through network relationship activities (Sharma & Blomstermo, 2003). In light of the discussion above, we expect that knowledge-based resources fostered by an entrepreneur embedded in networks provide valuable assets for an INV, not only in general, but particularly in times of economic crisis.

### **Procedures for data collection**

Birkinshaw et al. (2011) recommended that qualitative research follow a four step approach that contains decisions regarding (1) the research topic, which should be new or under-researched; (2) research methodology; (3) data and transparency of methods; and (4) a theory that properly serves the research aim.

#### **(1) Research topic**

We believe that the INV topic is discussed in the literature mainly in light of positive outcomes of worldwide liberalized trade and capital patterns (Dimitratos et al., 2011; Zahra, 2005). The INV literature lacks a discussion against the background of difficult economic times; this paper aims to explore and describe insights regarding INV strategies in times of crisis.

#### **(2) Methodology**

Because little research has been done on this topic, survey variables that deliver statistically robust indices are not adequately available at present (Creswell, 2009; Mahoney & Goertz, 2006). The exploratory character of the research suggests a multiple in-depth case study method, which provides more representative evidence than a case study of a single firm (Eisenhardt, 1989; Eisenhardt & Graebner, 2007). In the research, the 'pattern matching' and 'replication logic' methodology is utilized in order to systematize major research outcomes that help to

explain how the INV firms selected for this research develop their strategies in the service industry in times of worldwide economic crisis (Piekkari et al., 2009; Yin, 2009).

### **(3) Data and transparency of methods**

The data sourcing process for multiple firm case studies follows the principles of criterion sampling. Criterion sampling involves the selection of cases that meet a set of a priori criteria important to the research (Dimitratos et al., 2011). In this project, the investigated firms had to (1) operate in the service industry, (2) have started their international business within three years after inception, (3) maintain contractual business relations with foreign partners located in at least three countries, and (4) have recorded a foreign business ratio of a minimum of 25 percent of the total business volume. Service includes those industries and companies typically classified within the service sector, whose core product is a service. Firms are considered to be pure service companies when doing business, for example, in industries such as trading, education, product design, and engineering (Wilson et al., 2008).

In 2010, contact details for service firms that indicated interest in participating in the study were provided by the local chambers of commerce in Berlin and Brandenburg, Germany. In the second step, 143 firms were contacted and 101 expressed interest in the project. Finally, only twenty firms met the INV criteria for this research. Among them, fifteen firms operate in manufacturing industries. Five firms doing international business in the service sector remained and were selected for the case study. The sample of five firms located in the Berlin-Brandenburg region in Germany seems relatively small but reasonable considering the selection standards (e.g., the firm is engaged in service business and internationalized within three years) and the fact that the research topic (INV strategies in times of crisis) is relatively new and under researched so far. Eisenhardt (1989) recommended at least four cases for multiple case study research. Thus the sample meets that recommendation.

First, secondary material such as each company's history, business fields, and so on were collected and evaluated. In the second step, personal interviews with representatives of each firm were prepared and face-to-face meetings were scheduled. We designed semi-structured interviews that would allow time for storytelling by interviewees, as well as responses to specific questions, for example concerning the outcomes of the worldwide financial and economic crisis (Gerring, 2007). Interviewee answers on closed questions are recorded in a seven-point, Likert-type scale ranging from -3 (e.g., financial crisis has absolutely no impact on our business) to +3 (e.g., economic crisis has a very strong impact on our business) (Peterson, 2004). To obtain the most representative picture, we interviewed 'rank-and-file' employees, such as marketing and operating sales staff in the organization, and not just the founding entrepreneurs and executive managers (De Geer et al., 2004). All-in-all, nine interviews in five firms operating in the service sector were conducted during the first half of 2011. In four firms, two interviewees each were consulted. In one firm, due to its very small company size, one interview was procured with the founding entrepreneur who simultaneously represents the operating, marketing and sales management. Each of the nine face-to-face interviews lasted between one and one and a half hour.

### **(4) Theory and research aim**

Replication logic procedures assume a fundamental theoretical framework for research (Yin, 2009). The RBV and the INA are selected for this study since we believe they serve well as a theoretical framework for approaching the research target. The major research aim of this paper

is to describe valuable resource assets, and in connection with these resources, the importance of the industry network relationships of INVs in the context of a worldwide economic crisis. Moreover, the paper targets to identify INV strategies in times of economic crisis.

## Discussion

In order to utilize replication logic in multiple case studies, each case must be carefully selected so that it either (a) predicts similar results or (b) predicts contrasting results for reasons that can be anticipated (Yin, 2009). In this study, only INV firms are investigated that are engaged in the service industry and are located in the Berlin-Brandenburg region in Germany. Moreover, in order to secure the most applicable replication logic standards, only firms that fall into the category of small- and medium-sized companies, according to the selection criteria ‘number of employees’ and ‘turnover’, are considered for this research (European Commission, 2006). Thus, according to Yin (2009), this study is designed to predict similar results. Table 1 displays an overview of the firms selected for the study.

**Table 1. Classification of firms selected for multiple case study**

Firm case	Service industry	Turnover in € million (2010)	Employees (2010)	International business start	Foreign markets
A	Trading	< 2	< 10	1 ≤ 3 years	3
B	Training	2 ≤ 10	10-50	< 1 year	100
C	Product Design	2 ≤ 10	10-50	< 1 year	26
D	Engineering	10 ≤ 50	51-250	<1 year	15
E	Engineering	< 2	< 10	< 1 year	12

The sample indicates that four out of five firms started their international business within one year, and one firm within three years after the firm’s foundation. The entire sample has its origin in the service industry; two firms are engaged in engineering, one firm provides training and coaching service, one is a trading firm, and one provides product design service. According to the sample median, fifteen foreign markets are served.

Research outcomes indicate that, in general, the economic crisis has only a moderate impact on the international business of the five INV firms studied. Nevertheless, the standard deviation is relatively large, which provides evidence that firm interviewees evaluate the impact of the financial crisis on their firm’s international business quite differently (median 5.00, SD 1.517). A more homogeneous view concerns the entrepreneur’s role in driving the international business. The sample outcomes indicate that the founding entrepreneur, her/his global vision, and her/his international experience play a very important role in times of crisis (median 6.00/

SD 0.548). Our research results verify previous studies that highlight the proactive behavior of the leading entrepreneur who promotes international business (Young et al., 2003; Zahra et al., 2005). Table 2 provides the summary of research outcomes concerning the impact of the financial crisis on the firm's business, the role of the entrepreneur, and the evaluation of strategy performance.

**Table 2. Impact of economic crisis, the influence of founding entrepreneur, and strategy performance**

Interview Question (n=5 cases)	Sample Median *	SD**	Min	Max
What is the impact of the economic crisis on the firm's international business?	5.00	1.517	2	6
Does the founding entrepreneur drive the firm's international business?	6.00	0.548	6	7
How do you evaluate the performance of the firm's international strategies in times of crisis?	5.00	0.894	5	7

\* Based on an ordinal, seven-point Likert-scale; \*\* SD=Standard deviation

We call 'impact of economic crisis' as subject A, 'role of founding entrepreneur' as subject B, and 'performance of international strategies' as subject C. In a next step, the sample medians above, concerning subject A, B, and C, are verified in light of interviewee responses.

Concerning subject A, interview questions designed in an 'open style' delivered, among others, the following comments.

**[Sales Manager, Firm B]**

*The impact of the economic crisis is rather positive for us, so far, because many firms need to save costs. So they try to increase their efficiency, for example in product development. Here we take advantage of our services through our specific software development expertise. I think the time factor (time to market response) becomes more and more important for each firm.*

**[Sales Manager, Firm A]**

*Cost pressures lead to declining margins. As a specialized trading company, we have some valuable information in order to procure materials for our customers at reasonable costs, time, and quality. Our customers appreciate this knowledge, especially in turbulent times.*

In contrast to the experience of several large multinationals, the economic crisis seems to provide more opportunities than risks for innovative and small-sized INVs according to the sample.

Regarding the role of the founding entrepreneur (subject B) as a driving force in international business in challenging times, interviewees responded as follows.

**[Engineer, Firm D]**

*Our CEO has extensive international experience, and he is very active internationally. I think we benefit enormously from his accelerating internationalization activities. In particular, we see the ongoing exchange of research know-how with our partners as very beneficial to us.*

**[Product Designer, Firm C]**

*Our founder is actively engaged in foreign business. Trustworthy partners who are integrated into their own strong networks are very important for our business success, particularly in times of crisis.*

**[Founding Entrepreneur, Firm E]**

*The key to being able to survive in difficult times is trustworthy and reliable partners.*

These comments reflect the crucial need for a proactive, opportunity-seeking entrepreneur to lead the young firm. The proactive entrepreneur drives the firm to seek upcoming opportunities instead of traditional business concepts, regardless of whether the firm operates in promising or difficult economic times. The entrepreneur's international experience combined with highly specialized industry expertise and stable relationships with trustworthy partners provide favorable resource assets for the INV.

Concerning INV strategies in times of crisis (subject C) the interviewees reviewed their firm's international strategy performance as quoted below.

**[Sales Staff, Firm B]**

*In order to save time, our customers increasingly transfer product development activities to us because they know we are experts in that specific niche.*

**[Sales Manager, Firm A]**

*It is not desirable to serve too many markets at once. It is better to concentrate on a few, but promising, countries. It is more important to focus on a particular market niche in order not to lose track. Under these circumstances, we can maintain much better personal relationships, which are very important in times of crisis.*

**[Founding Entrepreneur, Firm D]**

*Our company, since its founding, has had an international focus. Our specific test equipment is very expensive. Customers use our services because they rely on our highly specialized industry expertise. They also save the cost of test instruments, which is a strong argument for our customers because they need to procure such tests only every few years.*

Key ideas from the interviewees above emphasize the importance of industry expertise and highly specialized know-how, which provides faster market response and efficient cost structures for their customers. Consequently, successful INVs concentrate on niche markets and their differentiation strategies are built on specific engineering and market research knowledge which is valuable, rare and difficult to imitate for others in the global markets (Barney, 1991). Niche markets provide better prerequisites for higher efficiency because of customer word-of-mouth communication than resource intensive marketing strategies in mass markets. Network relationships obviously can be better fostered in relatively small market niches than in complex mass markets with highly standardized products. Service driven, sophisticated industry expertise in niche markets with narrowly knit relationship patterns provides effective protection mechanisms against economic downturns.

### **Academic and managerial implications**

As explained in the 'data and transparency of methods' section above, out of 143 firms which we have contacted, only five service firms doing international business met the INV criteria as defined for this study. In general, we can state that these five firms, which participated in this research project, evaluate the current economic crisis rather as an opportunity than as a risk for their business. Within the course of study we obviously selected successful INVs which was not our intention and not defined as a sampling criterion. Thus, our research outcomes

deliver evidence concerning successful service industry performers doing international business but does not provide information about less successful INV service firms.

Considering this bias, the outcomes of multiple-case research provide implications for both academic literature on INVs and pragmatic business executives. First, our study of successful INV firms doing business in the service industry indicates the crucial role of an opportunity-seeking entrepreneur with international experience who fosters and maintains international network relationships (Dimitratos et al., 2011). Second, the study contributes to the network concept, which emphasizes the value of trustworthy relationships, particularly in niche markets, in order to gain competitive advantage (Sharma & Blomstermo, 2003). Interviewees emphasized that intense dyadic relationship engagements provide stable and reliable sales channels, which are of vital importance for competitive survival, in challenging economic times. Highly specified services are based on intensive market research in order to explore promising market niches. Profound market knowledge, ideally combined with outstanding technological industry expertise, provides valuable resource assets for an INV. Therefore, the implementation of differentiation strategies (Porter, 2004) in selected niche markets, rather than serving mass markets is of vital importance for INVs. Differentiation is developed mainly through access to specific knowledge (e.g., development of highly specified technological expertise). Niche markets provide better prerequisites for customer mouth-to-mouth communication than volume markets which allow less financial resource allocation for advertisement.

As a result of our research outcomes we claim that an economic crisis should be seen as an opportunity for young and innovative firms because entrenched market structures, often controlled by market incumbents, tend to change in turbulent times. In difficult economic times, firms seek to increase their efficiency, particularly through outsourcing product tests, procurement activities, product engineering, and product design developments, as well as by educating their employees. This provides various opportunities for new and promising service business fields to be filled by young, flexible, and innovative firms, which serve as specialists in their niche markets.

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<sup>a</sup>Department of International Management, University of Economics, 40-226 Katowice, Poland, [mario.glowik@ue.katowice.pl](mailto:mario.glowik@ue.katowice.pl)

<sup>a</sup>Department of Marketing, Technical University of Applied Sciences, 15745 Wildau, Brandenburg, Germany, [mario.glowik@th-wildau.de](mailto:mario.glowik@th-wildau.de)

<sup>b</sup>Department of Consumption Research, University of Economics, 40-287 Katowice, Poland, [slawomir.smyczek@ae.katowice.de](mailto:slawomir.smyczek@ae.katowice.de)

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French version\*

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# Stratégies des nouvelles entreprises internationales en temps de crise: Données empiriques provenant des industries de service

Mario Glowik<sup>a</sup> and Sławomir Smyczek<sup>b</sup>

<sup>a</sup>Department of International Management, [mario.glowik@ue.katowice.pl](mailto:mario.glowik@ue.katowice.pl)

<sup>b</sup>Department of Consumption Research, [slawomir.smyczek@ae.katowice.de](mailto:slawomir.smyczek@ae.katowice.de)  
University of Economics, 40-287 Katowice, Poland,

<sup>a</sup>Department of Marketing, Technical University of Applied Sciences, 15745 Wildau, Brandenburg, Germany, [mario.glowik@th-wildau.de](mailto:mario.glowik@th-wildau.de)

## Résumé

L'émergence des industries du savoir et de service a conduit au phénomène d'une internationalisation rapide des petites et moyennes entreprises dans ce secteur (Young et al, 2003; Zahra, 2005). Le changement du modèle d'internationalisation, en particulier des jeunes entreprises, a été discuté dans la littérature, dans le cadre de la terminologie « nouvelle entreprise internationale » (Chetty & Blankenburg Holm, 2000; Jones et Coviello, 2005). Ces théories avancent que l'internationalisation rapide des entreprises est initiée par une idée nouvelle et unique. Les « nouvelles entreprises internationales » maintiennent un ensemble de relations de réseau, qui sont développées par l'entrepreneur, ce qui leur permet de compenser les désavantages de ressources. Bien que le phénomène des « nouvelles entreprises internationales » ait été discuté ces dernières années, notamment à la lumière de la structure d'échanges commerciaux mondialisés et du développement de technologies nouvelles (Autio, 2005), peu de recherches ont étudié la façon dont les « nouvelles entreprises internationales » exercent leurs activités en période de difficultés économiques mondiales. Cette contribution permet de dépasser les limites des recherches actuelles et présente les résultats d'une recherche sur les stratégies de cinq entreprises opérant dans le secteur des services.

**Mots-clés:** les nouvelles entreprises internationales, industries de service, crise économique

\* Translated by: Johannes Schaaper, Senior professor in International Management, BEM Bordeaux Management School

German version\*

International New Venture Strategies in Times of Crisis: Empirical Evidence from  
Service Industries

# Internationale New Venture-Strategien in Krisenzeiten – Eine empirische Untersuchung für die Serviceindustrie

Mario Glowik<sup>a</sup> and Sławomir Smyczek<sup>b</sup>

<sup>a</sup>Department of International Management, [mario.glowik@ue.katowice.pl](mailto:mario.glowik@ue.katowice.pl)

<sup>b</sup>Department of Consumption Research, [slawomir.smyczek@ae.katowice.de](mailto:slawomir.smyczek@ae.katowice.de)  
University of Economics, 40-287 Katowice, Poland,

<sup>a</sup>Department of Marketing, Technical University of Applied Sciences, 15745 Wildau,  
Brandenburg, Germany, [mario.glowik@th-wildau.de](mailto:mario.glowik@th-wildau.de)

## Zusammenfassung

Das Aufkommen der Wissens- und Serviceindustrie hat zu dem Phänomen geführt, dass KMU vermehrt zügig internationalisieren (Young et al. 2003, Zahra, 2005). Die unterschiedlichen Muster der Internationalisierung, insbesondere bei jungen Unternehmen, werden in der Literatur im Rahmenwerk der „International new ventures“-Terminologie (INV) diskutiert (Chetty&Blankenburg Holm, 2000; Jones &Coviello, 2005). INV-Theorien zeigen, dass die Internationalisierung von Unternehmen häufig durch eine neue und innovative Geschäftsidee initiiert werden. INV agieren in unterschiedlichen Netzwerken, die durch den Gründer bzw. Inhaber aufgebaut wurden und kompensieren eventuelle Ressourcennachteile. Während das INW-Phänomen in den vergangenen Jahren vor dem Hintergrund aussichtsreicher Ansatzoptionen und entwickelter Technologien betrachtet wurde (Autio, 2005), haben nur wenige Studien das Verhalten von INVs in wirtschaftlichen Krisenzeiten untersucht. Die vorliegende Untersuchung erweitert die Limitierungen bestehender Studien und stellt Ergebnisse vor, die die Strategie von fünf Unternehmen aus der Serviceindustrie repräsentieren.

**Keywords:** Internationale New Ventures, Serviceindustrie, Wirtschaftskrise

\*. Translated by: Prof. Dr. Marc Eulerich, University Duisburg-Essen, Chair for Internal auditing and Corporate Governance, [marc.eulerich@uni-due.de](mailto:marc.eulerich@uni-due.de)

Spanish version\*  
International New Venture Strategies in Times of Crisis: Empirical Evidence from  
Service Industries

# **Estrategias de las Nuevas Empresas Internacionales en Tiempos de Crisis Evidencia Empírica Del Sector Servicios**

Mario Glowik<sup>a</sup> and Sławomir Smyczek<sup>b</sup>

<sup>a</sup>Department of International Management, [mario.glowik@ue.katowice.pl](mailto:mario.glowik@ue.katowice.pl)

<sup>b</sup>Department of Consumption Research, [slawomir.smyczek@ae.katowice.de](mailto:slawomir.smyczek@ae.katowice.de)  
University of Economics, 40-287 Katowice, Poland,

<sup>a</sup>Department of Marketing, Technical University of Applied Sciences, 15745 Wildau,  
Brandenburg, Germany, [mario.glowik@th-wildau.de](mailto:mario.glowik@th-wildau.de)

## **Resumen**

El surgimiento de las industrias del conocimiento y de servicios ha dado lugar al fenómeno de la rápida internacionalización de pequeñas y medianas empresas (Young et al., 2003; Zahra, 2005).

El cambio en el patrón de internacionalización, especialmente de empresas jóvenes, se ha discutido en la literatura en el marco de las ‘Nuevas Empresas Internacionales’ (international new venture o INV) (Chetty & Blankenburg Holm, 2000; Jones & Coviello, 2005).

Las teorías INV propugnan que la rápida internacionalización de la empresa se inicia con una idea de negocio nueva y única. Las nuevas empresas internacionales mantienen una red de relaciones desarrolladas por el emprendedor que les permiten compensar sus desventajas de recursos. Si bien el fenómeno de las nuevas empresas internacionales ha sido discutido en los últimos años a la luz de prometedores modelos de comercio globalizado y tecnologías en desarrollo (Autio, 2005), pocos estudios han investigado cómo las nuevas empresas internacionales operan sus negociaciones en tiempos de dificultades económicas mundiales.

Este trabajo supera las actuales limitaciones de investigación en este terreno y presenta resultados sobre las estrategias de cinco empresas que operan en la industria de servicios

**Palabras Clave:** Nuevas Empresas Internacionales, Sector Servicios, Crisis Económica

\*. Translated by: María Avello. Universidad Complutense de Madrid. [mavello@emp.ucm.es](mailto:mavello@emp.ucm.es)

Arabic version\*

International New Venture Strategies in Times of Crisis: Empirical Evidence from Service Industries

## الاستراتيجيات الدولية للمشاريع الجديدة في أوقات الأزمات أدلة تجريبية من قطاع الخدمات

Mario Glowik<sup>a</sup> and Sławomir Smyczek<sup>b</sup>

<sup>a</sup>Department of International Management, [mario.glowik@ue.katowice.pl](mailto:mario.glowik@ue.katowice.pl)

<sup>b</sup>Department of Consumption Research, [slawomir.smyczek@ae.katowice.de](mailto:slawomir.smyczek@ae.katowice.de)  
University of Economics, 40-287 Katowice, Poland,

<sup>a</sup>Department of Marketing, Technical University of Applied Sciences, 15745 Wildau,  
Brandenburg, Germany, [mario.glowik@th-wildau.de](mailto:mario.glowik@th-wildau.de)

### ملخص

أدى استحداث قطاع المعرفة والخدمات الى سعي الشركات الصغيرة و المتوسطة الى الدولية. ( Young et al., 2003 Zahra, 2005) التغيير في الأنماط الدولية خصوصا للشركات الصغيرة, نوقش في الأدب المتعلق ب " المشاريع الدولية الحديثة" (INV) (Chetty & Blankenburg Holm, 2000; Jones & Coviello, 2005). حسب نظريات المشاريع الدولية , تقوم الشركات على مبدأ الأعمال الجديدة و الفريدة من نوعها. تتنح المشاريع الدولية الحديثة المحافظة على شبكات العلاقات المقامة بين الريادين, التي تمكنهم من تعويض السلبيات المتعلقة بالموارد. بالرغم من مناقشة و دراسة ظاهرة المشاريع الدولية الحديثة في السنوات الأخيرة على ضوء أنماط التجارة العالمية و تطوير التكنولوجيا. (Autio, 2005). هناك القليل من الأبحاث ناقشت كيفية ادارة و تشغيل المشاريع الدولية الحديثة في الأوقات الاقتصادية الصعبة.

تسعى هذه الدراسة الى تجاوز محددات الأبحاث الاخرى و عرض النتائج البحثية المتعلقة باستراتيجيات الشركات الخمسة العاملة في قطاع الخدمات.

**الكلمات الدالة:** المشاريع الدولية الحديثة، الصناعات الخدمية، الأزمات الاقتصادية.

\* Translated by: Zu'bi M.F.Al-Zu'bi, Ph.D, FHEA, University of Jordan, [z.alzubi@ju.edu.jo](mailto:z.alzubi@ju.edu.jo)

Italian version\*

International New Venture Strategies in Times of Crisis: Empirical Evidence from  
Service Industries

# Strategie di imprese emergenti come Nuova Imprenditoria internazionale in tempi di crisi. Dati e informazioni empiriche dall'industria dei servizi

Mario Glowik<sup>a</sup> and Sławomir Smyczek<sup>b</sup>

<sup>a</sup>Department of International Management, [mario.glowik@ue.katowice.pl](mailto:mario.glowik@ue.katowice.pl)

<sup>b</sup>Department of Consumption Research, [slawomir.smyczek@ae.katowice.de](mailto:slawomir.smyczek@ae.katowice.de)  
University of Economics, 40-287 Katowice, Poland,

<sup>a</sup>Department of Marketing, Technical University of Applied Sciences, 15745 Wildau,  
Brandenburg, Germany, [mario.glowik@th-wildau.de](mailto:mario.glowik@th-wildau.de)

## Abstract

L'emergere di un'industria del sapere e dei servizi ha sviluppato il fenomeno della rapida internazionalizzazione di piccole e medie aziende (Young et al., 2003; Zahra, 2005). Uno nuovo schema di internazionalizzazione, specialmente per giovani imprese, è stato discusso nella letteratura di settore nel contesto della nuova imprenditoria internazionale con la terminologia INV (Chetty&Blankenburg Holm, 2000; Jones &Coviello, 2005). Le teorie dell'INV affermano che la rapida internazionalizzazione di imprese ha generato nuove idee imprenditoriali. INV hanno un network di relazioni dell'imprenditore che compensa lo svantaggio nella disponibilità di risorse. Nel mentre che il fenomeno INV è stato discusso nel corso degli ultimi anni alla luce di trend positivi di globalizzazione e di sviluppo di tecnologie (Autio, 2005), è stata fatta poca ricerca su come agiscano le imprese INV in periodi crisi economica globale. Questo studio va oltre le attuali limitazioni della ricerca sul tema e presenta le strategie di cinque imprese che operano nel settore dei servizi.

**Keywords:** Nuova Imprenditoria Internazionale, industria dei servizi, crisi economica

\*. Translated by: Riccardo Paterni, co-founder Synergy Pathways, [riccardo@synergypathways.net](mailto:riccardo@synergypathways.net)

Chinese version\*

International New Venture Strategies in Times of Crisis: Empirical Evidence from Service Industries

危机时期的国际新创企业战略：服务业的实证证据

Mario Glowik<sup>a</sup> and Sławomir Smyczek<sup>b</sup>

<sup>a</sup>Department of International Management, [mario.glowik@ue.katowice.pl](mailto:mario.glowik@ue.katowice.pl)

<sup>b</sup>Department of Consumption Research, [slawomir.smyczek@ae.katowice.de](mailto:slawomir.smyczek@ae.katowice.de)

University of Economics, 40-287 Katowice, Poland,

<sup>a</sup>Department of Marketing, Technical University of Applied Sciences, 15745 Wildau, Brandenburg, Germany, [mario.glowik@th-wildau.de](mailto:mario.glowik@th-wildau.de)

摘 要

知识与服务行业的逐步发展使中小企业迅速走向国际化(Young et al., 2003; Zahra, 2005)。属于“国际新创企业(INV)”研究框架下的文献探讨了国际化之中的国际化模式，尤其是年创企业的国际化模式(Chetty & Blankenburg Holm, 2000; Jones & Coviello, 2005)。有关国际新创企业的理论指出，新颖而独特的商业理念会促使企业快速国际化。国际新创企业会维系创业者开发的一系列关系网，这能弥补它们在资源上的劣势。近年来，有学者从前景广阔的全球化贸易模式和技术开发的视角对国际新创企业进行了讨论(Autio, 2005)，然而，几乎没有研究关注国际新创企业如何在全球经济困境中运营。本文报告了关于五家服务业企业战略的研究结果，克服了已有研究的局限。

**关键词：**国际新创企业；服务业；经济危机

\*. Translated by: Jian-Min Sun & Wei Si, Renmin University of China, [chinajms@126.com](mailto:chinajms@126.com)

# Strategie International New Venture w okresie krysu. Wyniki badań w sektorze usług

Mario Glowik <sup>a</sup> and Sławomir Smyczek <sup>b</sup>

<sup>a</sup> Department of International Management, University of Economics in Katowice, Poland,  
[mario.glowik@ue.katowice.pl](mailto:mario.glowik@ue.katowice.pl)

<sup>a</sup> Department of Marketing, Technical University of Applied Sciences, 15745 Wildau,  
Brandenburg, Germany, [mario.glowik@th-wildau.de](mailto:mario.glowik@th-wildau.de)

<sup>b</sup> Department of Consumption Research, University of Economics,  
40-287 Katowice, Poland, [slawomir.smyczek@ae.katowice.de](mailto:slawomir.smyczek@ae.katowice.de)

## Abstrakt

Połączenie wiedzy i sektora usług doprowadziło do szybkiej internacjonalizacji małych i średnich przedsiębiorstw (Young et al, 2003; Zahra, 2005). Zmiana sposobów internacjonalizacji, zwłaszcza firm krótko działających na rynku, prezentowane są w literaturze przedmiotu w ramach "International new ventures" (INV) (Chetty & Blankenburg Holm, 2000; Jones & Coviello, 2005). W teorii INV twierdzi się, że szybkie umiędzynarodowienie firmy jest inicjowane przez nowy i niepowtarzalny pomysł na biznes. W INV zakłada się, że szerokie relacje sieciowe stworzone przez przedsiębiorstwa pozwalają im zrekompensować braki w zasobach. Obecnie zjawisko INV jest szeroko prezentowane w literaturze, w szczególności z zakresu globalizacji handlu i rozwoju technologii (Autio, 2005). Jednak niewiele miejsca poświęca się problemowi jak firmy INV prowadzą swoją działalność w czasach globalnego kryzysu gospodarczego. Opracowanie to przedstawia wyniki badań bezpośrednich dotyczących strategii umiędzynarodowienia pięciu firm działających w sektorze usług.

**Słowa kluczowe:** International new ventures, sektor usług, kryzys gospodarczy

\*. Translated by: Sławomir Smyczek, University of Economics in Katowice, [slawomir.smyczek@ue.katowice.pl](mailto:slawomir.smyczek@ue.katowice.pl)