

PEER REVIEWED - PREPRINT

Full published article can be found here: <https://doi.org/10.1080/15475778.2019.1634406>

Author(s):

Dr. Marcus Goncalves (corresponding)
Professor of International Business,
Management
Nichols College
marcus.goncalves@nichols.edu

Dr. Erika Cornelius Smith
Assistant Professor of Political Science,
International Business
Nichols College
erika.smith@nichols.edu

Mailing Address:

International Business Program
Nichols College
124 Center Road
Dudley, MA 01571

Office phone: 508-213-2429

Fax: 508-213-2490

Title: Lusophone-African SME Internationalization: A Case for Born Global and International Joint Ventures

Abstract:

This study investigates the internationalization strategies of Lusophone Africa multi-national enterprises (MNEs) from Angola and Mozambique, more specifically their entry mode. Information was gathered through a survey of 29 MNE's upper management respondents and subsequent face-to-face semi-structured interviews with 24 of them in their countries. The results suggest that most MNEs opted for equity-based investment strategies, mainly joint venture and mergers and acquisitions (M&A) as their preferred mode of entry when internationalizing. A significant group of them opted for e-commerce/e-business strategies, and direct and indirect exports. A smaller portion of the interviewees chose Greenfield investment as a mode of entry. Many of these MNEs could be classified as born global/international new venture (INV). Finally, this study presents a conceptual framework for use in studying the entry mode choice of enterprises from Lusophone Africa frontier markets and presents research propositions for better understanding the determinants of entry mode strategies of enterprise from Angola and Mozambique.

Keywords: internationalization, multi-national enterprises, joint ventures, born global, Africa

Introduction

In broad terms, internationalization is at the core of globalization, which in turn refers to the increasing interdependence and integration of economies, markets, nations, and cultures.

Definitions of, objections to, and perspectives on internationalization modes span many fields. In many cases, it is not easy to identify whether specific problems arise because of internationalization processes, or if internationalization of enterprises merely exacerbates them. It is difficult to measure, a fact that contributes to the full range of interpretations that is given to it (O'Sullivan 2015). In the context of frontier markets is particularly difficult, as one tries to account for its mode and process, and the causality of economic, political, and cultural effects (O'Rourke and Williamson 2002).

Extending international business studies to the Lusophone African context will improve international business theories and allow for more contextualized explanations, thereby improving the ability for scholars to theorize in international business studies (Meyer and Peng 2005; Welch, Piekkari, Plakoyiannaki and Paavilainen-Möntymäki 2011). Technological advancements, declining trade barriers, and other factors are driving an increasingly integrated global economy and this rapid globalization is enabling small and medium enterprises (SMEs) to become international in a quick, yet effective, manner. In this context, it is important to better understand the internationalization process of the African frontier markets SMEs with a focus on their mode of entry and whether existing internationalization theories can explain it. A review of prior scholarship on internationalization within the field of international business indicates that African frontier market multinational enterprises (MNEs) internationalization strategies may differ from current established theories and if so, have the potential to become a new type of internationalization strategy. In particular, there is deviation from existing foreign direct investment (FDI) and internationalization theories, especially those focused on Dunning's Eclectic Paradigm of ownership, location and internalization (OLI) alone, and those that attempt to predict the predominance of vertical FDI at early stages of the internationalization process.

Internationalization Theories and Lusophone Africa MNEs

Internationalization theories argue that institutional factors determine the attractiveness of a location for FDI and the efficiency of different entry modes (Miller 1988; Meyer and Estrin 2001). African MNEs, especially those from Lusophone Africa frontier economies cope with weak institutional environments by entering host markets via mergers and acquisitions or joint ventures, instead of wholly-owned subsidiaries (Goncalves 2017; Meyer et al. 2005, 2009; Melin 1992). These SMEs are becoming MNEs and drawing much attention of scholars, local governments, and business professionals by playing an increasingly active role in international markets during recent years. Lusophone African MNEs (LAMNEs) are rapidly expanding their businesses to international markets and using international diversification as an important strategic option to achieve growth, acquire know-how and attain many other benefits. The topic area also brings some of the proverbial theories and models into action, mainly, it seems, the Dunning's OLI framework, Uppsala internationalization process model, network theory, international entrepreneurship theory, as well as some other relevant topics and significant phenomenon worth verifying, such as international new ventures (INVs) or born global enterprises. As a result, African markets provide a unique context to test international business theories empirically and in examining cases particular to Lusophone Africa, this research can offer context-specific theories (Van de Ven and Jing 2011).

Typically, investment decisions and actual investment commitments to internationalize usually are made incrementally so to reduce uncertainty (Athreya and Kapur 2009). However, that seems not to be the case for Angolan and Mozambican MNEs. The interviews conducted for this research revealed, however, that there were several different motives behind

internationalization of these MNEs from Angola and Mozambique, indicating a diversified approach to their internationalization. Invariably, one of their most common motivations to expand abroad was to gain access to new and larger markets to achieve growth and to cope with local market and political uncertainties. Many of the MNEs interviewed had expanded abroad to have access to know-how and technology to remain competitive and to reduce risk within their local markets. Yet, while a few MNEs followed more traditional venues, such as direct export, Greenfield/Brownfield, and FDI/OFDI, a majority of those analyzed in this research adopted a different approach. First, they developed a strategy with the purpose of becoming international (the “born-global” concept). Second, they relied on external resources to launch themselves into international markets, connect with international customers, and generate income, mainly resorting to electronic and virtual resources such as the Internet, social media and online professional communities. Third, for the most part, they did not enter foreign markets alone, relying on modes of entry that benefit from joint ventures and partnerships, merger and acquisitions (M&A), and e-commerce and e-business. By exporting, creating subsidiaries, or engaging in joint ventures abroad, these LAMNEs are expanding the market for their products and services.

Methods of Research

This research uses a qualitative online survey, semi-structured interviews, and a descriptive case study method to investigate the research questions (Yin 2003). The use of a case study method, involving multiple sources of information rich in context, seems appropriate to the complex context (Yin 2003; Creswell 1998). These sources include but are not limited to reports, research findings, cases, surveys, interviews, articles, documents, and observations. The use of in-depth interviews allowed interviewees to reconstruct their experience within the topic of this study (i.e. motivations for internationalization, modes of entry, foreign market’s knowledge, etc.).

There were three focuses that was covered during the in-depth semi-structured interviews: (1) their *life history*, on their professional background, how they joined the company, and how they begun to contemplate the possibility of expanding abroad, to set their context within the object of research; (2) the *details of their experience* internationalizing their business beyond their country’s border, the advantages they saw, their challenges, the disadvantages, how they perceive the internationalization process, their concerns, etc.; and (3) the *reflection of the meaning*, addressing the intellectual and emotional connections of the interviewee and the effects of the internationalization process on themselves, their staff, and their company as a whole.

While 716 invitations were sent out via email through LinkedIn, Twitter, and corporate email venues, to Angolan MNEs’ prospect corporate officials, senior management and decision-makers, and 566 to Mozambicans MNEs’ inviting them to participate in the online survey and semi-structured interviews, there was no guarantee that the great majority of them would respond, since the researcher was based in the United States and these MNEs in Africa, they did not previously to the research knew each other, or had any business or otherwise relationship. In fact, from the total of 1,282 invitations sent out at least three times in different occasion and modes (i.e. via LinkedIn at first, via Twitter whenever possible at second, via corporate email and/or introductions at third), only 29 prospects answered the online survey and 26 agreed to meet in person, both in Luanda-Angola and in Maputo-Mozambique to be interviewed (see Goncalves and Smith 2018).

There are limitations to the approach used in the study, particularly with respect to the generalizability of the findings. It investigates only MNEs from Angola and Mozambique and in that context, it does not seek to elicit senior management from Angolan and Mozambican MNEs' personal views regarding ongoing political issues effecting the internationalization strategies, experience and day-to-day. The intent is to analyze and reflect the experiences and perspectives of the population surveyed solely with regard to internationalization process, its catalysts and challenges. While the internationalization of LAMNEs are subject to various geo-political and socio-economic aspects, as well as target countries' economic, political, and trading policies that may impact these internationalization strategies at a macro and micro economic level, the data collected—for reasons previously described—was directed only at the selected population surveyed.

Results of Research

While it is not feasible to include results from all questions utilized in the survey and semi-structured interviews in this article, it is worth highlighting the following data relevant to internationalization strategies of LAMNEs. When asked if their enterprises had a presence outside of their country or was planning in doing so in the next six months, almost 82 percent of LAMNEs indicated internationalization into another country in Africa, with 33 percent of them indicating internationalization had taken place into more than one country in the continent. The European and Asian regions were the second preferred destinations for these LAMNEs, with almost 30 percent of them already having a presence in Europe and about 22 percent in Asia. A few of them, 14.8 percent, already had presence in more than three countries in Africa. From the pool of respondents, very few had not internationalized yet, one company, and two others had expanded abroad to Oceania region (Australia).

Despite the overall lack of resources in their home market and the fact Angolan and Mozambique are relatively very new economies, due to their respectively civil wars not long ago, lack of infrastructure and economic stability, some of respondents already have presence in several countries across the globe, not so in-line with the Uppsala and CAGE internationalization models. For instance, one MNE has presence in El Salvador, Myanmar, and Zimbabwe, which are difficult to explain using Uppsala and CAGE. The Network and OLI theory may potentially explain the internationalization process, but there is not enough data, with this survey only, to ascertain that, especially considering the fact these economies, Angola, and Mozambique, are new economies, lacking most of the necessary 12 Pillars established by the World Economic Forum (WEF) for greater competitiveness of a country.

When asked about how many years since their MNEs have internationalized into those countries, more than half of the respondents (55 percent) expanded abroad for less than two years. This was yet another surprise, as newly internationalized enterprises face several difficulties and most of them fail or achieve low levels of success (Hollenstein 2005). Karagozoglu and Lindell (1998), as well as Hollenstein (2005) claim that small enterprises typically have fewer financial resources and international experience compared to larger enterprises, which definitely was the case for these MNEs from Angola and Mozambique. Only 10 percent of respondents had internationalized for more than 10 years, while 13.7 percent of them had equally internationalized in the past 3-5 or 6-9 years respectively. This was yet another surprise, especially if those enterprises with more than 10 years paralleled those with 6-9 years of internationalization, which would increase the percentage to almost one quarter of the sampled surveyed, 23.7 percent, as it would require longer levels of investments abroad.

Internationalizations are more problematic for MNEs in the case of extensive international investment and commitment (Yip, Biscarri, and Monti 2000). In the case of LAMNEs, despite scarce resources, these relatively young enterprises would, therefore, have to use a mix of strategies that would allow success in diverse international markets, as argued by Knight and Cavusgil (2004). LAMNEs could overcome financial constraints by engaging in alliances with other enterprises internationally, for instance, involving collaborations with suppliers, distributors, and joint-venture partners (Chen and Huang 2004). But that would depend on the LAMNEs international business strategies.

When asked about their international growth objectives, about 45 percent of the respondents indicated they plan to grow moderately, while 41 percent had the intention to grow substantially, and only about 7 percent did not have plans to grow, preferring to stay the same size. If these LAMNEs without plans to expand abroad focused on minimizing capital outlay, such strategy can oftentimes lead to less than optimal effects. In raising capital, these MNEs face problems of how to search for and raise capital without disclosing its competitive advantage secrets. The shortage of skilled management in such MNEs is also a serious liability as they often do not have specialist executives to manage their international operations, nor do they possess a hierarchy of executives and managers through which complex decisions pass.

Notwithstanding, when asked if they had plans to expand into other international markets in the next 3-5 years, most respondents indicated to have an expansion strategy in place. They indicated plans to expand into a wide variety of countries in many regions of the world, as opposed to the expected Sub Sahara Africa (SSA) countries. Some of the countries listed included South Africa, Dubai, China, Kenya, Ethiopia, Mozambique, UAE, Nigeria, Congo, USA, Guinea Bissau, Portugal, Ghana, Morocco, Cuba, Namibia, Spain, India, and Cape Verde.

Survey responses suggest the most important resources when evaluating new markets to enter were *information or knowledge* of the market, closely followed by *infrastructure*, and *human resources*. Respondents seem not to be too concerned about natural resources, possibly because most of MNEs from this sample were in the service industry or exporting to new markets, thus, not dependent to the natural resources of that market. Dunning (1993) explains these market seekers are mainly interested on investments on foreign markets to promote or exploit new markets, either because of the sheer size of the market or an expected growth of the same, which may explain the low importance for the market's natural resources. Products and services may have to be adapted to tastes, needs, and trends on a market. A direct presence on a local market may be necessary, as companies that are not close to markets may have a disadvantage in adapting services and goods. These factors may explain the importance of the three higher ranking factors. The rationale becomes more evident when analyzing the details of the ranking process, where all factors were ranked important 40-59 percent of the respondents, whereas natural resources was only ranked important by 15 percent of the respondents. The responses to this question also suggest these MNEs are not predominantly resource seekers, as described by Dunning (1993), as they do not seem to be investing abroad to obtain resources.

Lastly, when asked about the mode of entry adopted by respondent's MNE when internationalizing, a significant majority of them, 53.5 percent, opt for *joint venture investment*, followed by *merging and acquisitions*, with 35.7 percent. Other significant modes of entry included *Internet/Web B2B* (25 percent), *direct export* and *FDI* (17.8 percent respectively), *international contracting and management* and *Internet/ Web B2C* (14.2 percent respectively). The least internationalization mode strategy used by respondents were *indirect exports* and *other*, both scoring 7.1 percent of the total of strategies used. The top five preferred modes of entry for

these MNEs surveyed/interviewed were joint venture (53.5 percent), e-business (25 percent) and e-commerce, (14.2 percent) at a combined 39.2 percent, mergers and acquisitions (35.7 percent), direct (17.8 percent) or indirect (7.1 percent) exporting at a combined 24.8 percent, and Greenfield (21.4 percent).

These MNE's executives were also influenced by external events to some extent, by their global economic conditions, the size of their industry or sector, the professional know-how and staff of these MNEs, or geopolitical aspects. Many senior managers interviewed were still not fully aware of their internationalization long-term goals and the challenges that may lay ahead, and how these obstacles may influence their ability to succeed in a foreign market. Some have never been abroad or were aware of any country profiling, internationalization processes, or mode of entry strategies. Such realities are in line with basic assumption of internationalization models, whereas the lack of knowledge about foreign markets is a major hurdle to the process. Yet, all too often barriers can be overcome through learning about foreign market conditions. The MNE's own operations are the main source of this type of learning. Since the great majority of MNEs interviewed in Angola and Mozambique were young, the assumption that these enterprises were learning-by-doing (Lindblom 1959; and Johnson 1988) very much applies.

To counterbalance internationalization challenges, all MNEs interviewed seem to have a unique differentiator to compete abroad. Their know-how, their private knowledge, was the most obvious strategy to mitigate the barriers they face in internationalizing. It seems, what enables these MNEs in Angola and Mozambique to succeed, hence to enable them to take advantage of their positioning abroad, is their great mobility of knowledge once they can produce and localize such knowledge or know-how in the new market, to co-located it. The majority of the MNEs interviewed are also taking advantage of modern communication infrastructures, social media, and the valuable knowledge, or know-how, they can reproduce in other markets abroad. The services they provide, for the most part, are traveling literally at the speed of light at minimal marginal cost, without their need to physically travel abroad, move physical good or raw materials across borders, or even having to deal with currency exchanges, as transactions are processed virtually.

This trend has contributed to substantial fintech development in Africa, via Safaricom's initial M-Pesa, M-Shwari, MTN Mobile money, third-party fintech's Paga, Paypal, credit cards, and other methods. For example, Jobartis' CEO Luis Verdeja, in Angola, explained that he relies almost a 100 percent on the Internet for the services he offers. He pays its suppliers and gets paid for its services mostly electronically as well. He has an office in Madrid, Spain, and another in Luanda, his headquarters. However, he does not depend as much on the physical exchange of currencies to pay his suppliers or get paid. The same is true for TrillMoz, in Mozambique, which relies on Facebook to capture all its customers, showcase its products (fashion apparel), and sell it over the internet. They get paid via PayPal or Western Union.

Another example is Mymobil/Mobitel, also in Mozambique, with its mobile applications. Per Rui Coutinho, its co-founder and CEO, the development of their product, their software, took some time and investment, but once developed it is now being used and commercialized in Vietnam and Australia, sold (copied) and used ad infinitum with insignificant additional costs and increasing revenues. Mymobil/Mobitel knowledge and expertise could then be aggregated with less mobile resources in multiple countries (e.g., smartphone factories where the mobile software is needed). The same is true for Jobartis, as they are redeploying their expertise used for the job placement market to the educational sector with a new venture, Educartis. Thus, these MNE's innovation drive, their know-how, and private knowledge are creating differentiation or

cost advantages that overcome the advantages of domestic enterprises in many countries simultaneously.

In Angola, the Community of Exporting and Internationalized Companies of Angola (Comunidade de Empresas Exportadoras e Internacionalizadas de Angola –CEEIA) is an essential resource to help local MNEs and those enterprises in the process of internationalization, providing unique support to exporters and those venturing abroad. Unfortunately, several MNEs interviewed were not a member of CEEIA. In Mozambique, at the time of this study, there was not a single organization to assist enterprises in their internationalization process.

It is not new that knowledge-intensive industries, such as India's focus on information systems and technology (IS&T), have been globalizing at such a rapid pace (Reich 1991). However, this trend may be the reason why interviewed MNEs, with valuable knowledge and know-how, are being thrust to near instantaneous, rather than evolutionary, internationalization. When these MNEs, despite their Lusophone African frontier market drawbacks, introduce valuable, innovative goods or services, it signals at least the existence, if not the essence, of its unique know-how and proprietary knowledge to outsiders.

Overall, the results of the data gathering from the LAMNEs interviewed suggests that these MNEs, for the most part, except for a few of them such, namely Sonangol, Angola Cables, Banco BAI, Banco BNI, and G4S, have the characteristics of a born global, or an international new venture (INV). Most of the senior management interviewed, many of them the business founders, had previous experience of international business activities, which enabled them to internationalize with a reasonably fast pace, with significant resource commitment during the initial stages of internationalization, even though, compared with internationalization from advanced economies (AE) and emerging economies (EE), such resources were much smaller.

All of the MNEs interviewed in this study adopted a proactive approach to internationalization, evidenced by both the online survey and subsequent interviews. These LAMNEs, from Angola and Mozambique, chose to internationalize through internal means. They were interested in exploiting particular ideas and core competencies, and in taking advantage of the many opportunities that international markets in SSA and elsewhere had to offer. Senior management demonstrated a desire, drive, enthusiasm, and commitment to the international market and motivation, despite all the challenges of being from a frontier economy in Africa and all the difficulties it brings. Most of MNEs interviewed, except for two large MNEs in Angola and one in Mozambique, also considered reactive factors when deciding to internationalize.

From these results, it seems that network theory can explain some aspects of the internationalization process, to the point that scholars may need to consider updating pre-existing internationalization theories. The OLI-Framework or “eclectic approach” (Dunning 1977) also describes LAMNEs strategies and activities quite effectively. Although not employed substantially, the Uppsala model is still in use. Also present was the CAGE distance framework, which identifies Cultural, Administrative, Geographic, and Economic differences or distances between countries that SMEs should address when developing internationalization strategies. This is particularly relevant when considering that these MNEs were part of a unique group of Lusophone African countries, where Portuguese language is not as ubiquitous as other languages, and the culture of these countries are very similar, despite the fact their economies vary to a broader degree. In all cases, these older theories, as Hollensen (2007: 75-81) noted, may no longer be sufficient to describe the internationalization process, especially for frontier economies LAMNEs.

Although the MNEs included in this study were diverse, it was surprising to find that all LAMNEs studied had several similarities in their internationalization process. Based in two distinct countries, with very different economies and political structures, the MNEs varied in size (ex. Larger firms such as Sonangol, Banco BAI, and Banco BNI in Angola, and EcoBank and OLAM in Mozambique). Despite these distinctions, they all chose to internationalize so that they could generate profits, grow, or expand their markets, and seek out new business opportunities. Another significant similarity was their level of motivation, which is a significant factor for enterprises seeking to internationalize, especially considering the overall lack of resources, distinctive of a frontier market; without motivation, there would not have been any accomplishment. Lastly, while psychic distance is not relevant for the typical born-global enterprise, and while most of the MNEs studied did display characteristics of a born-global MNE, many of them preferred to internationalize into countries where they could find comparable culture and environment.

The study findings also indicate that both Angolan and Mozambican enterprises considered the domestic market position to be significant even if they were “born global.” While psychic distance is typically less meaning for born global MNEs, the vast majority of the LAMNEs from this study still preferred to internationalize starting into foreign markets that provided low psychic distance, more specifically to other Lusophone countries in Africa, Portugal, and Brazil. In contrast with the typical born global MNE, which tend to accumulate a high volume of sales from international markets with a reasonably high degree of resource commitments in those markets, this was not the case for the Angolan and Mozambican MNEs. It was especially true when considering those that chose e-commerce/e-business (B2B/B2C) internationalization modes, as there was no evidence that they considered any strategy formulation or internationalization process to be that important. They basically, just went abroad.

Implications for Internationalization Theory

The emergence of born global/INVs MNEs presents a unique challenge to stage theory. It supposedly best applies to the early stages of internationalization with only three exceptions (Johanson and Vahlne 1990). First, enterprises with vast resources, such as Sonangol, Banco BAI and Banco BNI in Angola, and OLAM and EcoBank in Mozambique, likely took substantial steps toward internationalization than all other smaller enterprises when internationalizing. Second, in situations where international market conditions are stable and homogeneous, gathering information about them is typically much more accessible, but in such a dynamic and volatile world of trade we live in, this is not the case, so larger enterprises are likely the only ones able to gather enough vital information necessary for their successful internationalization. Third, when enterprises have considerable experience with international markets that are likely to become a newly targeted market, previous experiences may be generalizable to the new venture, there are synergies. None of the exceptions seem to apply to born global/INVs or smaller MNEs interviewed, only to the larger ones mentioned above. If any MNE is not large enough, resources will be constrained by their young age and usually by their smaller size. Hence, their internationalization process can be volatile. Indeed, several of the MNEs studied appear to contribute to industry volatility.

The larger LAMNEs mentioned earlier clearly adopted an internationalization entry mode very different from the other MNEs interviewed. Unlike its larger counterparts, Jobartis and Tupuca in Angola, and TrillMoz in Mozambique intensively capitalized on Internet resources and community of practices (CoP), such as CEEIA, arguably, being born global, from its

inception. Others, such as GS4, MersaDev, Fiberlinks, Proil, MersaGroup, Centrovita, Angola Cables, in Angola, and QL Redes, MyMobil/Mobitel, Astertax, and Fiberlinks in Mozambique relied on a more staged process and capitalized on internalization advantages, even more so than all other MNEs interviewed. These diversities of internationalization strategies suggest at least two factors. First, that LAMNEs can successfully internationalize, proving that multinationals are not an exclusivity of countries in advanced stages of industrialization, such as advanced economies and emerging markets. Secondly, that the theories of internationalization modes, which were developed from more traditional MNEs, need to be enhanced, at least upgraded, as it has been happening with the Uppsala model, because these theories seem not able to explain the internationalization modes of LAMNEs, only partially. It is no wonder that the international business discipline has been attracting the attention of many scholars such as Klaus E. Meyer, Li Dai, Afonso Fleury, Lourdes Casanova, Mauro Guillén, and Ravi Ramamurti, to name a few.

Just like any MNE that seeks to internationalize, the LAMNEs interviewed face a significant disadvantage, the liability of foreignness, but even more so, of being from a frontier market, characterized for lack of business resources and, critical, lack of support for internationalization. In Angola, surprisingly enough, CEEIA exists to support internationalization and exports, because of recent government directives to motivate the internationalization of local enterprises.

Additionally, the LAMNEs interviewed suffer from limited access to technology and lack of infrastructure in their local markets. However, as highlighted by several scholars (Ramamurti 2004, 2008; Sauvant, Maschek, and McAllister 2009; Sethi 2009), when referring to emerging markets multinationals (EMMs), they have some advantages when compared to their competitors in most industrialized countries, namely country-specific advantages (CSAs) and firm-specific advantages (FSAs). This is also arguably the case for LAMNEs. For instance, MNEs from countries rich in natural reserves, such as Sonangol in Angola, and OLAM in Mozambique, have easy access to these resources; due to the low-cost of labor in Angola and Mozambique, LAMNEs benefit from the availability of it, whether qualified or not. Each MNE or country owns distinctive characteristics that lead to idiosyncratic advantages.

The findings in this research also suggest that it is reasonable to assume both the Uppsala and the network models were often used hand-in-hand by the LAMNEs. It also seems that international entrepreneurship theory is also valuable in describing some of the born global phenomenon displayed by most of the LAMNEs interviewed. Network theory has been widely criticized, as the INV or born global MNEs seem to internationalize based on a fusion of both the network and Uppsala models (Moen and Servais 2002; Sharma and Blomstermo 2003; Knight, Madsen, and Servais 2004; Laanti, Gabrielsson, and Gabrielsson 2007). This study provides some evidence that network has the power to foster relationships, which in turn can be a source of business opportunities that an MNE can take advantage when considering a mode of entry abroad, and when carefully committing available resources to achieve growth.

Further, in consideration of the Uppsala model, when examining e-commerce/e-business mode of entry, the findings suggest that in the motivation for internationalization such as economies of scale, first-mover advantages, and risk management are not driving factors of internationalization. However, the original Uppsala model is still remarkably intact in this mode of, as when it comes to country selection and as MNEs start with physically and culturally close markets when expanding their business internationally. Formal business networks facilitate and help expansions, but they are not driving forces behind the country selection.

To some extent, B2B/B2C MNEs have many of the elements of born global research. There is a contradiction in the Uppsala model, however, as it can have much influence over the country selection if the MNEs, in fact, were born global, which can be explained by the fact B2B/B2C (e-tailers) MNEs share the same motivational forces and reasoning behind internationalization as born global/INVs, due to the relatively easy expansion to international markets. Nevertheless, due to the nature of these MNEs business, marketing investments needed to be profitable in each market, and growth within a country, these MNEs cannot afford to consider the entire world as their market. Consequently, they must first aim for markets with similar preferences as their home market.

Problems in the Application of Internationalization Theory to LAMNEs

Adopting a network approach to internationalization opportunity process of LAMNEs, findings suggest, portrait the enterprise in its competitive context, which was not fully anticipated by the Uppsala model. Instead of gradual acquisition of market knowledge through its own experience, LAMNEs seem to have used a different approach to knowledge acquisition strategies to obtain the necessary information fast and to reduce the uncertainties of operating in an international market. Concurrently, the new nature of one-time opportunities forced these enterprises to decide on market entry in a brief time despite the lack of market knowledge.

The MNEs interviewed represented a case, which seems to lie at the intersection of internationalization and international entrepreneurship literature centering on opportunity development process. Most of the internationalization in this study did not fit the gradual step approach to internationalization, not precisely. For instance, Angola's Banco BAI entering Portugal with a high commitment and high-risk mode, Greenfield, earlier than its rivals exhibited a different internationalization of a LAMNE even though the enterprise had no previous experience in operating abroad.

Empirical data showed that LAMNEs might be affected by their age, size, capabilities, and prior knowledge in their internationalization. During the years in the domestic market, Banco BAI, seem to have developed essential production capabilities, technical and industrial specific knowledge. Prior general business knowledge of the enterprise helped it to recognize opportunities in nearby markets, putting these diverse types of knowledge into use in different combinations. After all, entrepreneurship is about the usage of even general knowledge for the pursuit of business opportunities (Kirzner 1973). The literature also supports the fact that these enterprises combine their general knowledge under a successful mixture by merging their capabilities with the experience. After the market entry, the importance of the market and institutional knowledge became clear for these MNEs. Resource seeking motive was the main reason in the initial stages of internationalization. This development needed a network position that the enterprise was not a part before.

Stage theories of the MNEs and the typical emphasis on organizational stages as a crucial competitive advantage in the international arena seem to be inappropriate to explain LAMNE internationalization, especially those that instantly became international, such as TrillMoz in Mozambique and Jobartis in Angola. While the literature suggests that MNEs undergo an evolution, progress through stages, from domestic maturation and home market saturation (Caves 1982; Porter 1990) before thinking of internationalization, empirical researchers have found that large, mature MNEs and small exporters go through distinct stages in their internationalization process. They begin perhaps with an unsolicited foreign order, sometimes proceed through exporting and the development of an international division, and occasionally

advance to the establishment of a fully integrated, global enterprise (Aharoni 1966; Bilkey and Tesar 1977; Czinkota and Johnston 1981; Stopford and Wells 1972).

Nonetheless, this staged development of MNE internationalization, often described as an incremental, risk-averse, and reluctant adjustment to changes in an enterprise or its environment, as argued by Johanson and Vahlne (1977, 1990), was not observed with the LAMNEs interviewed in this study. In the case of the MNEs studied here, their internationalization process seemed to preserve routines that emphasized their need for organizational alliances, and the recognition of the difficulty in gaining knowledge about international markets. Consequently, most of these MNEs chose to internationalize through joint ventures. Differences in language and culture and, in the past, the slow speed of communication and transportation channels between countries have inhibited the gathering of information about international markets and have increased the perceived risks of operations abroad. With a logical explanatory theory and repeated empirical confirmation, stage models of MNE development were transformed from descriptive models and were applied prescriptively by consultants, academics, and managers alike (Bartlett and Ghoshal 1998: 31). Nonetheless, such models do not seem to apply to the LAMNEs interviewed, except again for the larger ones, as a few of them chose to mitigate the language and cultural disparities with the use of the internet and web technologies, internationalizing through the web (B2B/B2C), and relying on web technologies for language co-locations. These theories, it seems, will need review and consultants and academics must be aware of such evolutions in LAMNEs internationalization.

Moreover, Caves (1982) proposed that MNEs must experience an extended evolutionary process when he directly contrasted MNEs with "newly organized firms." However, when considering the LAMNEs from this study, some contradictions arise. For example, most of the interviewed MNEs seem to have skipped crucial internationalization stages and were involved with surprising speed in direct foreign investments, contradicting the mainstream theories of internationalization, which is not an isolated case. As Welch and Loustarinen (1988) discussed reports of small English enterprises, Australian start-ups, and even established Swedish enterprises that had also skipped many internationalization stages. The Uppsala model (Johanson and Vahlne 1990) is aware of such discrepancies and dismisses it as merely indicative of the need for adjustment to their internationalization model.

It seems that the emergence of these born global MNEs, as Jobartis and Tupuca in Angola, and TrillMoz in Mozambique, presents a unique challenge to the internationalization stage theory. Based on the results of this study, it seems, at least in Angola and Mozambique, that there is an emerging phenomenon of born global/INV internationalization mode, and that some current theories of MNE internationalization do not describe it well. Most important, it seems, the studied MNEs have integrated the traditional MNE concepts of internalization and the location and internalization advantages (OLI), with recent entrepreneurship research on alternative governance structures and with developments in strategic management on the requirements for sustainable competitive advantage.

For most of the studied MNEs, except the larger ones, their internationalization occurred at inception, mainly because competitive forces precluded a successful domestic focus, or because they had the support provided by joint venture structures. Their emphasis on controlling rather than owning assets seem to be due to resource scarcity in their domestic markets and common among new organizations. The results of this study also suggest that empirical investigators interested in born global/INV LAMNE will find that it may be motivated in industries where international competition for unique knowledge is a dominant characteristic.

The MNEs participating in this study can mainly be regarded as market seekers and network seekers. The findings also indicate that the respondents in this study were not efficiency, resource, nor strategic resource seekers.

The Importance of Network-based Theories

As evidenced in this study, researchers have been using different theories to explain the internationalization of MNEs. As discussed earlier in the literature review, transaction cost theory (Anderson and Gatignon 1986; Lee, Koh, and Heo 2011), resource-based view (Mariz-Pérez and García-Álvarez 2009; Sharma 1999; Westhead and Wright 2001), Uppsala model (Johanson and Mattsson 1991; Johanson and Vahlne 2009), network theory (Elo 2005; Fletcher 2008) and sometimes, a combination of them (Schwens and Kabst 2009) are only a few of them. Recent studies have recommended applying a holistic approach to explain the internationalization due to its iterative nature (Crick and Spence 2005), and insufficiencies of existing theories like RBV, networking and even contingency theory to clarify it (Axinn and Matthyssens 2002; Crick and Spence 2005). In fact, a single theory cannot fully explain and justify the internationalization strategies and process (Crick and Spence 2005).

Even though the use of networking in internationalization context needs precise strategies because of its concurrent negative and positive impacts (Tang 2011), over the last decade, researchers have increased their attention to justify the internationalization by applying a network approach. There are two main streams about applying networking in the context of internationalization. While some studies use of network perspective as their framework theory (Elo 2005; Fletcher 2008; Fletcher and Barrett 2001; Sydow et al. 2010), others just consider the network relationship as a variable, which may influence the internationalization in different ways (Coviello and Munro 1997; Kontinen and Ojala 2011; Zain and Ng 2006).

The findings of this study suggest that network theories and perspective provides the best explanation for the internationalization of the LAMNEs interviewed. The literature also suggests that most recent internationalization, which has focused on the higher level of technologies, such as the Internet, the web, and social media, have relied on some aspect of networking (Overby and Min 2001). Notwithstanding the consistency of network perspective to explain internationalization of MNEs such as born global/INVs, current internationalization theories have failed to provide a comprehensive framework of the effects of networking and network relationships on the internationalization process, especially the role of the Internet, the web, and social media. Therefore, designing a holistic picture for understanding the role of networking in internationalization is very difficult (Musteen et al. 2010). Researchers claim that the internationalization happens in an interactive environment that is conducted by a network of enterprises, which includes focal and external actors (Awuah et. al 2011). Interaction of these actors in networks can help MNEs to acquire activities, resources, and information that are necessary for internationalization (Awuah et al. 2011).

Nonetheless, this study is insufficient in scope and was not set out to investigate the merits of networking internationalization theory versus the many others. While the findings suggest the importance of network theory in combination with the Uppsala Model and OLI, it lacks empirical data. Further studies should empirically investigate the international MNEs, especially LAMNEs, and try to determine their dominant internationalization mode and compare them with these identified theories. Another significant limitation of this study is the number of internationalization theories. In fact, this study just considered a few networking theories. Future investigations should explore more theories and review their applications in the empirical studies

of internationalization. One of the conclusions of this study was about combining selecting theories to explain the internationalization process or some aspect of the process. Therefore, researchers can propose some implications and recommendation about synthesizing these theories in the context of LAMNEs or MNEs internationalization.

MNEs Size Considerations

It has been argued that enterprise size and international business experience play a critical role in determining enterprise performance when internationalizing (Bonaccorsi 1992; Ali and Camp 1993, 1996; Abdullah and Saroni 1996; Nadkarni and Perez 2007; Abdul-Talib et al. 2011). Larger enterprises with more significant resources and capabilities tend to compete more efficiently and effectively than smaller enterprises better, while more experienced enterprises tend to have a more in-depth understanding and knowledge about international markets.

Smaller MNEs, especially in their early phase of internationalization, suffer from a lack of experience operating in the international markets (Nadkarni and Perez 2007). In turn, this limits the MNEs opportunities to learn from the internationalization process and exposes them to higher uncertainty levels compared to more established MNEs. It is, therefore, as suggested by the literature and observed in this study, familiar to see small and medium MNEs move towards internationalization of their operation by starting with an entry mode of a lower commitment, or smaller scale, such as B2C/B2B and direct/indirect exports. It then progresses to entry modes of a higher commitment or more significant scale, such as joint ventures, M&A, brownfield, and Greenfield. This process was already explained by the Uppsala model, also known as the incremental approach to internationalization (Johanson and Vahlne 1977).

While much has been written in the literature suggesting that enterprise size is an essential factor for MNEs entering international markets, this study's findings suggest otherwise, that enterprise size does not have any significant impact on MNE's internationalization process, especially so on exporting and B2C attitudes. The interviewees in most the exporting MNEs in this study expressed a positive attitude towards exporting activities (e.g., exporting, or B2C, was perceived as an essential activity in entering the international market), which is in line with previous studies, which found the same results (see Ali and Swiercz 1991; Caloff 1994; and Rundh 2007). Such findings may suggest that the size of MNEs are not necessarily a limitation for enterprises wishing to internationalize, especially in the case of exporting enterprises and B2C (B2B requires more elaborated resources) ones.

For instance, the vast majority of small MNEs interviewed stated that they have plans to increase their exports or B2C operations abroad, and all of them had plans to expand their operations at the markets they already had a presence as well as into other markets. All MNEs believed that they have exportable products/services to offer international markets, perceived that internationalization could make a significant contribution to their growth, and viewed internationalization, exporting, as the desired task. On the other hand, the larger MNEs interviewed expressed a somewhat pessimistic outlook on the future opportunities of their exporting activities by contending that exporting and operating abroad was no different from doing business domestically, in Angola or Mozambique. The fact that they are not necessarily actively exploring the idea of expanding in international markets suggests that these larger MNEs are perhaps at a later stage of the internationalization process. However, a more in-depth analysis is needed to understand their lack of interest in further expansions better.

The findings of this study suggest the size of an MNE may be a moderating, but not a determining factor. Admittedly, such conclusion is still crude and could be improved, but it is a start. Future research on the size of LAMNEs, and their internationalization needs to emphasize on size measurement construction. Policymakers could work with MNEs in Angola and Mozambique to help to determine unique capabilities and simultaneously examine international markets to identify those that might be interested and benefit most from their country's products and services.

The Role of Internet and the Web on Internationalization of MNEs

The literature suggests that widespread use of the Internet and the establishment of trust relationships with large, well-known companies led to a born global and early stage MNEs to rapid internationalization (Gabrielsson and Kirpalani 2004). The born global/INV MNEs lacks resources compared to the requirement of reaching international markets. Further, the existing internationalization theories may not be adequate to indicate viable channel alternatives for these born global/INV MNEs, as the conventional way of pledging personal assets, raising resources, and expanding across borders can be slow, which adds to the usual business risks. The findings of this study suggest that significant imperatives emerge that the born global/INVs must utilize large channels provided by larger MNEs, often from AE, as well as networks, and the Internet to receive substantial revenues and cash flow rapidly. These venues also seem to have provided smaller MNEs interviewed with learning, technology, and evolutionary growth. The literature, however, does not provide much information on the principles, processes, and tools that LAMNE entrepreneurs can use to accelerate their enterprise internationalization from inception, which is an area that needs further research, but the following are some of the observations from the findings of this study.

The effect of the Internet on company internationalization has yet to be scientifically explored, despite the fact Quelch and Klein (1996) had already predicted that MNEs would become global marketers faster owing to the Internet's low-cost communications and ease of access to international markets. Hamill (1997) is of similar mind, seeing improved communication and access as permitting MNEs to overcome many of the traditional barriers they faced in international marketing. Consequently, he argues Internet-enabled MNEs to pursue international sales at earlier stages in their development. However, access to international markets and customers is a double-edged sword. Sawney and Mandal (2000) argued that the Internet expose companies to global competition from the beginning, which puts pressure on companies to consider/pursue international sales very early in their development.

The literature's recent efforts to understand what factors drive rapid internationalization of MNEs, from their inception, focused on how these enterprises develop a mutual dependency with those international professionals and organizations (e.g., CoP, market research firms, social media such as LinkedIn.com, Facebook, Twitter, Instagram, and a few others), and how they can benefit them from quickly solving a specific problem observed in various geographical locations (Bailetti 2012). Direct interactions due to this mutual dependency seem to amplify the MNEs tacit knowledge in directions that add significant value to those international customers who can most benefit from a solution to a problem.

The findings of this study reveal general patterns that help to illuminate how LAMNEs have developed their internationalization strategies relying on the Internet. It is apparent that many of the LAMNEs interviewed were adapting to the Internet, and the web and interviewees have embraced the potential of cyberspace in reaching and servicing new customers abroad. All

the MNEs interviewed have sought to experiment and deliver to a new market using the Internet. The technical infrastructure and skills have not been obstacles to participating as most of them have been able to partner with specialized providers or have brought the skills in-house, and effectively managed the change and risks involved.

Nonetheless, accessing these international markets via the Internet does not equate to reaching their customers and being successful abroad. Most interviewees confirmed that internationalization via the Internet is not realistic for them unless they have access to international market research, information on local markets, trends, competitive challenges, and advantages. Opening a website does not automatically open the door to international markets. Bringing people to the site and then encouraging them to buy requires considerable effort and this has not been sufficiently attractive for the interviewed MNEs in Angola and Mozambique to pursue. The application layer providers, such as MyMobil in Mozambique and Jobartis in Angola, where common standards have created a global market, are the exception. Even with these MNEs, personal sales efforts are still required to offset the geography. The potential of global Internet commerce is there, yet the practical realities will take some time to realize. These LAMNEs interviewed in Angola and Mozambique have all adopted a multi-domestic marketing approach, adjusting and adapting their marketing strategies on a market-by-market basis. National and regional differences remain and must be addressed accordingly, with a website and overarching strategy.

Internationalization theories, therefore, continue to be challenged and modified as international entrepreneurs and MNEs adjust to changing environments. A larger scale and more diverse investigation of the internationalization process in Internet-based internationalization would be beneficial. Another gap in the theory is for research that examines export situations where the market opportunities are less clear-cut than those of advanced economies, such as those from EE and FE.

Just as born global/INV theories have been advanced to explain high technology markets, new models focusing on Internet commerce and the development of CoP online are overdue. The reduced barriers and time to market extant question models, including stages theory. MNEs are expanding and selling abroad from their inception, often with no direct experience or assistance. Further study and theorizing are necessary, to inform private sector actions and public sector policy.

The Role of Social Media

In this study, social media is being defined as the use of mobile and web technologies through which professionals and CoPs share, co-create, discuss, and modify user-generated content (Kietzmann et al., 2011). It is important to note that many social media networks exist. Hence, this study is focusing only on those that provide a network, where close communities of practices, and interest, can be observed (Wenger 1998), where groups of people, mostly professionals, use these forums and blogs to discuss common interests or professional practices. These communities can also be found embedded within more extensive social networks, such as circles within Google+ (plus.google.com), or ResearchGate.com, for example. These CoPs that use online forums and blogs evolve much like orthodox communities, complete with etiquette and normative rules of conduct. These communities develop formal or informal hierarchies that are generally acknowledged across the membership. The contributions of some forum participants tend to be more widely acknowledged than others, based on their status in the social hierarchy. In this context, hierarchy represents the volume of a member's voice in the

community. Every member, by membership itself, begins with a volume setting, which is adjusted over time depending on their contributions to the community and interactions with other community members. Discussion forums populated by communities of users who are interested in a subject matter offer an opportunity for entrepreneurs to create and capture value. Membership affords an instant overlap between the entrepreneur and other community members. Membership confers a stakeholder status to entrepreneurs. An entrepreneur can demonstrate their tacit knowledge via contributions to the community. Establishing credibility through contribution confers status, which among a community of professional users, can lead to opportunities for value creation and capture.

Many professional communities occupy space in online social media. Most of these communities have some discussion forums where members share perspectives, ideas, advice, and tools relating to their professional interest in a field. Membership provides the entrepreneur with an immediate connection with the other members of the community. In effect, there is no such thing as a cold call in this type of environment. If customers recognize entrepreneurs as experts who can solve their problems, they will be more likely to buy from them, to interact with them. Membership in a social media community made up of international professional users offers the entrepreneur the means to interact with potential customers, partners, and other stakeholders at little or no cost. Entrepreneurs demonstrate their tacit knowledge directly to community members through the contributions they make to the community. These contributions include solutions to pervasive problems, tools, or specialized services.

Similarly, most of the interviewed LAMNEs used social media networks to internationalize their MNEs from inception rapidly. They seem to have leveraged social media networks where international users sought to solve problems, such as in the cases of Jobartis, Centrovita, Tupuca, TrillMoz, MyMobil, for example. At inception, an MNE's most valuable asset is the tacit knowledge of its founders. Social media networks seem to provide the MNEs with immediate access to a large international community of potential customers, partners, employees, and competitors. The higher the number of interactions interviewees had with others professionals and prospects online, the higher the likelihood of significant amplification of their tacit knowledge.

Online networks such as social media and COP may be an essential low-cost channel to the internationalization of LAMNEs, as well as MNEs from EE and even AEs. International entrepreneurs, such as the ones interviewed for this study, can use social media networks to develop mutual dependencies with customers and partners as well as amplify their tacit knowledge and quickly convert it into products and services for which customers are willing to pay. These international customers can select suppliers based on their contributions to solving problems of interests to community members. MNEs, such as the LAMNEs interviewed, can reduce their marketing and sales costs by offering solutions to the problems discussed in the online forums and blogs.

The implications for theory found in this study, although not significant, may be significant for three reasons. Firstly, it suggests that the Internet and the web space are nothing like the physical and brick-and-mortar space. If the Internet is indeed a primary driver of the early and rapid globalization of MNEs, as the findings of this study suggest, how relevant are internationalization theories pointing to the challenges posed by home-host diversity to management teams of young MNEs, such as in the case of the Uppsala model, CAGE, and OLI? Further research needs to take place to expand on the theory.

Based on the literature reviewed and the findings of this study, it seems, current internationalization theories are still at an early stage of understanding how MNEs can leverage social media networks to accelerate the internationalization of their enterprises from inception, as a born global/INV.

Further Research

To test whether the results of this study can be replicated, future surveys and research could include similar questionnaires but use a more extensive set of sample enterprises. The researcher could also contact the selected enterprises directly by phone or email to hopefully accomplish a better response rate than this study was able to attain. A similar result with more responses and higher response rate would make recommendations much more reliable.

In our opinion, network-seeking motives should be kept as a separate category and investigated more closely, especially with regards to joint ventures and international partnerships. The findings of this research, we believe, reflect the importance of networks as motives of internationalization and joint venture as the primary entry mode. Simultaneously, the results point out some aspects of born global/INV to be very important to the internationalization process, whereas some seem to have no importance at all. Perhaps, future investigators can point out additional issues that are important to young and small enterprises aspiring to internationalize and how to network and joint ventures can support these internationalization processes.

Nonetheless, this study can also generate many other possibilities for further research. It would be interesting to investigate the internationalization process of LAMNEs in different industries and countries separately. In this study, a mixture of distinct types of MNEs from Angola and Mozambique were interviewed due to the lack of time and resources. It would be interesting to categorize LAMNEs, across Lusophone countries, and then study their internationalization process to see if the internationalization theories can describe and explain the internationalization modes and behaviors of those specific groups of MNEs. A broader study needs to be conducted, which should include in-depth face-to-face interviews with a more significant number of MNEs, from various Lusophone countries, across various industries, and with the support of local government and community of practices, which would enable to acquire a more significant amount of data in a more reliable and conclusive way.

Globalization is a reality, not a trend or a fad, and it is driving internationalization in all markets, all sectors, and industries, including at the local level. The expansion of international business through globalization brings new challenges but also provides unprecedented opportunity to rejuvenate old businesses, grow new ones and to create new jobs (Kanter, 1995). There are many challenges in selecting a mode of entry when deciding to internationalize, but the risks are even higher for Angolan and Mozambican governments, as well as potential local MNEs to wait for globalization, and the incursion of multinationals from advanced and emerging markets, to reach their domestic market and to have to deal reactively with the consequences.

References

- Abdullah, I., & Saroni, J. (1996). Export behavior of small Malaysian firms. Paper presented at The Small and Medium Enterprise Workshop 1996, 27th – 29th August 1996, Delima Resort Langkawi, Malaysia.
- Abdul-Talib, Asmat-Nizam, Salleh, Mohd Faisal Md, Shamsuddin, Faridahwati Mohd, and Ashari, Hasbullah (2011). The Effects of Firm Size and International Business Experience on Export Attitudes, *ACR*, Vol.19 (1&2).
- Aharoni, Y. (1966). The foreign investment decision process. Division of Research, Harvard Graduate School of Business Administration, Boston, MA.
- Ali, A., & Camp, R. (1993). The relevance of firm size and international business experience to market entry strategies. *Journal of Global Marketing*, 6(4), 91-111.
- Ali, A., & Camp, R. (1996). Firm size and international business experience: Their impact on export behavior. *Advance Competitive Review*, 4(1), 143-162.
- Ali, A., & Swiercz, P. M. (1991). Firm size and export behavior: Lessons from Midwest. *Journal of Small Business Management*, 29(2), 71-78.
- Andersen, O. (2002). "ScienceDirect.com - International Business Review - Firms' internationalization and alternative approaches to the international customer/market selection." *International Business Review*.
- Anderson, E., & Gatignon, H. (1986). Modes of entry: A transaction cost analysis and propositions. *Journal of International Business Studies*, 17(3), 1-26.
- Athreye, S. & Kapur, S. (2009). Introduction: The internationalization of Chinese and Indian firms—trends, motivations and strategy, *Industrial and Corporate Change* 18(2), 209–221.
- Auwah, Gabriel Baffour, Desalegn Abraha Gebrekidan, and Aihie Osarenkhoe. (2011). "Interactive (networked) internationalization: the case of Swedish firms." *European journal of marketing* 45(7/8), 1112–1129.
- Axinn, Catherine N, and Paul Matthyssens. (2002). "Limits of internationalization theories in an unlimited world." *International Marketing Review* 19(5), 436–449.
- Bailetti, T. (2012). What Technology Startups Must Get Right to Globalize Early and Rapidly. *Technology Innovation Management Review*. October 2012, 5-16.
- Bartlett, C. A., & Ghoshal, S. (1998). *Managing Across Borders: The Transnational Solution*. 2nd ed. Boston: Harvard Business School Press.
- Bilkey, W. & Tesar, G. (1977) *Journal of International Business Studies*, 8, 93-98.
- Bonaccorsi, A. (1992). On the relationship between firm size and export intensity. *Journal of International Business Studies*, 23(4), 605-36.
- Caloff, J.L. (1994). The relationship between firm size and export behavior revisited. *Journal of International Business Studies*, 25 (Quarter), 367-387.
- Caves, R. E. (1982), *Multinational Enterprise and Economic Analysis*. Cambridge: Cambridge University Press.
- Chen, Hsiu-Li & Huang, Yophy (2004). The Establishment of Global Marketing Strategic Alliances by Small and Medium Enterprises. *Small Business Economics*, 22, 365–377.
- Coviello, N. & Munro, H. (1997), 'Network Relationships and the Internationalisation Process of Small Software Firms', *International Business Review*, 6(4), 361-386.
- Creswell, J.W. (1998) *Qualitative inquiry and research design: choosing among five traditions*. London: Sage.

- Crick, D, and M Spence. (2005). "ScienceDirect.com - International Business Review - The internationalisation of 'high performing' UK high-tech SMEs: a study of planned and unplanned strategies." *International Business Review*.
- Czinkota, R & Johnston, W. (1981) Exporting: Does sales volume make a difference? *Journal of International Studies* (Spring/Summer 1981), 147-153.
- Donovan, Kevin, Rosson, Philip (2015). *The Internet and Internationalization: Nova Scotia SMEs*, Centre for International Business Studies at Dalhousie University, Halifax, Nova Scotia.
- Douglas, S.P. and Craig, C.S. (1989), "Evolution of global marketing strategy-scale, scope and synergy", *Columbia Journal of World Business*, 24(3), 47-59.
- Doz, Yves L. and Wilson, Kelley (2012). *Managing Global Innovation: Frameworks for Integrating Capabilities around the World*, Harvard Business Review Press, Boston.
- Dunning, J. H. (1977). Trade, location of economic activity and the MNE: A search for an eclectic approach. In B. Ohlin, P. O. Hesselborn & P. M. Wijkman (Eds.), *The international allocation of economic activity* (pp. 395-418). London: Macmillan.
- Dunning, J. H. (1993). *The globalization of business*. London: Routledge.
- Elo, Maria. (2005). *SME internationalisation from a network perspective*. Åbo, Finland: Åbo Akademi University Press.
- Fletcher, R., and N. Barrett. (2001). "Embeddedness and the Evolution of Global Networks: An Australian Case Study." *Industrial Marketing Management* 30(7), 561–573.
- Fletcher, R. (1996). "Network theory and countertrade transactions." *International Business Review* 5(2), 167–189.
- Fletcher, Richard. (2008). "The internationalisation from a network perspective: A longitudinal study." *Industrial Marketing Management* 37(8), 953–964.
- Fürst, Sascha (2010) *Global Marketing Strategy: The Case of a Born Global Software Firm in Colombia*, *Revista Ciencias Estrategicas* 18(24), 271-286.
- Gabrielssona, M. Kirpalani, V.H. (2004). Born Globals: how to reach new business space rapidly, *International Business Review* 13(5), 555–571.
- Goncalves, Marcus (2012a) *Learning Organizations: Turning Knowledge into Actions*. New York: ASME Press.
- Goncalves, Marcus (2012b) *The Knowledge Tornado: Bridging the Corporate Knowledge Gap*, 2nd Edition. New York: ASME Press.
- Goncalves, M. (2017). *Lusophone-African Multinational Enterprises Internationalization Mode: A Case Analysis of Angolan And Mozambican Enterprises*. Munich, Germany: Lambert Academic Publishing.
- Goncalves, M & Smith, E.C. (2018) *Social Media as a Data Gathering Tool for International Business Qualitative Research: Opportunities and Challenges*. *Journal of Transnational Management*, 23(2), 32-66.
- Goncalves, M & Smith, E.C. (2017) *Internationalization Strategies of Frontier Lusophone-African Multinational Enterprises: Comparative Case Studies of Angola and Mozambique*, *Journal of Transnational Management*, 22(3), 203-232.
- Hamill, J. (1997). The internet and international marketing, *International Marketing Review*, 14 (5), 300-23.
- Han, Mary. (2007). "Developing social capital to achieve superior internationalization: A conceptual model." *Journal of International Entrepreneurship* 4(2-3), 99–112.

- Hollensen, S. (2007). *Global Marketing - A Market-Responsive Approach*, London: Prentice Hall.
- Hollenstein, Heinz (2005). Determinants of International Activities: Are SMEs Different?, *Small Business Economics*, 24, 431-450.
- Johanson, J. & L-G. Mattson (1988), "Internationalization in Industrial Systems: A Network Approach," In Hood, N. & Vahlne, J.E.(eds), *Strategies in Global Competition*, London: Croom Helm.
- Johanson, J. & Vahlne, J.E. (1990). The mechanism of internationalisation. *International Marketing Review*, 7(4), 12-24.
- Kell, G., & Ruggie J. G. (1999). Global markets and social legitimacy: the case of the "Global Compact" available at http://www.unglobalcompact.org/NewsandEvents/articles_and_papers/global_markets_social_legitimacy_york_university.html.
- Johanson, J. & Vahlne, J.E. (1977). The Internationalisation Process of the Firm – A model of knowledge development and increasing foreign market commitment. *Journal of International Business Studies*, 8(Spring/Summer), 23-32.
- Johanson, J. & Vahlne, J.E. (2009). The Uppsala internationalization process model revisited: From liability of foreignness to liability of outsidership. *Journal of International Business Studies*, 1411 – 1431.
- Jones, M.V. (1999). "The internationalization of small high-technology firms." *Journal of International Marketing*, 15–41.
- Kanter, R.M. (1995). *World Class: Thriving locally in the global economy*. New York: Simon and Schuster.
- Karagozoglu, Necmi & Lindell, Martin (1998). Internationalization of Small And Medium-Sized Technology-Based Firms: An Exploratory Study. *Journal Of Small Business Management* 36(1), 44-59.
- Katsikeas, C., & Morgan, R. (1994). Differences in perceptions of exporting problems based on firm size and export market experience. *European Journal of Marketing*, 28(5), 79-85.
- Kietzmann, Jan H., Hermkens, Kristopher, McCarthy, Ian P. and Silvestre, Bruno S. (2011). Social media? Get serious! Understanding the functional building blocks of social media, *Business Horizons*, Elsevier 54, 241—251.
- Kirzner, I.M. (1973). *Competition and Entrepreneurship*. Chicago: University of Chicago Press.
- Kiss, A.N, and Wade M. Danis. (2010). "Social networks and speed of new venture internationalization during institutional transition: A conceptual model." *Journal of International Entrepreneurship* 8(3), 273–287.
- Knight, G. A. G. & Cavusgil, S. T. (2004), 'Innovation, Organizational Capabilities and the Born-Global firm', *Journal of International Business Studies* 35(2), 124-141.
- Knight, G. G., Madsen, T. T. & Servais, P. P. (2004), 'An Inquiry into Born-Global Firms in Europe and the USA', *International Marketing Review* 21(6), 645-665.
- Kontinen, T, and A. Ojala. (2011). "Network ties in the international opportunity recognition of family SMEs." *International Business Review* 20(4), 440–453.
- Laanti, R., Gabrielsson, M. & Gabrielsson, P. (2007), 'The Globalisation Strategies of Business-to-Business Born Global Firms in the Wireless Technology Industry', *Industrial Marketing Management* 36(8), 1104-1117.

- Lee, Seoki, Yoon Koh, and Cindy Yoonjoung Heo. (2011). "Research note: Internationalization of US publicly traded restaurant companies – a transaction cost economics perspective." *Tourism Economics* 17(2), 465–471.
- Lindblom, Charles E. (1959), The science of 'muddling through'. *Public Administration Review*, 19, 79–88.
- Maltby, T. (2012). Using Social Media to Accelerate the Internationalization of Startups from Inception. *Technology Innovation Management Review* (October), 22-26.
- Mariz-Pérez, Rosa, and Teresa García-Álvarez. (2009). "The Internationalization Strategy of Spanish Indigenous Franchised Chains: A Resource-Based View." *Journal of Small Business Management* 47(4), 514–530.
- Melin, L. (1992). Internationalization as a strategy process. *Strategic Management Journal*, 13 (S2), 99-118.
- Meyer, KE and Peng, MW. (2005). Probing theoretically into Central and Eastern Europe: transactions, resources, and institutions. *Journal of International Business Studies* 35, 600-621.
- Meyer, K.E., & Nguyen, H.V. (2005). Foreign investment strategies and sub-national institutions in emerging markets: Evidence from Vietnam. *Journal of Management Studies*, 42(1), 63-93.
- Meyer, K.E., Estrin, S., Bhaumik, S.K., & Peng, M.W. (2009). Institutions, resources, and entry strategies in emerging economies. *Strategic Management Journal*, 30, 61-80.
- Moen, Øystein and Servais, Per (2002) Born Global or Gradual Global? Examining the Export Behavior of Small and Medium-Sized Enterprises. *Journal of International Marketing: Fall 2002*, 10(3), 49-72.
- Musteen, M, J Francis, and D.K. Datta. (2010). "The influence of international networks on internationalization speed and performance: A study of Czech SMEs." *Journal of World Business* 45(3), 197–205.
- Nadkarni, S., & Perez, P.D. (2007). Prior condition and early international commitment: The mediating role of domestic mindset. *Journal of Business Studies*, 38(1), 160-176.
- O'Rourke, K. and Williamson, J. (2002). When Did Globalization Begin? *European Review of Economic History*, 6, 23-50.
- O'Sullivan, Michael (2015). The end of globalization of a more multipolar world? Credit Suisse Research Institute, https://doc.research-and-analytics.csfb.com/docView?document_id=x657558&serialid=CKNMIWfHjw7rZyk%2BUGmvnQWrpsyCCwGev4oQ/ngdrE8%3D, last accessed on 10/15/2016.
- Overby, Jeffrey W, and Soonhong Min. (2001). "International supply chain management in an Internet environment: A network-oriented approach to internationalization." *International Marketing Review* 18(4), 392–420.
- Porter, M. (1990). *The Competitive Advantage of Nations*, New York: Free Press.
- Quelch, J. & L. Klein (1996), "The Internet & International Marketing," *Sloan Management Review*, 37 (3), 60-83.
- Ramamurti, R. (2004). Developing Countries and MNEs: Extending and enriching the research agenda. *Journal of International Business Studies*, 35, 277-283.
- Ramamurti, R. (2008) What Have We Learned about EMNEs, In Ravi Ramamurti and Jitendra Singh (eds.) *Emerging Multinationals from Emerging Markets*, Cambridge.
- Reich, Robert B. (1991). *The work of nations*. New York: Alfred A. Knopf.
- Rundh, B. (2001). International market development: New patterns in SMEs international market behaviour? *Marketing Intelligence and Planning*, 19 (5), 319-329.

- Sauvant, K.P., Maschek, W. A., and McAllister, G. (2009) Foreign direct investment by emerging market multinational enterprises, the impact of the financial crisis and recession and challenges ahead, OECD, Global Forum on International Investment, <http://www.oecd.org/investment/globalforum/44246197.pdf>.
- Sawhney, M. & S. Mandal (2000), "Making the Web World Wide: A Roadmap for Globalization of E-Commerce," Northwestern University Working Paper, <<http://www.mohansawhney.com/Registered/Content/TradeArticle/Globalization.pdf>> (September 20, 2000).
- Schmidt, Frank L. and Hunter, John E. (2016). Tacit Knowledge, Practical Intelligence, General Mental Ability, and Job Knowledge, Elsevier, *Current Directions in Psychological Science*, 2(1), 8 - 9.
- Schwens, Christian, and Ruediger Kabst. (2009). "Early internationalization: A transaction cost economics and structural embeddedness perspective." *Journal of International Entrepreneurship* 7(4), 323–340.
- Sethi, D. (2009), "Are Multinational Enterprises from Emerging Economies Global or Regional?" *European Management Journal*, 27, 356-365.
- Sharma, DD. (1999). *Globalization and Its Managerial Implications* - Google Books.
- Sharma, D. D., & Blomstermo, A. (2003). The internationalization process of born global: A network view. *International Business Review*, 12 (6), 739-753.
- Stopford, John M., and L. T. Wells Jr. (1972). *Managing the Multinational Enterprise: Organization of the Firm and Ownership of the Subsidiary*, NY: Basic Books, French ed.
- Sydow, J, A Windeler, C Wirth, and U. Staber. (2010). "Foreign market entry as network entry: A relational structuration perspective on internationalization in television content production." *Scandinavian Journal of Management* 26(1),13–24.
- Tang, Y K. (2011). "The Influence of networking on the internationalization of SMEs: Evidence from internationalized Chinese firms." *International Small Business Journal* 29(4), 374–398.
- Van de Ven, A.H. and Jing, R. (2011). "Indigenous management research in China from an engaged scholarship perspective," *Management and Organization Review*, 9, 123-137.
- Welch, L.S and R.K. Luostarinen (1988). "Internationalization: Evolution of a Concept." *Journal of General Management*. 14(2), 36-64.
- Welch, Catherine, Piekkari, Rebecca, Plakoyiannaki, Emmanuella and Paavilainen-Mantymaki, Eriikka, (2011), Theorising from case studies: Towards a pluralist future for international business research, *Journal of International Business Studies*, 42(5), 740-762.
- Westhead, Paul, Wright, Mike and Ucbasaran, Deniz, (2001). The internationalization of new and small firms: A resource-based view, *Journal of Business Venturing*, 16(4), 333-358.
- Yin, R. K. (2003). *Case study research: Design and methods* (3rd ed.). Thousand Oaks.
- Yip, George S., Biscarri, Javier Gomez & Monti Joseph A. (2000). The Role of the Internationalization Process in the Performance of Newly Internationalizing Firms. *Journal of International Marketing*, 8(3), 10-35.
- Zain, Mohamed, and Siew Imm Ng. (2006). "The impacts of network relationships on SMEs' internationalization process." *Thunderbird International Business Review* 48(2),183–205.