



4th IE Workshop – 20th & 21st of May 2021

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Track Proposals

WS 1: Born Global Firms and International New Ventures to and from Asian Emerging Markets

Yi Wang & Elisabeth Rose

A key characteristic of the global economy has been the liberalization of emerging markets (EMs) and their integration into the world economy. Entrepreneurial activities play an essential role in facilitating economic growth and reducing poverty in EMs. Although considerable research has been devoted to large multinationals to and from EMs, relatively less attention has been paid to early internationalizing firms such as Born Globals (BGs) and International New Ventures (INVs). The workshop intends to get together academicians interested in researching BGs/INVs to and from emerging markets to brainstorm new research ideas, develop joint research projects, and share teaching experience about BGs/INVs related subjects. The workshop's theme centers around 1) theoretical perspective and empirical evidence on antecedents, strategies, process, and performance of BGs/INVs to and from EMs, and 2) opportunities and challenges implementing research- and problem-based teaching on BGs/INVs. The emerging markets that are of great interest in the workshop include China, India, and New Frontier Asian Economies.

WS 3: Institutions and export-oriented entrepreneurial activity

Victor Martin-Sanchez

Early internationalization of new firms has received a great deal of attention in the fields of international business and entrepreneurship. In particular, entrepreneurs' strategic choices envision whether to limit the business operations initially in the domestic market or whether to internationalize from inception. Yet, as the COVID-19 pandemic unfolded, the external conditions predicting early internationalization of new firms have been immediately impacted by the constraints imposed by governments to attempt to stop or slow the progression of the disease. This policy meant that some entrepreneurs had to close their business temporarily, and others implement safety measures while finding new opportunities of running their businesses in more innovative ways - such as becoming more digital to increase capacity and/or expanding their commercial activities beyond the domestic market. In this sense, while the pandemic has created a significant disruption to countries' business fabric, there is a wide heterogeneity in how new firms are responding to it. Additionally, these exceptional circumstances have disclosed how imbalanced the impact of the recession has been across countries and industries in the interest of finding solutions to tackle this global challenge. Accordingly, an increasing number of discussions are emerging in seeking to disentangle how global interactions may keep occurring in this new context and how the new international business dynamics should be repositioned. For example, the restrictions of mobility impact business sustainability, organizational design and work practices, collaborations, creativity and innovation, digital transformation, and speed of product-market adoption. All in all, there is a need to better understand how both cognitive abilities of entrepreneurs and contextual forces (i.e., new institutional configurations favoring or harming regulatory frameworks to stimulate growth-oriented business progress) are essential to tackle such situation. Academic and policymakers' discussions around these topics will help to tease out new theoretical underpinnings and derive new practical and insightful implications on relevant internationalization processes of new firms. How will the international entrepreneurship arena change towards a more sustainable development once the crisis begins to abate? What are the lessons to be learned and the critical changes to be adopted?

WS 4: Competences of future sustainable entrepreneurs in an international context.

Anna Vuorio & Ingo Winkler

Sustainable entrepreneurship and its sister concepts of social and ecological entrepreneurship continue to gain momentum in the entrepreneurship literature. One prominent aspect of the debate is the competences that future sustainable entrepreneurs (usually university students) need in order to create sustainable, social, and ecological impact. Existing competence frameworks suggest a mixture of entrepreneurial, sustainable, and social competences to enable future entrepreneurs to recognize, evaluate and realize sustainable entrepreneurship opportunities. Wicked problems are global, but often sustainable entrepreneurs at least start by addressing local or national problems. Adding an international dimension to the debate, the workshop aims to stimulate discussion along the following lines: What are the challenges of creating well-being on an international scale? How do sustainable entrepreneurs internationalize? How do future sustainable entrepreneurs recognize, evaluate and pursue international opportunities? What competencies are needed to establish international sustainable entrepreneurship? How can we help future sustainable entrepreneurs to establish these competencies? What are the challenges and opportunities that future sustainable entrepreneurs may face when pursuing international opportunities?



WS 6: Necessary Condition Analysis (NCA) – foundations, implications, advantages – and introduction.

Nicole Franziska Richter

Necessary Condition Analysis (NCA) is a novel research methodology that can identify necessary conditions in data sets. A necessary condition is a critical factor of an outcome: if the condition is not in place the outcome will not occur. Hence, the necessary condition can be a bottleneck, critical factor, constraint, disqualifier, etc. In practice, the right level of necessary condition must be put and kept in place to avoid guaranteed failure. By adding a different logic and data analysis approach, NCA adds both rigor and relevance to theory, data analysis, and publications.

In **international business**, we for instance demonstrated that political stability is a necessary condition for a high level of foreign direct investments into a country market. In addition to various other fields, the method has also been applied in the context of **entrepreneurship** (e.g. Chen/Elango/Jones, 2019).

This **workshop will provide an introduction to NCA**. We will focus on the foundations of the method, its application in research, and its advantages in comparison to other methods (e.g. regression-based methods). Furthermore, it offers an opportunity for discussions on the usage of the method in the field of international entrepreneurship.

For more information on NCA please visit the NCA website (www.erim.nl/nca), read NCA's core paper (free access): Dul, J. (2016) Necessary Condition Analysis (NCA): Logic and methodology of “necessary but not sufficient” causality, *Organizational Research Methods*, 19(1), 10-52 or have a look at **research using NCA in the context of to social entrepreneurship**: Chen, S., Elango, B. & Jones, J. (2019) Necessary conditions for social enterprise: The case of the microinsurance sector. *Social Business*, 9(4), 395-412.

The **workshop will be offered by: Nicole Franziska Richter**. Nicole is an associate professor of international business at the University of Southern Denmark (SDU). Her research involves mostly quantitative empirical analyses of determinants of success in different subdomains of IB research. Furthermore, she has published several articles with a focus on quantitative research methodologies and is an ambassador for NCA.

WS 8: Literature Reviews in IE: Types, Approaches and Best Practices

Alex Rialp, Universitat Autònoma Barcelona, Spain

Literature reviews are an increasingly used research methodology mainly to synthesize the existing body of literature or state-of-the-art in a given field, domain and/or discipline. However, poorly developed review efforts are often not publishable due to editorial criticism because of a perceived bias, lack of quality and/or contribution of the review to properly analyse the chosen topic and develop a future research agenda in the field.

This workshop is aimed at helping and supporting more senior or junior researchers and doctoral candidates in the IE field to develop contribution-focused literature reviews by providing key guidelines and main steps at better planning, conducting and/or assessing them. The workshop outlines different types and approaches for conducting a literature review as well as their main strengths and weaknesses, and/or associated opportunities and risks during the review process, with a special focus on the application of this research methodology in the IE field.

Several guest presenters, highly experienced in reviewing past and contemporary IE literature, will also provide their insightful personal viewpoints on this issue by, for instance, developing a typology of literature reviews in IE and spotting opportunities for successful further review studies in the field. As it will be argued, contributive thematic and/or methodological literature reviews in this field -and elsewhere- require relevant methodological decisions regarding, for instance, type and approach of the review, focus and scope, theme/sources and documents selection, and analysis and synthesis procedures of sampling studies in order to generate also a well-oriented future research agenda. The IE field itself and/or several topical areas within IE research, such as the international opportunity process, have been subject to comprehensive literature review efforts before and highly relevant insights can be obtained about how to come up with more contributive and publishable review studies in the IE domain.

Ultimately, this workshop aims at building a new scenario with emerging technological improvements for the future of the literature review methodology in the discipline of IE, and all participants will be also kindly invited to join the discussion towards constructive conclusions and key issues or ideas for improving future review-based research in the IE field.

WS 10: Giving, taking and making sense in network interactions: International entrepreneurs understanding of internationalization

Erik Stavnsager Rasmussen & Nicolaj H. Peters

The aim is to explore inter-organizational learning in international entrepreneurial managers' sensemaking through horizontal and vertical relations. The focus of the analysis is inter-organizational learning. The network interactions function as confrontations that create awareness of the managers' need for internationalization resources and knowledge. The managers learn from inter-organizational interactions create plausible actions and outcomes in which the networks are changing and transforming the internationalization process. The interactions function as critical incidents by expanding the horizon of their network setting as a means to:

(1) find the needed resources in forming networks with actors possessing the information, skills, network, etc., (2) know the right level of involvement and control with relations to other actors and markets, and (3) be able to tap into market positions through relational bonding, bridging and commitment.

That is to say; the managerial implication is to sensitize managers to the embeddedness and dynamics of actors in a network context. Both horizontal and vertical relations in the cases serve as sources of means for internationalization. Horizontal ties with other firms and cluster-facilitating organizations can provide access and reputational legitimacy to initiate new and vertical relations, such as distributors and customers. The business network, as well as ties, thus change. The trusted relationship may be terminated because of opportunistic actions. Embedded opportunities, constraints, and dynamic interplay between the actors' intentions need to be considered since expectations and control among mutually oriented actors can facilitate and restrict action. Thus, strategic activities require managerial observation, reasoning, and engagement towards all active, visible, and invisible relationships in a particular SME relation-scapes business context. The existing bonding developed between strong complementary relations with changes within needs to be recognized through the inter-actional content of bonding. Still, firms and managers need to interact beyond direct counterparts to increase situational awareness of alternative meanings and opportunities.



WS 11: Migration, diaspora and transnational entrepreneurship – connecting contexts internationally

Maria Elo, University of Southern Denmark
Per Servais, Linnaeus University
Susanne Sandberg, Linnaeus University

In the era of Covid-19 business activities related to international connectedness and sustainable development face a harsh reality. Despite the restrictions and immobility, countries, regions and places are connected internationally in multiple ways through international migrants and diasporas (Elo & Minto-Coy, 2018; Zapata-Barrero & Resaei, 2019). Today, migrant human capital and its productive potential becomes particularly interesting as one of the four capitals (Ekins, Dresner & Dahlström, 2008) for sustainable development, international business and -entrepreneurship. The sustainable development goals of United Nations, especially the goal 10, addresses migration and development of the promise of migration in a legitimate manner. Migrants and diasporans represent particularly entrepreneurial populations that act as information brokers, connectors and boundary spanners, also digitally (Brinkerhoff, 2009), overcoming limitations related to physical locations. This makes transnationally active intra- and entrepreneurial migrants highly relevant to the global interconnectedness for trade, investment and innovation.

The solutions and potential provided by diaspora entrepreneurship, transnational entrepreneurship and transnational diaspora entrepreneurship, are often particularly resilient and socially oriented, building on arbitrage and improvisation while being vulnerable at the same time (e.g. Riddle & Brinkerhoff, 2011; Sandberg et al., 2019; Bolzani et al., 2020). Hence, these different forms of transnational business and entrepreneurship call for better and deeper understanding (Elo & Servais, 2018, Bolzani et al., 2020; Honig, 2020). Several scholars have illustrated how migrant resources and capabilities may generate new offerings, business models, operations and investment across borders (Drori, Honig, & Ginsberg, 2010; Drori, Honig, & Wright, 2009; Elo, 2016; Rana & Elo, 2017; Riddle, Hrivnak, & Nielsen, 2010).

We invite you to present your work and co-develop the research domain at the IE Odense Workshop!

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WS 12: Can we still learn something from the Born Global/International New Venture classics?

Tage Koed Madsen

The literatures on entrepreneurship and international business used to be separate and researchers from the two fields did not have much contact. Along with the increasing globalization of markets and societies, however, a joint field on international entrepreneurship started to grow during the 1990s. Researchers looking at the internationalization of firms used to find that firms would typically grow internationally in a slow and incremental manner, mainly by exporting their products to neighboring countries, but they now found that an increasing number of new firms initiated international activities (still initially often through exporting) very early on after inception. Similarly, entrepreneurship researchers found that an increasing number of entrepreneurs had an international outlook.

Dating back to seminal articles by Oviatt and McDougall (1994), Knight and Cavusgil (1996), Madsen and Servais (1997) and Knight and Cavusgil (2004), scholars have tried to understand the phenomenon of such



International New Ventures/Born Globals (INVs/BGs). Hundreds of empirical studies and scholarly articles have appeared since then.

The moderator will reiterate some of the fundamental research questions and findings addressed in these seminal articles. The questions to be discussed in the workshop are: Can we still learn something from these early contributions? What have we learned since then? What has been the impact of the change in business environments? Can we identify fruitful research avenues for the future?

Literature

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WS 13: IE in Latin America: Present & Future Directions

Oscar Montiel, Universidad Autonoma de Ciudad Juarez, Mexico

Salvatore Tomaselli, Università degli Studi di Palermo, Italy

Argentina Soto, Universidad Anahuac, Mexico

Even after globalization, and now, a tendency to regionalism (and the resurgence of China and Russia as decisive geopolitical players), where contexts play a more overriding role, especially in a Covid-19 era, international entrepreneurship (IE) is key to promote in a region since it is expected that a high degree of integration and interdependence between countries will be maintained.

Therefore, new and smaller firms (SMEs) are forced to evaluate the extent and scope of their business, since, from a strategic point of view, internationalization is a key factor in business success, especially in SMEs that have a high-growth prospect (Felzensztein, 2016). But even as IE should be promoted strongly as a tool for economic development. Chen, Saarenketo & Puumalainen (2016) argue that entrepreneurial ventures from Latin American remain underexplored in the IE literature.

The workshop has the aim to explore the present and future directions of IE in Latin America, where IE should be view as a key element (Acs & Amorós, 2008), a driver to alleviate poverty and increase the quality of life throughout this region.

Latin America has very different angles. Brazil and Mexico, the two biggest and emerging economies, both have large internal market economies and are global players. Colombia and Chile, less developed economies, show a higher international orientation, according to GEM 2015. But generally, most of the entrepreneurs in the region do not show a strong orientation to look for customers in other countries, or outside South America (Amorós *et al.*, 2015; Felzensztein *et al.*, 2015). Amorós, Etchebarne & Felzensztein (2012) state that they are not too competitive in terms of innovation (technological and business models).

Trends identified (Perényi & Losoncz, 2018) include the convergence between international business and entrepreneurship literature with a focus on the Latin America region, SME internationalization, and various forms of international new ventures like the Multilatinas (Barbero, 2018).

Where does Latin America stand on both comparative international entrepreneurship and entrepreneurial internationalization as research topics, on a global, regional, and country-level, comprise with emerging and

transitional economies? Where is the convergence between IE theories and the adaptation and development of a context-specific theory for our region? What can we learn from the successful experiences of internationalization from Latin American companies, family business frequently, its entrepreneurial processes towards IE?

Addressing these questions should promote more interest on IE in Latin America, providing a future direction for present and future international entrepreneurship researchers.

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